

Special Board Meeting Agenda

Thursday, May 12, 2022
9:00 A.M.

San Diego International Airport
SDCRAA Administration Building
3225 N. Harbor Drive
San Diego, California 92101

Board Members

Gil Cabrera (Chair)
Mary Casillas Salas (Vice Chair)
Catherine Blakespear
Paul McNamara
Paul Robinson
Johanna Schiavoni
James Sly
Nora E. Vargas
Marni von Wilpert

Ex-Officio Board Members

Col. Thomas Bedell
Gustavo Dallarda
Gayle Miller

President/CEO

Kimberly J. Becker

This meeting of the Board of the San Diego County Regional Airport Authority will be conducted pursuant to the provisions of California Assembly Bill 361 which suspends certain requirements of the Ralph M. Brown Act. On May 5, 2022, the San Diego County Regional Airport Authority Board adopted Resolution No. 2022-0045 finding that as a result of the continuing State of Emergency and the fact that local officials have recommended measures to promote social distancing and a finding that meeting in person continues to present imminent risks to the health and safety of attendees, it is in the best interest of the Authority and the public to continue to conduct meetings of the Board and Committees virtually pursuant to AB 361. Therefore, in the interest of public health, all Board Members will be participating in the meeting electronically. In accordance with Assembly Bill 361 and Authority Board Resolution No. 2022-0045, there will be no members of the public in attendance at the Meeting. We are providing alternatives to in-person attendance for viewing and participating in the meeting. In lieu of in-person attendance, members of the public may submit their comments in the following manner.

Public Comment during Board/Committee Meetings

If you'd like to speak live during the meeting, please follow these steps to request to speak:

- **Step 1:** Watch the meeting via the live Webcast located at the following link, <https://www.san.org/Airport-Authority/Meetings-Agendas/authority-board?EntryId=15014>
PLEASE NOTE: There is approximately 20 seconds of lag time between the meeting and the Webcast.
- **Step 2:** When the Chair introduces the item that you would like to comment on, (*or indicates that it is time for Non-Agenda Public Comment*), call into the public comment line by following the following directions:
REMINDER: Please do not call until the item you want to comment on is being discussed.

Thursday, May 12, 2022

- **Dial 1-619-737-2396**
- **When prompted, input Conference ID: 205 417 063#**
- **You will then hear: "If you're the meeting organizer, press star now. You are now joining the meeting." Ignore this message.**
- **After a few seconds, you will hear: "Please wait for the leader to admit you into the meeting, thank you for your patience." This is an indication that you are in the waiting room, Authority staff will admit you into the meeting when it is your time to speak.**
- **After being admitted into the meeting, your microphone will be live, please turn off your webcast to avoid feedback. Staff will then ask you to state your name and begin your comments.**

Written Non-Agenda Public comment and/or Public Comment on agenda items may also be submitted to the Authority clerk at clerk@san.org. Comments received no later than 8:30 a.m. on the day of the meeting will be distributed to the Board or Committee and included in the record.

How to Watch the Meeting

You may also view the meeting online at the following link: <https://www.san.org/Airport-Authority/Meetings-Agendas/authority-board?EntryId=15014>

Requests for Accessibility Modifications or Accommodations

As required by the Americans with Disabilities Act (ADA), requests for agenda information to be made available in alternative formats, and any requests for disability-related modifications or accommodations required to facilitate meeting participation, including requests for alternatives to observing meetings and offering public comment as noted above, may be made by contacting the Authority Clerk at (619) 400-2550 or clerk@san.org. The Authority is committed to resolving accessibility requests swiftly in order to maximize accessibility.

This Agenda contains a brief general description of each item to be considered. The indication of a recommended action does not indicate what action (if any) may be taken. **Please note that agenda items may be taken out of order.** If comments are made to the Board without prior notice or are not listed on the Agenda, no specific answers or responses should be expected at this meeting pursuant to State law.

Staff Reports and documentation relating to each item of business on the Agenda are on file in Board Services and are available for public inspection.

Note: Pursuant to Authority Code Section 2.15, all Lobbyists shall register as an Authority Lobbyist with the Authority Clerk within ten (10) days of qualifying as a lobbyist. A qualifying lobbyist is any individual who receives \$100 or more in any calendar month to lobby any Board Member or employee of the Authority for the purpose of influencing any action of the Authority. To obtain Lobbyist Registration Statement Forms, contact the Board Services/Authority Clerk Department.

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CALL TO ORDER:

ROLL CALL:

BUDGET WORKSHOP:

- 1. DISCUSSION REGARDING THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY FISCAL YEAR 2023 PROPOSED BUDGET AND FISCAL YEAR 2024 PROPOSED CONCEPTUAL BUDGET:**
RECOMMENDATION: Discuss the Fiscal Year 2023 Proposed Budget and Fiscal Year 2024 Proposed Conceptual Budget.
(Finance & Risk Management: John Dillon, Director; Maya Dayan, Director, Capital Financial Planning and Airline Relations)

BOARD COMMENT:

ADJOURNMENT:

Thursday, May 12, 2022

Policy for Public Participation in Board, Airport Land Use Commission (ALUC), and Committee Meetings (Public Comment)

- 1) Persons wishing to address the Board, ALUC, and Committees shall submit an email to the Clerk at clerk@san.org prior to the initiation of the portion of the agenda containing the item to be addressed (e.g., Public Comment and General Items). Failure to submit an email shall not preclude testimony, if permission to address the Board is granted by the Chair.
- 2) The Public Comment Section at the beginning of the agenda is reserved for persons wishing to address the Board, ALUC, and Committees on any matter for which another opportunity to speak is not provided on the Agenda, and on matters that are within the jurisdiction of the Board.
- 3) Persons wishing to speak on specific items listed on the agenda will be afforded an opportunity to speak during the presentation of individual items. Persons wishing to speak on specific items should reserve their comments until the specific item is taken up by the Board, ALUC and Committees.
- 4) If many persons have indicated a desire to address the Board, ALUC and Committees on the same issue, then the Chair may suggest that these persons consolidate their respective testimonies. Testimony by members of the public on any item shall be limited to **three (3) minutes per individual speaker and five (5) minutes for applicants, groups and referring jurisdictions.**
- 5) Pursuant to Authority Policy 1.33 (8), recognized groups must register with the Authority Clerk prior to the meeting.

After a public hearing or the public comment portion of the meeting has been closed, no person shall address the Board, ALUC, and Committees without first obtaining permission to do so.

Additional Meeting Information

NOTE: This information is available in alternative formats upon request. To request an Agenda in an alternative format, or to request a sign language or oral interpreter, or an Assistive Listening Device (ALD) for the meeting, please telephone the Authority Clerk's Office at (619) 400-2550 at least three (3) working days prior to the meeting to ensure availability.

For your convenience, the agenda is also available to you on our website at www.san.org.

For those planning to attend the Board meeting, parking is available in the public parking lot located directly in front of the Administration Building. Bring your ticket to the third-floor receptionist for validation.

You may also reach the SDCRAA Building by using public transit via the San Diego MTS System, Route 992. For route and fare information, please call the San Diego MTS at (619) 233-3004 or 511.



San Diego County Regional Airport Authority FY 2023 Proposed Budget & FY 2024 Proposed Conceptual Budget

Budget Workshop

May 12, 2022

Agenda

1. Strategic Plan
2. Economic, Industry and Credit Overview
3. Budget Process
4. Budget Overview
 - Revenue
 - Expenses
5. Budget Summary
6. Capital Program Budget
7. Plan of Finance FY 2023-2027
8. Conclusion





Strategic Plan

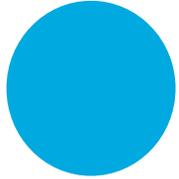
Strategic Plan Future State Description

In 2022, our integrated leadership team has continued to evolve the Authority into a passenger-focused, business-driven, community-centered enterprise. We have achieved our five-year strategic plan and are widely recognized for successfully managing our financial, social and environmental sustainability.

Our Brand Promise

Good Feelings. Non-Stop.

Strategic Goals



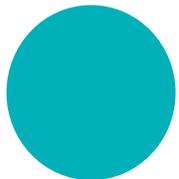
Community

Enhance community understanding of SAN as an economic engine and portal for prosperity.



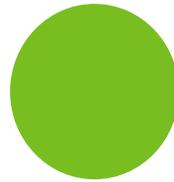
Customer

Exceed our customers' expectations by introducing innovative service and facility enhancements.



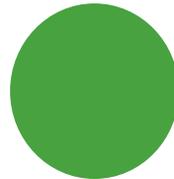
Employee

Develop leaders and a workforce aligned to the needs of our Strategic Plan that reflects the diversity of our community.



Financial

Execute a Plan of Finance that provides the financial resources necessary to achieve the FY 2022 Future State while maintaining the enterprise's strong financial position.



Operations

Grow and efficiently manage capacity, both landside and airside, including international facilities for future demand.

Focus Area

In an effort to successfully align and coordinate strategic plan initiatives that require integrated, cross-functional action plans, three over-arching focus areas were established to assure effective decision-making and resource-allocation:

- Advance the New T1
- Transforming the Customer Journey
- Optimize Ongoing Business

Top Three Priorities

- Achieve planned New T1 progress by: 1) Keeping program on time and on budget; and 2) Delivering a communication plan to educate the traveling public, community and airport employees, providing excellent customer service and building excitement
- Sustain confidence of traveling public and business partners through effective management of ongoing airport operations
- Maintain employee safety, confidence and engagement

New T-1 Action Items

- Continue construction on key Authority infrastructure (Administration Building, T1 Parking Structure, Airfield Improvements, New T1 Terminal/Roadway, Northside Shuttle Hold Lot)
- Execute New T1 staffing plan
- Pursue and obtain additional terminal grants from BIL legislation
- Ensure ongoing compliance with EIR mitigation, Coastal Commission conditions, and other environmental permit requirements

Optimize Ongoing Business (OOB) Action Items

- Determine concession business terms
- Develop parking management and revenue strategy
- Promote airport products and services in support of revenue growth
- Restoring and increasing domestic and international air service destinations while working with key federal partners
- Procure new shuttle and parking operations contracts
- Increase level of service for passengers and airline tenants through execution of ongoing CIP projects
- Continue outreach efforts to small and local businesses ensuring supplier diversity

Transforming Customer Experience (TCE) Action Items

- Create a customer journey experience, from home to destination, that fulfills the airport's brand promise and continues to lead the way in sustainability
- Execute New T1 communication plan including engagement with regional stakeholders on future planning and off-airport improvements
- Develop and implement competitive pay and benefit strategies
- Complete negotiations for 2022 Union Contract
- In coordination with the FAA and FCC, begin the implementation of 5G/cellular infrastructure throughout the airport
- Implement short-term DEI initiatives identified by workstreams and develop plan for longer-term DEI initiatives



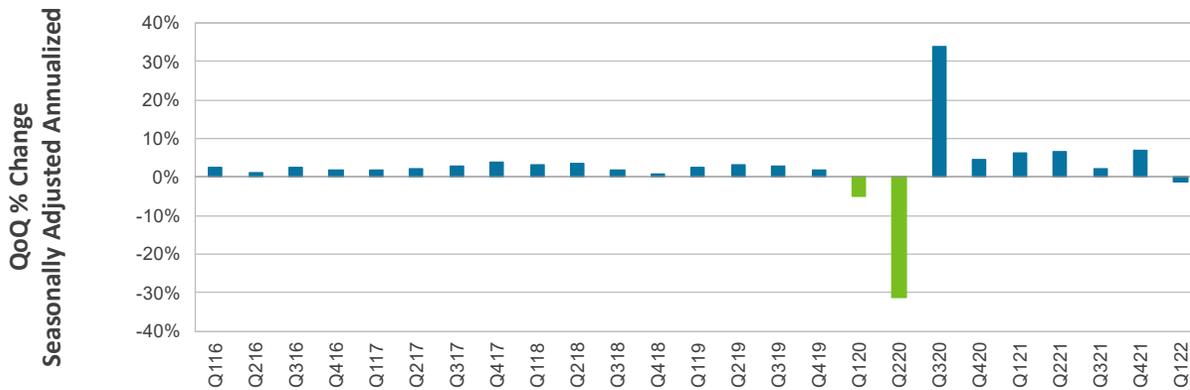
Economic, Industry and Credit Overview

US Economy – GDP & Unemployment

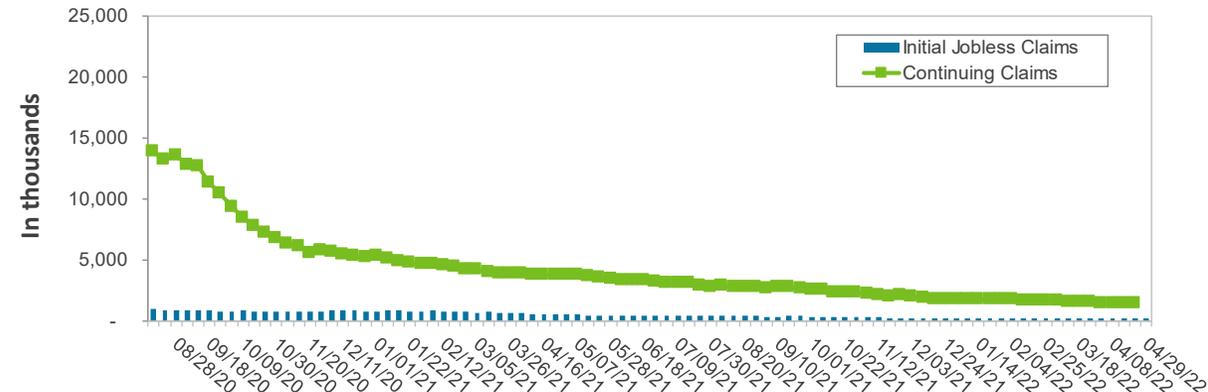
- Main economic indicators:

- 1st Quarter 2022 GDP contracted at an annualized rate of 1.4%
- As of April 2022, U.S. unemployment decreased to 3.6% compared to 6.0% last year
- San Diego unemployment is down at 3.4% for March 2022 from 7.6% last year

U.S. Gross Domestic Product



U.S. Unemployment Rates



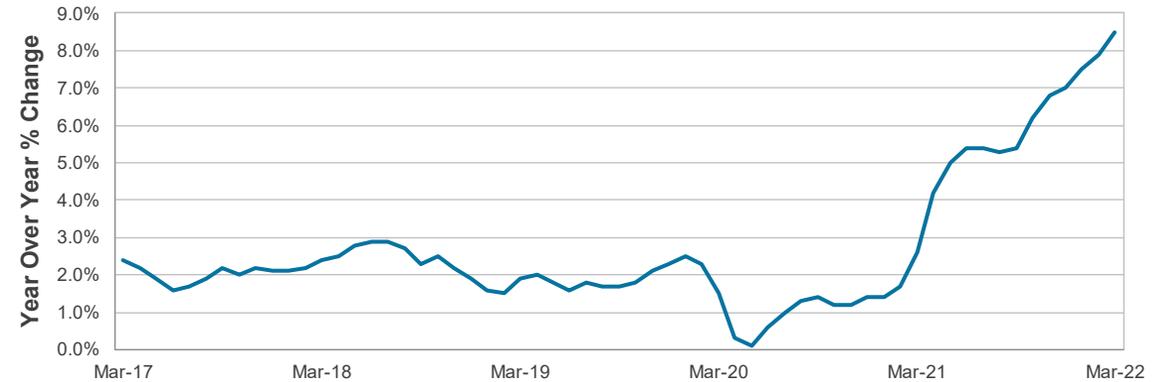
US Economy – Index & Inflation

- Calendar 2021 equity markets rose:
 - DJIA: 19%
 - S&P 500: 27%
- Inflation:
 - CPI for all items up 8.5% YoY in March 2022

Dow Jones Industrial Avg. and S&P 500 Indices



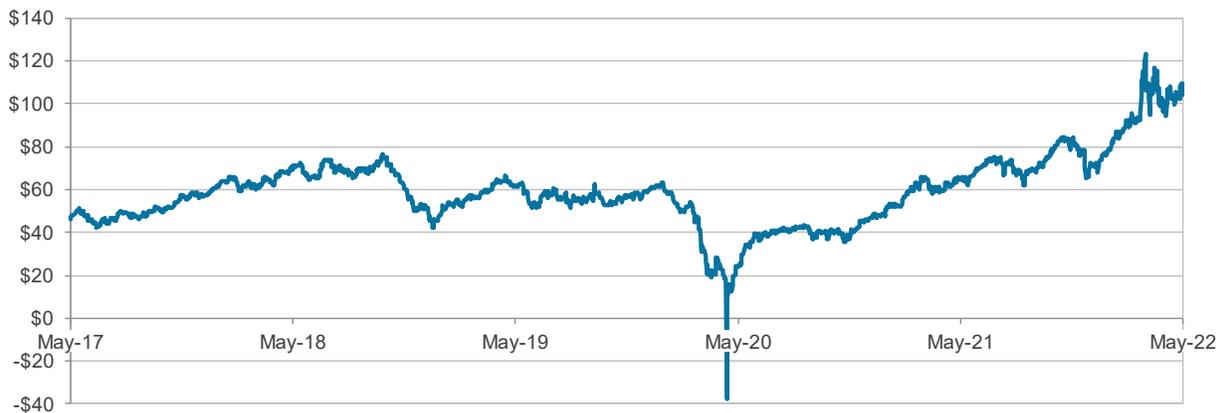
Consumer Price Index



Oil Prices & Interest Rates

- Current oil price trades in the \$109.77+/- range per barrel, above its 12-month average of \$81.09
- Year-to-date, the yield on 5-year Treasuries has increased roughly 180 basis points and 200 basis points on 2-year Treasury. The yield on 5-year Treasury is higher than the yield on 2-year Treasury.

WTI Crude Oil Price (Per Barrel)



U.S. Treasury Yields



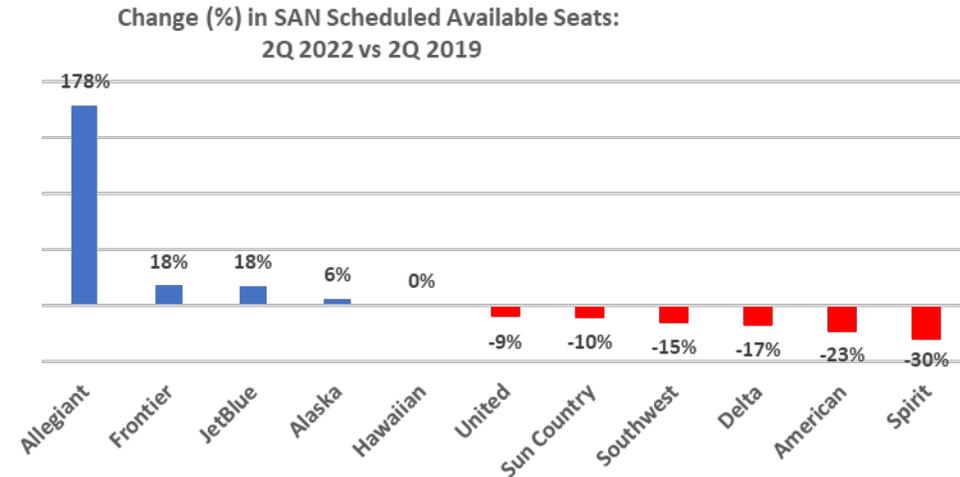
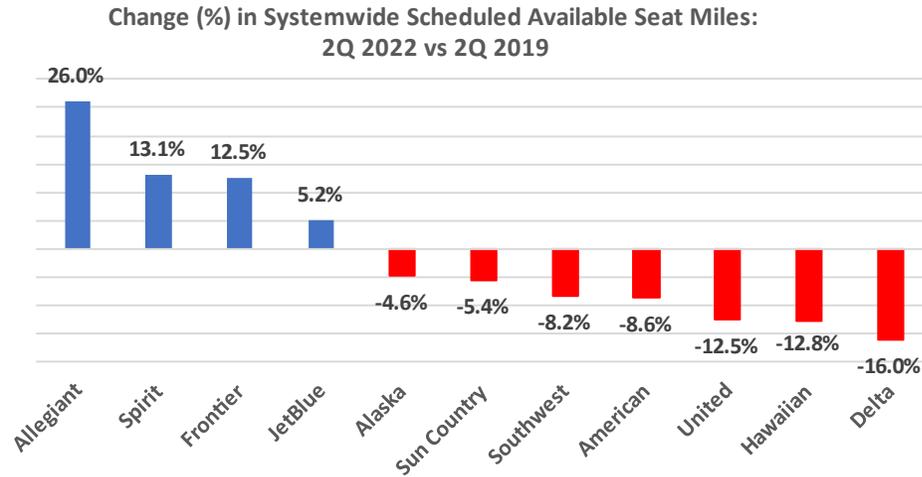
Airline Industry Overview

- **Potential Consolidation:** Who will merge with Spirit and will any merger receive regulatory approval?
 - On February 7th, Frontier announced it would merge with Spirit in a stock and cash deal
 - On April 5th, JetBlue made a \$33 per share (\$3.7b) all cash offer for Spirit Airlines
 - Either combination would create the fifth largest airline in terms of domestic capacity
- **Traffic Recovery:** U.S. airlines currently plan to fly about 16% more seats than last summer
 - Although ticket sales are rising, corporate and international travel continue to lag
- **Higher Fuel Prices Resulting in Higher Fares:** Domestic flight prices have increased 40% since the beginning of 2022 and are expected to rise an additional 10% next month
- **Labor Challenges:** A shortage of pilots is pressuring airlines' ability to maintain schedules and add capacity

¹ Source – Airlines for America: Recovery from COVID, April 13, 2022

² Source: Bank of America, April 12, 2022

Airline Industry Overview



- Ultra low-cost carriers and JetBlue continue to lead U.S. Airlines in capacity growth
- Among 11 U.S. airlines, lower-cost carriers have been growing the fastest
- The competitive presence of low-cost and ultra low-cost carriers in domestic markets continues to expand

Source: Airlines for America; Diio by Cirium published schedules April 22, 2022

Rating Agencies: Improving 2022 Airport Industry Outlook

Moody's: Maintains a "Positive" Outlook

S&P: Revised Outlook to "Positive" from "Stable" in January 2022

Fitch Maintains a "Neutral" Outlook

Key Credit Drivers:

- ✓ Domestic leisure travel increase
- ✓ International & Business Travel expected to resume once travel restrictions are eased
- ✓ Increase in vaccinations
- ✓ Less severe impact of omicron
- ✓ Government infrastructure bill

	SDCRAA Credit Ratings		
	Senior GARB	Subordinate GARB	CFC Bonds
Fitch	AA- (Stable)	A+ (Stable)	N/A
Moody's	A1 (Stable)	A2 (Stable)	A3 (Stable)
S&P	N/A	A (Stable)	BBB+ (Positive)

A woman with long dark hair, wearing a light-colored long-sleeved shirt and a yellow bag, stands with her back to the camera in a large, modern airport terminal. The terminal features high ceilings with a grid of white beams and large windows. A prominent gold spherical light fixture hangs from the ceiling. The foreground is partially obscured by a semi-transparent teal graphic that contains the title text.

Budget Process

Budget Process



Expense Budget

- Review current expenses
- Discuss future needs
- Consider alternative methods and solutions
- Identify risks and opportunities



Revenue Budget

- Review current non airline revenue trends
- Forecast future enplanements and landed weight growth
- Meet with internal business partners to evaluate future trends
- Review expense budget, amortization and debt service allocations to calculate airlines rates, fees and charges



Capital Budget

- Annual validation of current CIP
- Planning for future needs (new CIP projects)
- Project cost estimation and evaluation of funding sources
- Business Case analysis



Financial Metrics Review

- Cost per Enplaned Passenger (CPE)
- Debt Service Coverage
- Debt per Enplaned Passenger
- Days Cash on Hand (DCOH)

Review and prioritize for consistency with Strategic Plan and Top Three Priorities



Budget Overview

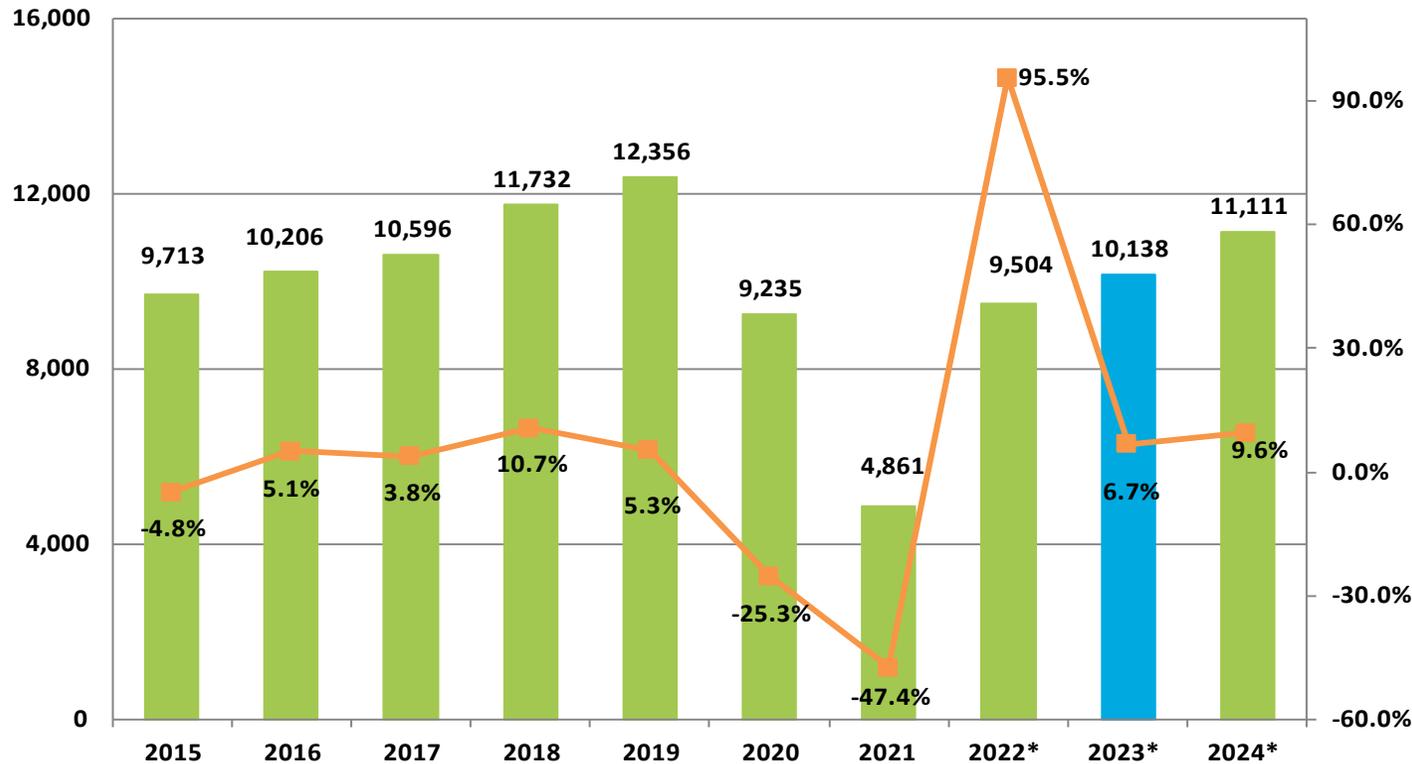


Revenue Budget Overview

Annual Enplaned Passenger Traffic

- FY 2023 Proposed Budget of 10.1M, 6.7% increase vs. FY 2022 Forecast of 9.5M and 61.4% increase vs. FY 22 budget of 6.28M
- FY 2024 Proposed Conceptual Budget of 11.1M, 9.6% increase vs. FY 2023 Budget of 10.1M

(in thousands)



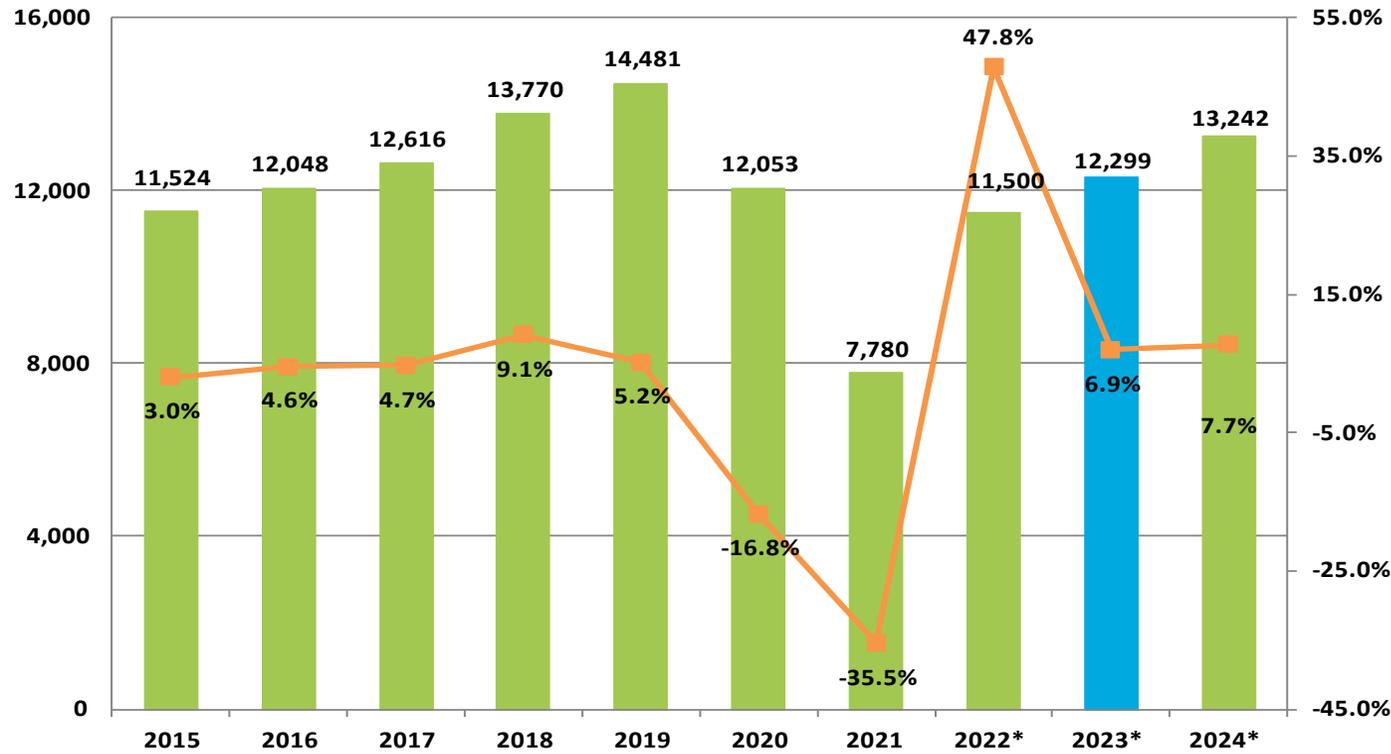
Fiscal Year	Enplaned Passengers	% Change
2015	9,713	-4.8%
2016	10,206	5.1%
2017	10,596	3.8%
2018	11,732	10.7%
2019	12,356	5.3%
2020	9,235	-25.3%
2021	4,861	-47.4%
2022* [^]	9,504	95.5%
2023*	10,138	6.7%
2024*	11,111	9.6%

[^] FY22 forecast is 51.3% higher than FY22 budget

Landed Weight

- FY 2023 Proposed Budget of 12.3M, 6.8% increase vs. FY 2022 Forecast of 11.5M and 29.6% increase vs. FY 22 budget of 9.49M
- FY 2024 Proposed Conceptual Budget of 13.2M, 7.7% increase vs. FY 2023 Budget of 12.3M

(in millions)



Fiscal Year	Landed Weight	% Change
2015	11,524	3.0%
2016	12,048	4.6%
2017	12,616	4.7%
2018	13,770	9.1%
2019	14,481	5.2%
2020	12,053	-16.8%
2021	7,780	-35.5%
2022* [^]	11,500	47.8%
2023*	12,299	6.9%
2024*	13,242	7.7%

[^] FY22 forecast is 21.2% higher than FY22 budget

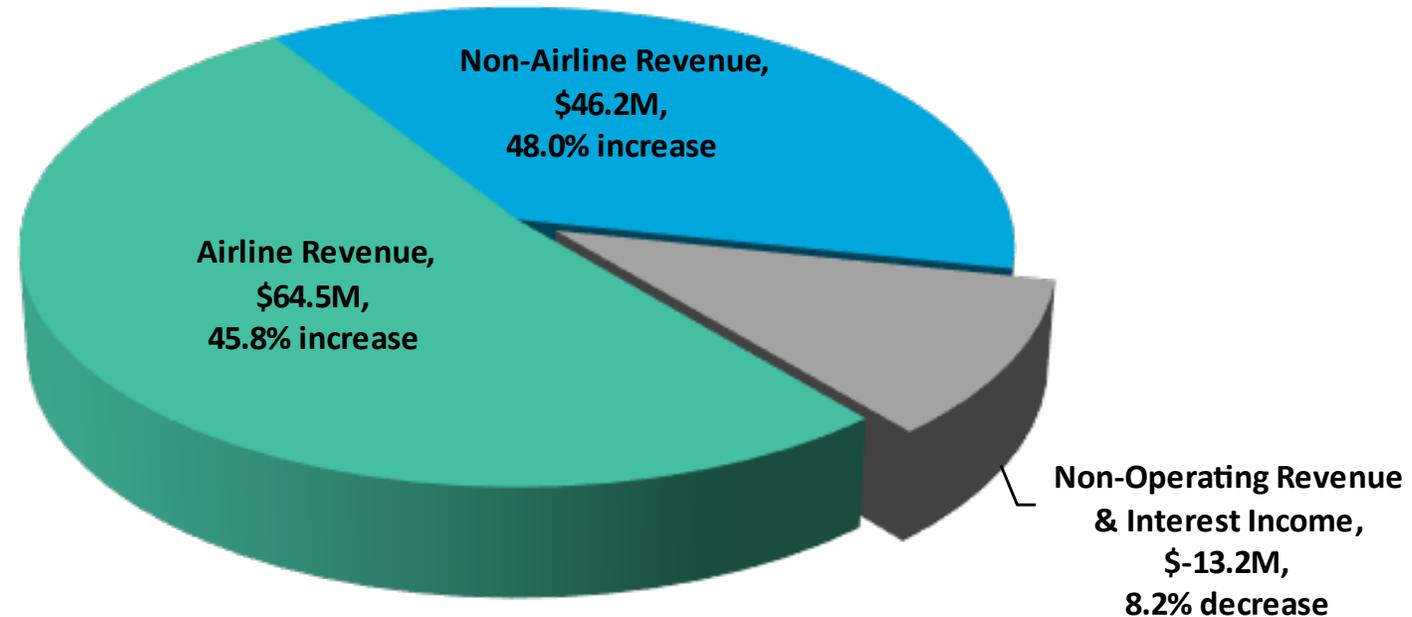
FY 2023 – FY 2024 Proposed Revenue Budget Summary

(in thousands)

	FY2020 Actuals	FY2021 Actuals	FY2022 Budget	FY2023 Proposed Budget	Inc / (Dec) FY23 vs FY22 Budget	% Change	FY2024 Conceptual Budget	Inc / (Dec) FY24 Conceptual vs FY23 Budget	% Change
Operating Revenue									
Airline Revenue									
Landing Fees	\$ 33,241	\$ 32,285	\$ 33,619	\$ 49,640	\$ 16,020	47.7%	\$ 55,200	\$ 5,560	11.2%
Aircraft Parking Fees	8,354	7,509	8,466	12,410	3,944	46.6%	13,800	1,390	11.2%
Building Rentals	82,453	77,751	93,420	137,250	43,830	46.9%	148,045	10,795	7.9%
Common Use Fees	7,628	6,859	7,927	11,358	3,430	43.3%	10,004	(1,353)	-11.9%
Other Aviation Revenue	161	809	(2,500)	(5,186)	(2,686)	107.4%	(4,457)	730	-14.1%
Total Airline Revenue	131,838	125,213	140,932	205,471	64,539	45.8%	222,592	17,122	8.3%
Non-Airline Revenue									
Terminal Rent Non-Airline	2,461	2,373	2,608	2,592	(16)	-0.6%	2,594	2	0.1%
Terminal Concessions	24,999	10,109	13,236	24,358	11,122	84.0%	27,226	2,868	11.8%
Rental Car License Fees	26,070	16,143	18,711	33,616	14,905	79.7%	35,443	1,827	5.4%
License Fees - Other	6,175	3,054	4,235	6,275	2,040	48.2%	6,939	664	10.6%
Parking Revenue	36,440	20,917	26,061	35,349	9,288	35.6%	38,477	3,129	8.9%
Ground Transportation Permits and Citations	14,311	4,913	7,197	14,335	7,138	99.2%	17,571	3,236	22.6%
Ground Rentals	18,925	17,554	22,616	23,776	1,160	5.1%	24,001	225	0.9%
Grant Reimbursements	301	315	386	296	(90)	-23.4%	296	-	0.0%
Other Operating Revenue	1,517	1,263	1,059	1,691	633	59.8%	1,758	67	4.0%
Total Non-Airline Revenue	131,198	76,641	96,108	142,288	46,180	48.0%	154,305	12,018	8.4%
Total Operating Revenue	263,036	201,855	237,040	347,758	110,718	46.7%	376,897	29,139	8.4%
Interest Income	19,690	12,494	10,388	24,002	13,614	131.1%	25,871	1,869	7.8%
Non-Operating Revenue									
Passenger Facility Charges	34,393	20,113	23,962	40,078	16,116	67.3%	43,863	3,785	9.4%
Customer Facility Charges	30,240	15,020	20,609	31,284	10,674	51.8%	34,293	3,010	9.6%
Quieter Home Program	12,156	11,595	15,347	19,065	3,718	24.2%	19,665	600	3.1%
Federal Relief	36,895	77,219	80,000	-	(80,000)	-100.0%	-	-	0.0%
Capital Grant Contributions	4,072	12,979	9,912	32,592	22,680	228.8%	68,672	36,080	110.7%
Total Non-Operating Revenue	134,037	129,122	149,831	123,019	(26,812)	-17.9%	166,494	43,475	35.3%
Total Revenue	\$ 416,763	\$ 343,471	\$ 397,258	\$ 494,779	\$ 97,521	24.5%	\$ 569,263	\$ 74,484	15.1%

FY 2023 Budget Revenue Increase vs. FY 2022 Budget

\$97.5M (24.5%)



Total FY 2023 Budget is \$494.8M

FY 2023 Airline Revenue Increase

(in thousands)

	FY2022 Budget	FY2023 Proposed Budget	Inc / (Dec) FY23 vs FY22 Budget	% Change
Operating Revenue				
Airline Revenue				
Landing Fees	\$ 33,619	\$ 49,640	\$ 16,020	47.7%
Aircraft Parking Fees	8,466	12,410	3,944	46.6%
Building Rentals	93,420	137,250	43,830	46.9%
Common Use Fees	7,927	11,358	3,430	43.3%
Other Aviation Revenue	(2,500)	(5,186)	(2,686)	107.4%
Total Airline Revenue	140,932	205,471	64,539	45.8%

- Restart of Major Maintenance Fund (MMF) contribution (\$40M)
- PFC accumulation to smooth Airline Rents, Fees and Charges after New T1 opening according to Airline Operating and Lease Agreement (\$30M)
- Increase in airfield and terminal operations expenses (\$17M)
- Those increases are partially offset by federal relief funds applied to reduce Airline Rents, Fees and Charges (\$21M)

FY 2023 Non-Airline Revenue Increase

(in thousands)

	FY2022 Budget	FY2023 Proposed Budget	Inc / (Dec) FY23 vs FY22 Budget	% Change
Non-Airline Revenue				
Terminal Rent Non-Airline	2,608	2,592	(16)	-0.6%
Terminal Concessions	13,236	24,358	11,122	84.0%
Rental Car License Fees	18,711	33,616	14,905	79.7%
License Fees - Other	4,235	6,275	2,040	48.2%
Parking Revenue	26,061	35,349	9,288	35.6%
Ground Transportation Permits and Citations	7,197	14,335	7,138	99.2%
Ground Rentals	22,616	23,776	1,160	5.1%
Grant Reimbursements	386	296	(90)	-23.4%
Other Operating Revenue	1,059	1,691	633	59.8%
Total Non-Airline Revenue	96,108	142,288	46,180	48.0%

- **Terminal Concessions:** increase of \$11.1M reflecting enplanements growth and Sales per Enplaned Passenger (SEP) adjustment based on current trends
- **Rental Car License Fees:** increase of \$14.9M reflecting enplanements growth
- **License Fees -Inflight & Ground Handling :** increase of \$2.0M due to increase in enplanements
- **Parking Revenue:** increase of \$9.3M due to increase in enplanements and higher transactions per originating passenger (OP) based on current trends
- **Ground Transportation Revenue:** increase of \$7.1M due to higher enplanement and fees adjustment
- **Ground Rentals:** increase of \$1.2M due to CPI increase

Terminal Concessions

- Authority approved rent abatement for Minimum Annual Guarantee (MAG) for the period April 1, 2020 – June 30, 2022
- Per current agreements MAG is updated annually as a greater of 90% prior rent paid or 3% increase of previous MAG
- Due to continued enplanements recovery, starting FY 2023, staff recommends resetting the Minimum Annual Guarantee (MAG)
- Proposed FY 2023 MAG: 80% of FY 2019 Rent Paid, consistent with enplanements budget

Parking

- Parking supply is limited due to full closure of the T1 Surface Lot
- During FY 2023 staff will engage with consultants to create a parking revenue strategy to enhance customer service and revenue opportunities

Ground Transportation Revenue- Administrative Fees

Fees *	Proposed Fee
Transponder install	\$75
Missed transponder install appointment	\$50
Add vehicle or group of vehicles	\$100

* Application Fee \$200

Ground Transportation Revenue

Current Trip Fees

Proposed Trip Fees

Proposed Trip Fee	Base Fee	AFV ¹	Non-AFV	Base Fee	AFV	Non-AFV
Taxi	\$3.97	\$2.98	\$7.94	\$3.97	\$2.98	\$7.94
VFH	\$3.16	\$2.37	\$6.32	\$3.16	\$2.37	\$6.32
TNC ²	\$3.50	N/A ⁴	N/A ⁴	\$3.75	N/A ⁴	N/A ⁴
Courtesy Modes ³	\$1.94	\$1.46	\$3.88	\$1.94	\$1.46	\$3.88
On Airport Parking (OAP)	\$1.94	\$1.46	\$3.88	\$1.94	\$1.46	\$3.88
OAP Rent-A-Car ⁵	\$200	\$150	\$400	\$214	\$160.50	\$428
Limousines	\$210.12	N/A	N/A	\$225	N/A	N/A

¹ AFV refers to Alternative Fuel Vehicle

² TNC are companies such as Uber and Lyft. VFH are shuttle services such as Super Shuttle

³ Courtesy Modes include Off Airport Parking and Hotel Motel Shuttles

⁴ TNCs GHG program is based on fleet performance

⁵ Annual per Vehicle Fee

FY 2023 Interest Income & Non-Operating Revenue Increase

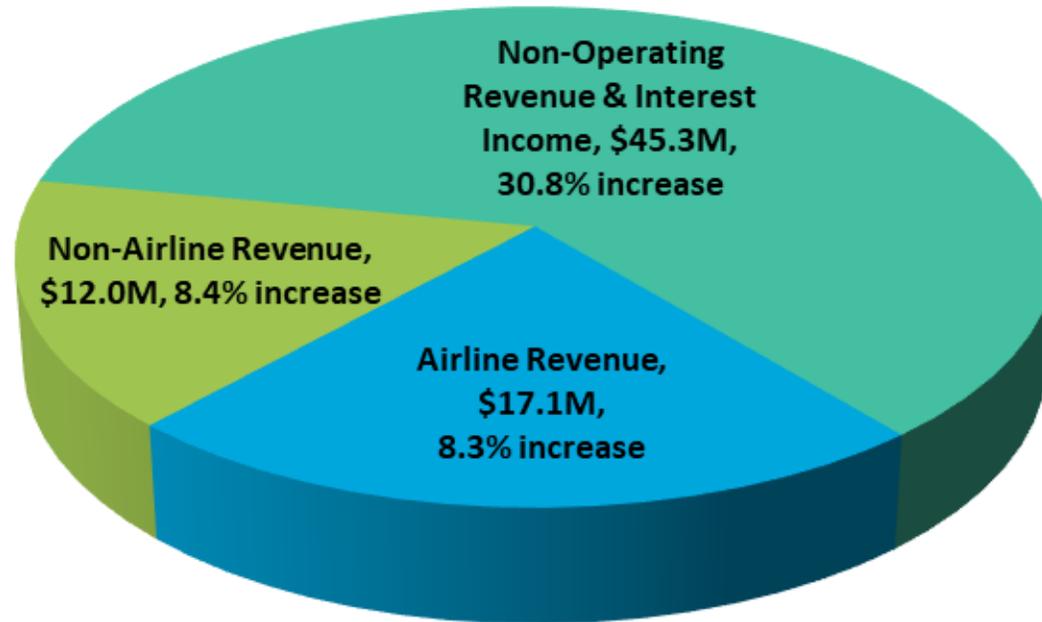
(in thousands)

	FY2022 Budget	FY2023 Proposed Budget	Inc / (Dec) FY23 vs FY22 Budget	% Change
Interest Income	10,388	24,002	13,614	131.1%
Non-Operating Revenue				
Passenger Facility Charges	23,962	40,078	16,116	67.3%
Customer Facility Charges	20,609	31,284	10,674	51.8%
Quieter Home Program	15,347	19,065	3,718	24.2%
Federal Relief	80,000		(80,000)	-100.0%
Capital Grant Contributions	9,912	32,592	22,680	228.8%
Total Non-Operating Revenue	149,831	123,019	(26,812)	-17.9%
Total Revenue	\$ 397,258	\$ 494,779	\$ 97,521	24.5%

- **Interest Income:** net increase of \$13.6M due to higher bond fund balance and increasing yields
- **Passenger Facility Charges :** increase of \$16.1M due to higher enplanements
- **Customer Facility Charges :** increase of \$10.7M due to higher enplanements
- **Quieter Home Program (QHP):** increase of \$3.7M reflecting utilization of received grant funding
- **Federal Relief:** decrease of \$80M reflecting the completion of American Rescue Plan Act of 2021 grant
- **Capital Grant Contributions:** increase of \$22.7M due to the higher expenditures on the New T1 grant eligible projects

FY 2024 Budget Revenue Increase vs. FY 2023 Budget

\$74.5M (15.1%)



Total FY 2024 Budget is \$569.3M

FY 2024 Airline Revenue Increase

(in thousands)

	FY2023 Proposed Budget	FY2024 Conceptual Budget	Inc / (Dec) FY24 Conceptual vs FY23 Budget	% Change
Operating Revenue				
Airline Revenue				
Landing Fees	\$ 49,640	\$ 55,200	\$ 5,560	11.2%
Aircraft Parking Fees	12,410	13,800	1,390	11.2%
Building Rentals	137,250	148,045	10,795	7.9%
Common Use Fees	11,358	10,004	(1,353)	-11.9%
Other Aviation Revenue	(5,186)	(4,457)	730	-14.1%
Total Airline Revenue	205,471	222,592	17,122	8.3%

- **Landing Fees:** increase of \$5.6M due to increases in airfield operations expenses and debt service
- **Aircraft Parking Fees:** increase of \$1.4M due to increase in airfield costs
- **Building Rentals:** increase of \$10.7M due to increases in terminal operations expenses and debt service
- **Common Use Fees:** decrease of \$1.2M due to decrease in amortization of cash funded projects

FY 2024 Non-Airline Revenue Increase

(in thousands)

	FY2023 Proposed Budget	FY2024 Conceptual Budget	Inc / (Dec) FY24 Conceptual vs FY23 Budget	% Change
Non-Airline Revenue				
Terminal Rent Non-Airline	2,592	2,594	2	0.1%
Terminal Concessions	24,358	27,226	2,868	11.8%
Rental Car License Fees	33,616	35,443	1,827	5.4%
License Fees - Other	6,275	6,939	664	10.6%
Parking Revenue	35,349	38,477	3,129	8.9%
Ground Transportation Permits and Citations	14,335	17,571	3,236	22.6%
Ground Rentals	23,776	24,001	225	0.9%
Grant Reimbursements	296	296	-	0.0%
Other Operating Revenue	1,691	1,758	67	4.0%
Total Non-Airline Revenue	142,288	154,305	12,018	8.4%

- **Terminal Concessions:** increase of \$2.9M reflects increase in enplanements
- **Rental Car License Fees:** increase of \$1.8M reflects increase in enplanement partially offset by decrease in sales per enplanement (SEP)
- **License Fees- Inflight & Ground Handling :** increase of \$0.7M due to increase in enplanements
- **Parking Revenue:** increase of \$3.1M due to increase in enplanements
- **Ground Transportation Revenue:** increase of \$3.2M due to increase in enplanements and fees adjustment

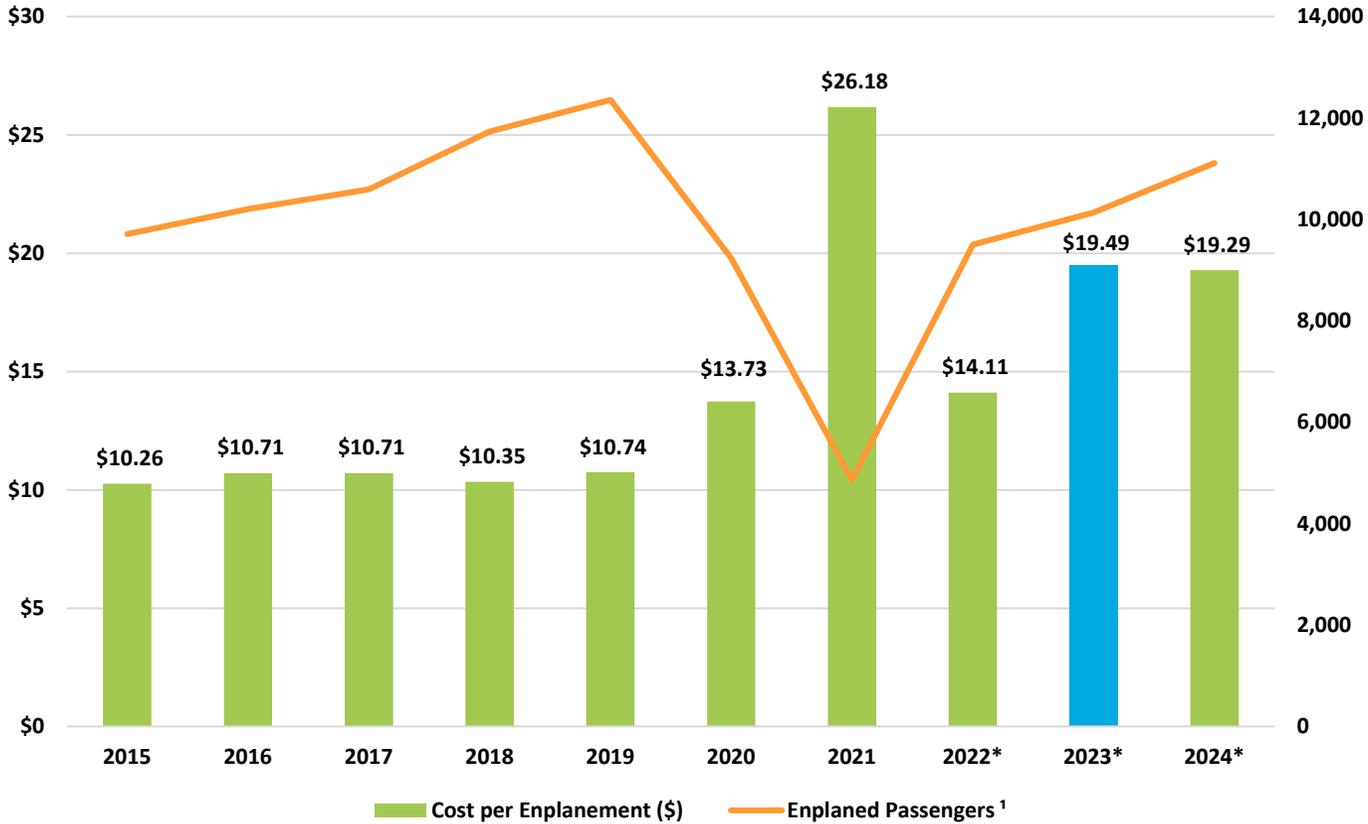
FY 2024 Interest Income & Non-Operating Revenue Increase

(in thousands)

	FY2023 Proposed Budget	FY2024 Conceptual Budget	Inc / (Dec) FY24 Conceptual vs FY23 Budget	% Change
Interest Income	24,002	25,871	1,869	7.8%
Non-Operating Revenue				
Passenger Facility Charges	40,078	43,863	3,785	9.4%
Customer Facility Charges	31,284	34,293	3,010	9.6%
Quieter Home Program	19,065	19,665	600	3.1%
Federal Relief			-	0.0%
Capital Grant Contributions	32,592	68,672	36,080	110.7%
Total Non-Operating Revenue	123,019	166,494	43,475	35.3%
Total Revenue	\$ 494,779	\$ 569,263	\$ 74,484	15.1%

- **Interest Income:** increase of \$1.9M due to higher yields
- **Passenger Facility Charges (PFCs):** increase of \$3.8M due to higher enplanements
- **Customer Facility Charges (CFCs):** increase of \$3.0M due to higher enplanements
- **Quieter Home Program (QHP):** increase of \$0.6M reflecting utilization of received grant funding
- **Capital Grant Contributions:** increase of \$36.1M reflects the grant funding for New T1 projects

Airline Cost Per Enplaned Passenger



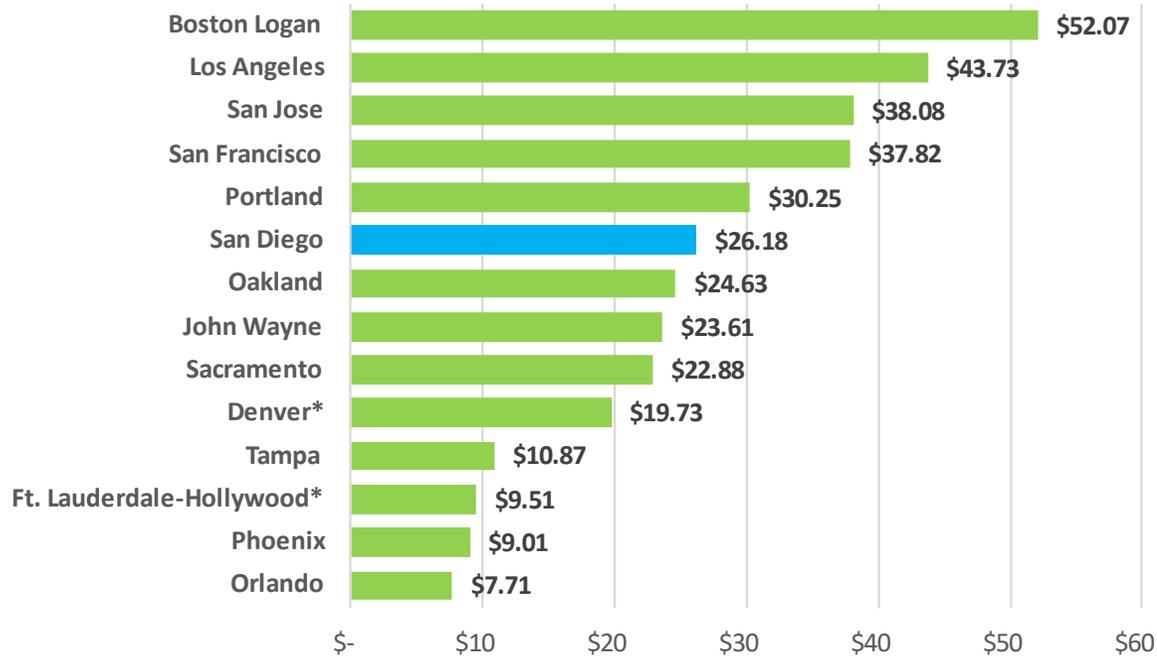
* Projected FY 2022, Budgeted FY 2023 & FY 2024

¹ Enplaned Passengers in thousands

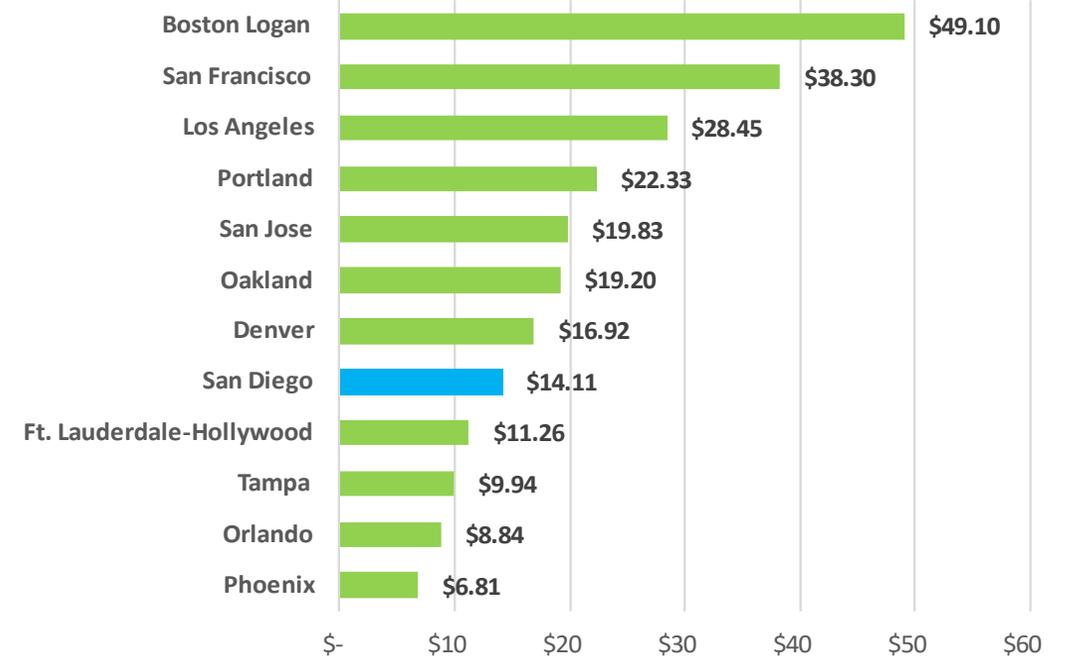
Airline Cost Per Enplaned Passenger

by Select Airports

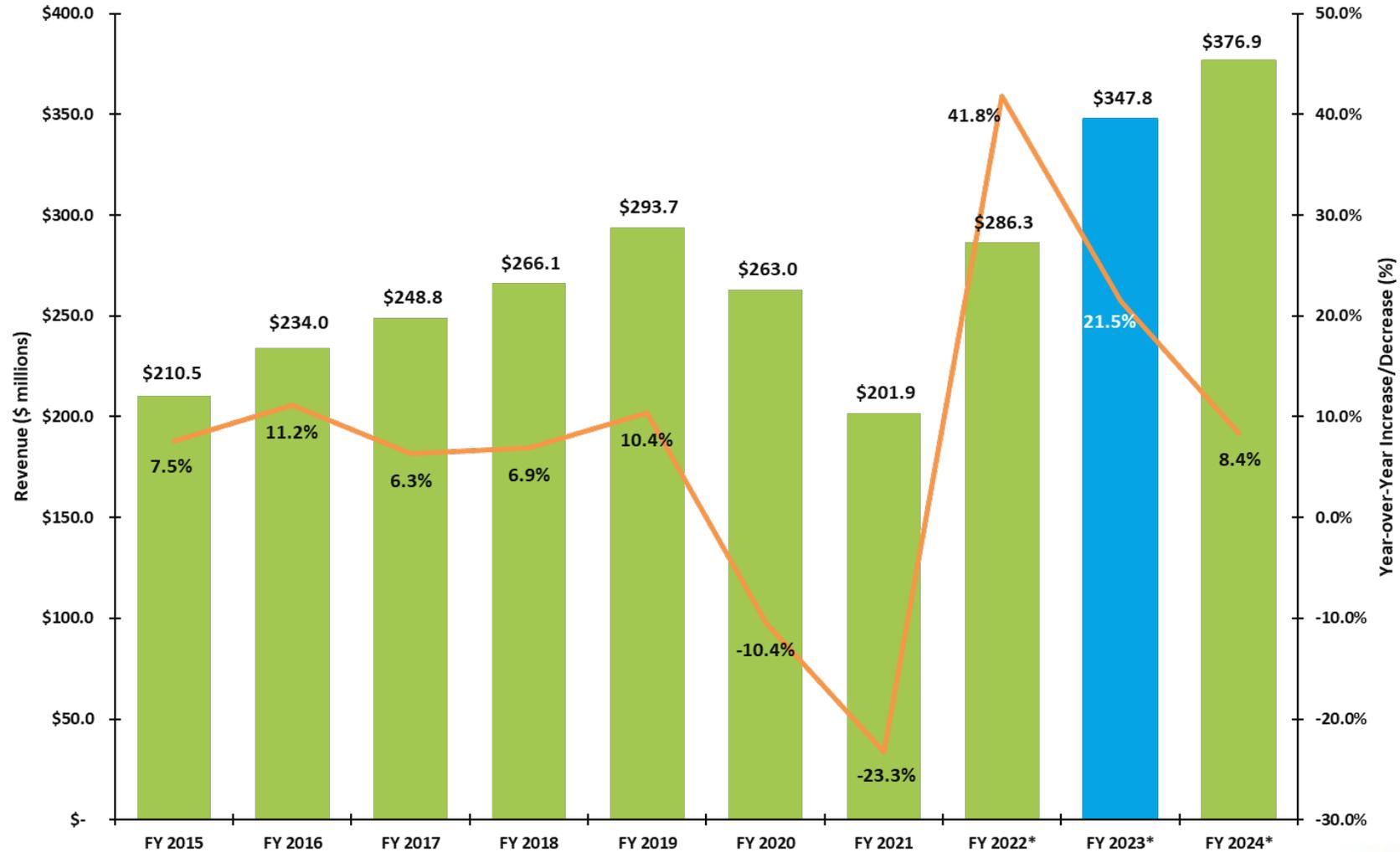
FY 2021



FY 2022**



Operating Revenue FY 2015 – FY 2024



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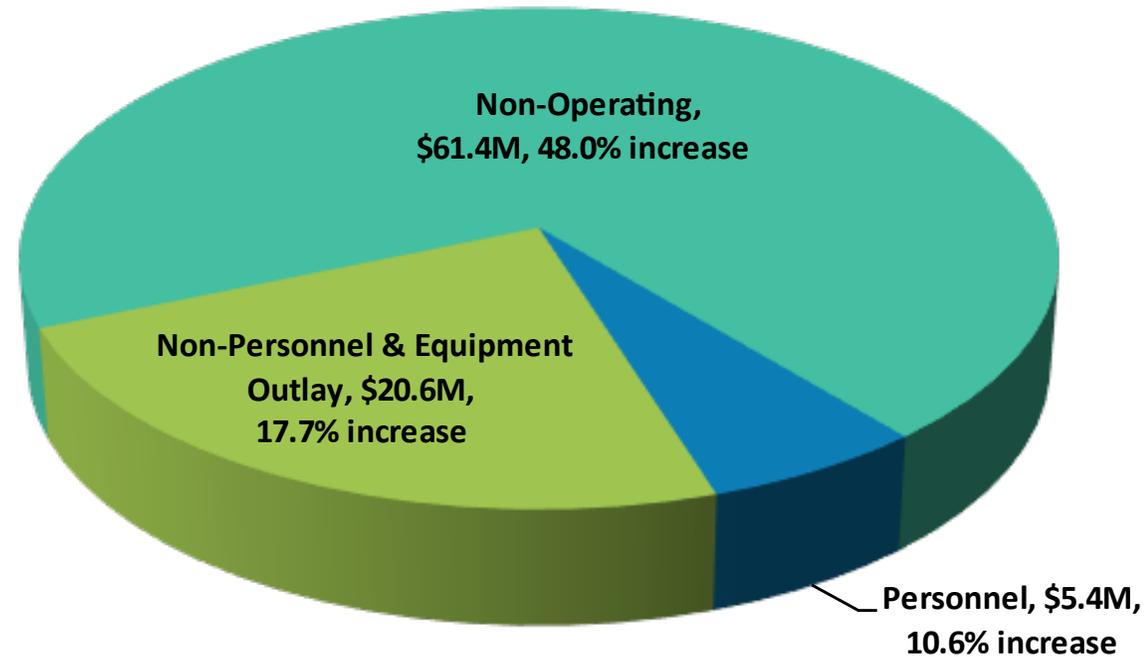
Expense Budget Overview

FY 2023 - FY 2024 Proposed Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Actuals	FY2022 Budget	FY2023 Proposed Budget	Inc / (Dec) FY23 Budget vs FY22 Budget	% Change	FY2024 Conceptual Budget	Inc / (Dec) FY24 Conceptual vs FY23 Proposed	% Change
Operating Expenses									
Salaries	\$ 37,159	\$ 32,983	\$ 37,099	\$ 42,535	\$ 5,437	14.7%	\$ 45,926	\$ 3,390	8.0%
Benefits	19,533	21,383	20,023	21,827	1,804	9.0%	23,755	1,928	8.8%
Subtotal	56,692	54,367	57,121	64,363	7,241	12.7%	69,681	5,318	8.3%
Less: Capitalized Labor Recharge	(4,445)	(4,710)	(5,125)	(6,893)	(1,767)	34.5%	(7,404)	(511)	7.4%
Less: QHP Labor Recharge	(580)	(545)	(641)	(695)	(54)	8.5%	(741)	(46)	6.7%
Total Personnel Costs	51,667	49,112	51,355	56,775	5,420	10.6%	61,536	4,761	8.4%
Contractual Services	37,694	23,069	33,128	46,720	13,592	41.0%	49,532	2,812	6.0%
Safety and Security	29,457	32,446	36,385	38,064	1,679	4.6%	39,873	1,809	4.8%
Space Rental	10,207	9,419	10,652	10,501	(151)	-1.4%	10,506	5	0.1%
Utilities	12,748	10,948	14,693	16,556	1,862	12.7%	18,067	1,512	9.1%
Maintenance	11,584	8,488	11,342	12,170	828	7.3%	12,584	414	3.4%
Operating Equipment & Systems	336	128	302	1,045	743	245.9%	399	(646)	-61.8%
Operating Supplies	651	419	618	706	88	14.3%	739	33	4.7%
Insurance	1,308	1,404	1,813	2,005	192	10.6%	2,324	319	15.9%
Employee Development	967	382	803	854	52	6.4%	891	37	4.3%
Business Development	2,033	122	1,849	2,953	1,103	59.7%	3,422	469	15.9%
Equipment Rentals and Repairs	2,801	2,862	3,952	3,910	(41)	-1.0%	4,098	188	4.8%
Tenant Improvements	797	246	336	692	356	106.1%	725	33	4.8%
Total Non-Personnel Costs	110,584	89,934	115,873	136,177	20,304	17.5%	143,161	6,984	5.1%
Total Operating Expenses	162,251	139,046	167,228	192,952	25,723	15.4%	204,696	11,745	6.1%
Joint Studies / Sound Attenuation	15,451	14,641	17,504	21,166	3,662	20.9%	21,767	601	2.8%
Debt Service	107,530	104,943	110,473	168,221	57,748	52.3%	172,092	3,871	2.3%
Legal Settlement Expense	10	101	10	10	-	0.0%	-	(10)	-100.0%
Other Non-Operating Expenses	0	430	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	122,991	120,116	127,987	189,397	61,411	48.0%	193,859	4,462	2.4%
Total Expenses	285,242	259,162	295,215	382,349	87,134	29.5%	398,556	16,207	4.2%
Equipment Outlay Expenditures	1,098	475	686	988	303	44.2%	667	(321)	-32.5%
Total Authority Expenses Incl Equip Outlay	\$ 286,340	\$ 259,637	\$ 295,901	\$ 383,337	\$ 87,436	29.5%	\$ 399,223	\$ 15,886	4.1%

FY 2023 Budget Expense Increase vs. FY 2022 Budget

\$87.4M (29.5%)



Total FY 2023 Budget is \$383.3M

Major Drivers of FY 2023 Budget

(in thousands)

	Total Inc / (Dec) FY23 Budget vs FY22 Budget	Expense Category
Total Increase in Expenses	\$87,436	
Personnel:		
Pay-for-Performance, Contracted Wage Increases and Salary Adjustments	4,228	Salaries & Wages, Employee Benefits
Vacancy Recruitment	1,406	Salaries & Wages, Employee Benefits
Retirement	687	Employee Benefits
Health Insurance	338	Employee Benefits
Capitalized Labor increase	(1,822)	Capitalization
Other	581	Salaries & Wages, Employee Benefits
Total Increase / (Decrease) in Personnel	5,420	
Debt Service:		
Debt Service 2021 Bonds	73,682	Debt Service
Amortization on 2021 Bond Premiums	(13,057)	Debt Service
Cost Issuance	(3,000)	Debt Service
Net, other	123	Debt Service
Total Increase / (Decrease) in Debt Service	57,748	
Non Personnel:		
New T1 related expenses		
Community Outreach	633	Contractual Services, Business Development
New Admin Building IT Equipment	619	Operating Systems and Equipment
Ground Transportation Impacts	250	Contractual Services
Other	216	Contractual Services, Safety and Security, Operating Supplies, Business Development

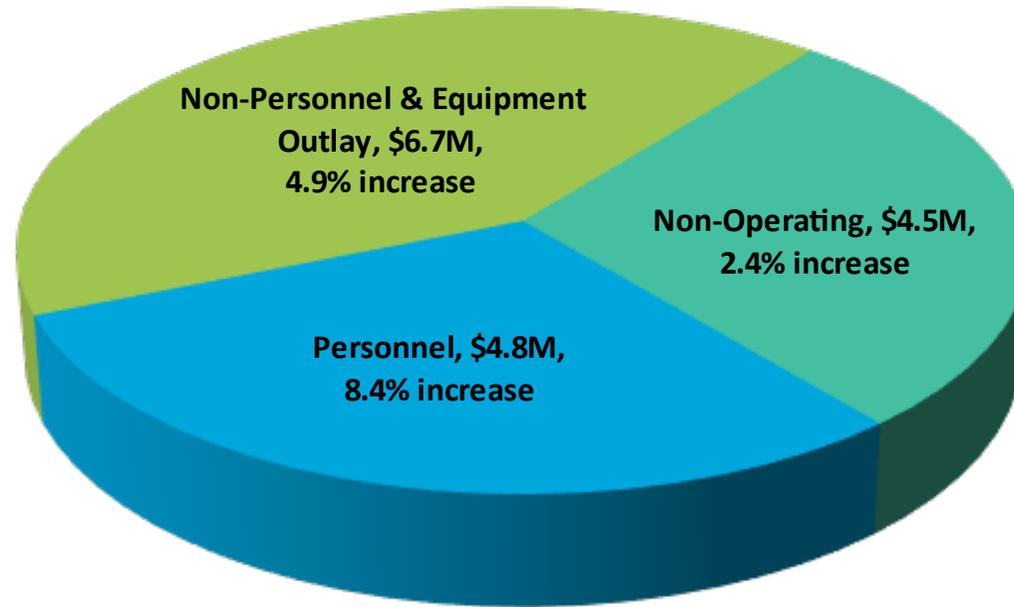
Major Drivers of FY 2023 Budget

(in thousands)

	Total Inc / (Dec) FY23 Budget vs FY22	
	Budget	Expense Category
Safety and Security		
Port District Law Enforcement - Harbor Police Department	936	Safety and Security
Guard Services	421	Safety and Security
Aircraft Rescue and Fire Fighting	313	Safety and Security
Terminal and Airside, Landside Operations and Maintenance		
Shuttle Operations	4,082	Contractual Services
Parking and Valet Operations	3,292	Contractual Services, Equipment Rentals and Repair
Rental Car Center (RCC) Shuttles	3,211	Contractual Services
Utilities	1,862	Utilities
Annual and Major Maintenance	982	Maintenance
Terminal Operations	751	Contractual Services
Concessions Management	485	Contractual Services
Maintenance Equipment and Vehicles	410	Equipment Outlay
FIS Facial Biometric	270	Equipment Outlay, Contractual Services, Equipment Rentals and Repairs
Credential Services	231	Contractual Services, Operating Equipment & Systems, Operating Supplies, Equipment Rentals and Repairs
Credit Card Fees	213	Contractual Services
Customer Experience Design & Innovation	178	Contractual Services
Green Oval Painting	(404)	Equipment Outlay, Maintenance Supply
Other Operating and Non-Operating Expenses		
Quieter Home Program (QHP)	3,662	QHP Expenses
Air Service Development Incentives, Advertising and Business Development	773	Business Development
License Fees, Systems and Operating Supplies	418	Operating Equipment & Systems, Operating Supplies, Equipment Rentals and Repairs
Tenant Improvements	356	Tenant Improvements
Insurance	192	Insurance
Space Rental	(151)	Space Rent
Other, net	66	
Total Increase / (Decrease)	\$87,436	

FY 2024 Budget Expense Increase vs. FY 2023 Budget

\$15.9M (4.1%)



Total FY 2024 Budget is \$399.2M

Major Drivers of FY 2024 Budget

(in thousands)

	Total Inc / (Dec) FY24 Budget vs FY23 Budget	Expense Category
Total Increase in Expenses	\$15,886	
Personnel:		
Pay-for-Performance and contracted wage increases	1,828	Salaries & Wages, Employee Benefits
Vacancies recruitment, net of capitalized labor and vacancy savings	1,083	Salaries & Wages, Employee Benefits, Capitalization
Retirement	969	Employee Benefits
Health Insurance	881	Employee Benefits
Total Increase / (Decrease) in Personnel	4,761	
Debt Service:		
Cost of Issuance and Other fees	3,250	Debt Service
Amortization on Bond Premiums	618	Debt Service
Other, net	3	Debt Service
Total Increase / (Decrease) in Debt Service	3,871	
Non Personnel:		
New T1 related expenses		
Contractual Services	168	Contractual Services
Other	(50)	Contractual Services
New Admin Building IT equipment	(650)	Operating Systems and Equipment

Major Drivers of FY 2024 Budget

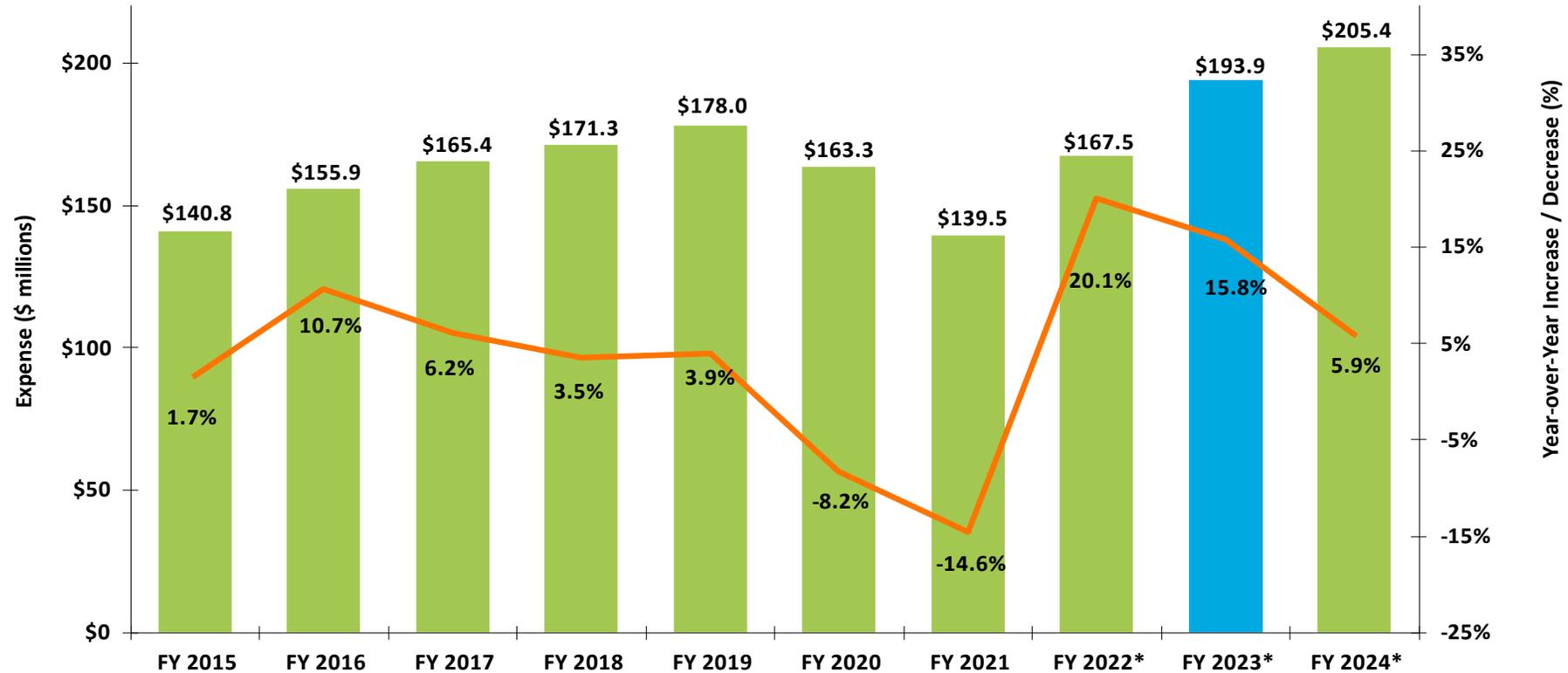
(in thousands)

	Total Inc / (Dec) FY24 Budget vs FY23	
	Budget	Expense Category
Safety and Security		
Port District law enforcement - Harbor Police Department	1,501	Safety and Security
Aircraft Rescue and Fire Fight (ARFF)	269	Safety and Security
Guard Services	90	Safety and Security
Terminal and Landside Operations		
Utilities - gas, electric, and water	1,512	Utilities
Rental Car Center (RCC) buses	1,125	Contractual Services
Shuttle Operations	551	Contractual Services
Terminal Operations	352	Contractual Services
Parking Operations	279	Contractual Services
Annual and major maintenance and supplies	260	Maintenance
Green Oval Painting	154	Maintenance
Maintenance equipment and vehicles	(321)	Equipment Outlay
Other Operating and Non-Operating Expenses		
Quieter Home Program (QHP)	601	QHP Expenses
Marketing, Media Advertising, Sponsorships	593	Business Development, Contractual Services
Insurance	319	Insurance
Computer licenses and software	188	Equipment Rentals and Repairs
Air Service Development Incentives	161	Business Development
Credit Card Fees	97	Contractual Services
Other, net	54	
Total Increase / (Decrease)	\$15,886	

Total Operating Expenses

(incl. Equipment Outlay)

FY 2015 – FY 2024



* Projected FY 2022, Budgeted FY 2023 & FY 2024



Budget Summary

Budget Summary

Statement of Activity

(In Thousands)

	FY 2019 Actuals	FY 2022 Budget	FY 2022 Forecast	Inc / (Dec) FY22 Forecast vs FY22 Budget	% Change	Inc / (Dec) FY22 Forecast vs FY19 Actuals	% Change	FY 2023 Proposed Budget	Inc / (Dec) FY23 Budget vs FY19 Actuals	% Change
Operating Revenue										
Airline Revenue	\$ 134,354	\$ 140,932	\$ 139,190	\$ (1,742)	-1.2%	\$ 4,836	3.6%	\$ 205,471	\$ 71,116	52.9%
Non-Airline Revenue	159,325	96,108	147,086	50,978	53.0%	(12,239)	-7.7%	142,288	(17,037)	-10.7%
Total Operating Revenue	293,679	237,040	286,275	49,235	20.8%	(7,404)	-2.5%	347,758	54,079	18.4%
Total Operating Expenses	177,219	167,228	166,353	(875)	-0.5%	(10,865)	-6.1%	192,952	15,733	8.9%
Depreciation	124,329	139,000	139,000	-	0.0%	14,671	11.8%	139,500	15,171	12.2%
Operating Income/ (Loss)	(7,869)	(69,188)	(19,078)	50,110	-72.4%	(11,209)	142.5%	15,307	23,175	-294.5%
Total Non-Operating Revenue/(Expenses), Net	43,033	(18,032)	(95,146)	(77,114)	427.6%	(138,180)	-321.1%	(24,560)	(67,593)	-157.1%
Income/ (Loss) before Capital Grant Contributions and Federal Relief	35,164	(87,221)	(114,224)	(27,004)	31.0%	(149,389)	-424.8%	(9,253)	(44,417)	-126.3%
Capital Grant Contributions	8,213	9,912	13,688	3,776	38.1%	5,474	66.7%	32,592	24,379	296.8%
Net Income/ (Loss) before Federal Relief	43,378	(77,309)	(100,537)	(23,228)	30.0%	(143,914)	-331.8%	23,339	(20,038)	-46.2%
Federal Relief	-	80,000	89,626	9,626	12.0%	89,626	0.0%	-	-	0.0%
Net Income/ (Loss) *	\$ 43,378	\$ 2,691	\$ (10,910)	(13,602)	-505.4%	\$ (54,288)	-125.2%	\$ 23,339	\$ (20,038)	-46.2%

* Excludes principal payments on debt and capital outlay

Budget Summary

Statement of Activity

(In Thousands)

	FY 2022 Budget	FY 2022 Forecast	FY 2023 Proposed Budget	Inc / (Dec) FY23 Budget vs FY22 Forecast	% Change	FY 2024 Conceptual Budget	Inc / (Dec) FY24 Budget vs FY23 Budget	% Change
Operating Revenue								
Airline Revenue	\$ 140,932	\$ 139,190	\$ 205,471	\$ 66,281	47.6%	\$ 222,592	\$ 17,122	8.3%
Non-Airline Revenue	96,108	147,086	142,288	(4,798)	-3.3%	154,305	12,018	8.4%
Total Operating Revenue	237,040	286,275	347,758	61,483	21.5%	376,897	29,139	8.4%
Total Operating Expenses	167,228	166,353	192,952	25,723	15.4%	204,696	11,745	6.1%
Depreciation	139,000	139,000	139,500	500	0.4%	140,000	500	0.4%
Operating Income/ (Loss)	(69,188)	(19,078)	15,307	34,385	-180.2%	32,201	16,894	110.4%
Total Non-Operating Revenue/(Expenses), Net	(18,032)	(95,146)	(24,560)	70,587	-74.2%	(17,893)	6,666	-27.1%
Income/ (Loss) before Capital Grant Contributions and Federal Relief	(87,221)	(114,224)	(9,253)	104,972	-91.9%	14,308	23,561	-254.6%
Capital Grant Contributions	9,912	13,688	32,592	18,905	138.1%	68,672	36,080	110.7%
Net Income/ (Loss) before Federal Relief	(77,309)	(100,537)	23,339	123,876	-123.2%	82,980	59,641	255.5%
Federal Relief	80,000	89,626	-	(89,626)	-100.0%	-	-	0.0%
Net Income/ (Loss) *	\$ 2,691	\$ (10,910)	\$ 23,339	34,250	-313.9%	\$ 82,980	59,641	255.5%

* Excludes principal payments on debt and capital outlay



Capital Program Budget Fiscal Years 2023 - 2027

Capital Program Budget Summary

(in thousands)

	NEW T1	CIP	Total
Total FY 2022 - 2026 Beginning Capital Program Budget *	\$3,464,300	\$560,654	\$4,024,954
FY 2022 - 2026 Project Closeouts	-	(257,743)	(257,743)
FY 2022 - 2026 Project Adjustments	-	(118)	(118)
FY 2022 - 2026 Ending Capital Program Balance	\$3,464,300	\$302,792	\$3,767,092
Proposed FY 2023 - 2027 New Capital Projects	-	66,202	66,202
Proposed FY 2023 - 2027 Project Adjustments	-	38,567	38,567
Proposed FY 2023 - 2027 Capital Program Budget **	\$3,464,300	\$407,561	\$3,871,861

* FY2022-2026 budget as amended by Board in October 2021 meeting

** Pending Board approval

Current/Proposed Capital Program - Project Locations

Project Location	FY2022-2026	FY2023-2027
Airside	20	21
Terminal	22	21
Landside/Ancillary	23	22
Administrative	10	11
Totals	75	75

- FY2022 Closeouts - 15 projects
- FY2023 New Proposed - 15 projects

Proposed New FY 2023 - 2027 CIP Projects

(in thousands)

	Description	Expected Start Date	Estimated Budget
1)	Expand/Remodel T2E Design	Early 2023	\$ 30,000
2)	Electric Vehicle Service Equipment at New T1 – Phase 1	Summer 2023	6,600
3)	Electric Vehicle Service Equipment at New T1 – Phase 2	Summer 2025	3,300
4)	T2 Roadway Wayfinding Signage Upgrades	Winter 2025	6,500
5)	IT Terminal Hardware at T2 (2 phases)	Summer 2023 / Summer 2025	\$ 6,300

Proposed New FY 2023 - 2027 CIP Projects

(in thousands)

	Description	Expected Start Date	Estimated Budget
6)	Replace 2 ARFF Vehicles	Fall 2027	\$ 3,000
7)	Access Control System at Perimeter Fence	Winter 2023	3,000
8)	Upgrade Video Management System	Summer 2022	1,742
9)	Electric Vehicle Supply Equipment at Taxi/TNC Hold Lot	Summer 2022	1,500
10)	New T1 PV Panels & Battery Storage	Summer 2022	\$ 1,360

Proposed New FY 2023 - 2027 CIP Projects

(in thousands)

	Description	Expected Start Date	Estimated Budget
11)	Taxi/TNC Break Room Interior Remodeling	Summer 2022	\$ 950
12)	Bird Deterrents at Solar Panels	Summer 2022	600
13)	Upgrade Aircraft Noise Monitoring System	Fall 2027	500
14)	Rehabilitate Taxiways	Summer 2022	400
15)	Admiral Boland Way Traffic Improvements	Summer 2022	\$ 400
Total FY2023-2027 Proposed New Capital Projects			<u>\$ 66,202</u>



Plan of Finance Fiscal Years 2023 - 2027

Uses of Funds by Location FY 2023 - FY 2027

(in thousands)

Location	New T1	CIP	Total
Terminal	\$ 2,654,962	\$ 126,194	\$ 2,781,156
Landside & Ancillary	401,338	156,889	558,227
Airside	306,000	76,141	382,141
Administrative	102,000	48,337	150,337
Total	\$ 3,464,300	\$ 407,561	\$3,871,861

Uses of Funds

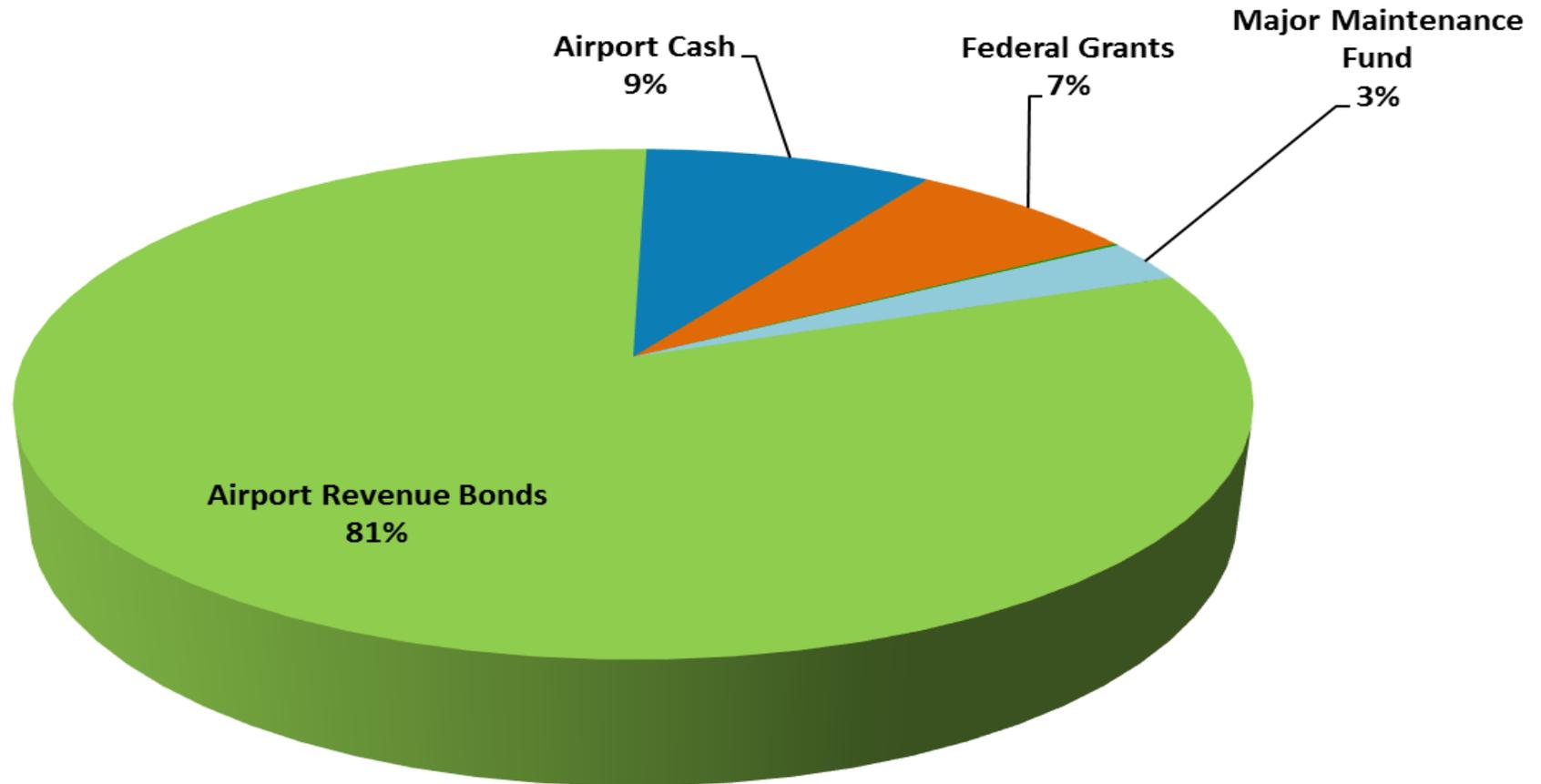
(in thousands)

	Total Use of Funds						
	Pre FY2023	FY2023	FY2024	FY2025	FY2026	FY2027	Total
The New T1	\$ 462,384	\$ 649,890	\$ 759,128	\$ 676,330	\$ 434,268	\$ 482,299	\$ 3,464,300
CIP Program	\$ 59,335	\$ 75,082	\$ 109,719	\$ 88,381	\$ 41,949	\$ 33,095	\$ 407,561
Total	\$ 521,719	\$ 724,973	\$ 868,848	\$ 764,711	\$ 476,218	\$ 515,393	\$ 3,871,861

Sources of Funds

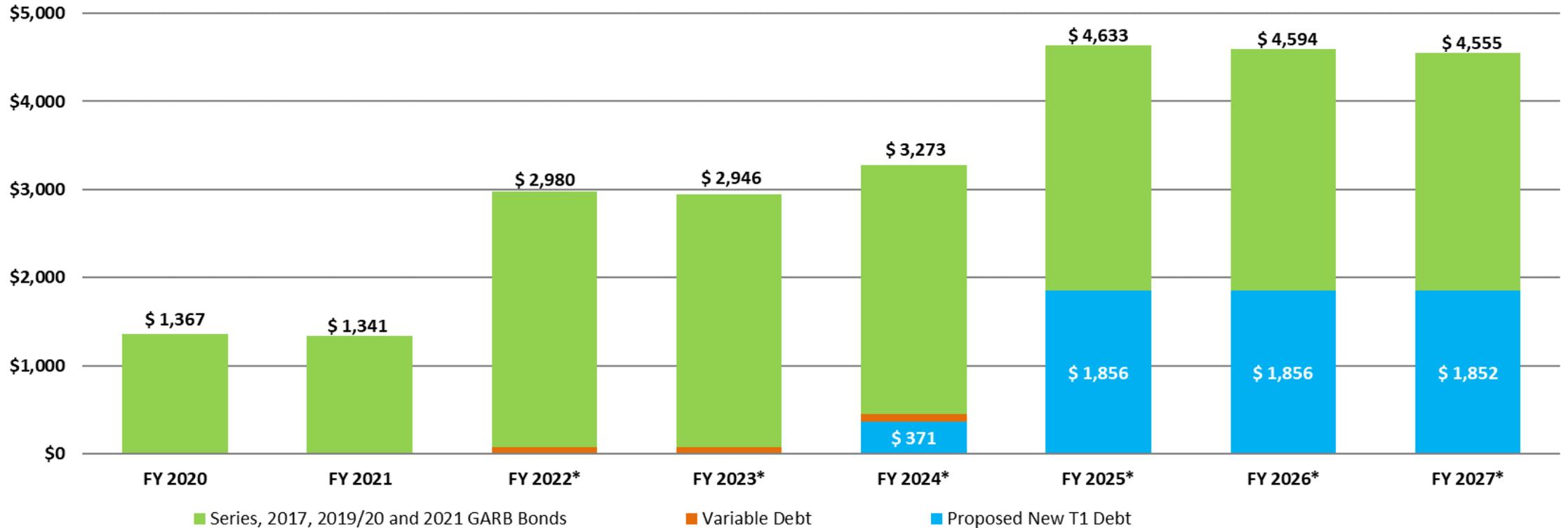
	Total Sources of Funds						
	Pre FY2023	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Airport Revenue Bonds	\$ 466,266	\$ 596,466	\$ 640,357	\$ 627,638	\$ 398,520	\$ 405,775	\$ 3,135,023
Airport Cash	27,986	83,083	124,278	68,561	22,848	21,045	347,802
Federal Grants	21,082	32,592	68,672	31,527	43,933	82,899	280,706
Major Maintenance Fund	5,411	12,197	34,569	36,060	10,305	5,675	104,217
Other	867	634	971	924	611	-	4,007
Passenger Facility Charges	107	-	-	-	-	-	107
TOTAL SOURCES OF FUNDS	\$ 521,719	\$ 724,973	\$ 868,848	\$ 764,711	\$ 476,218	\$ 515,393	\$ 3,871,861

Total Sources of Funds Pre FY 2023 – FY 2027



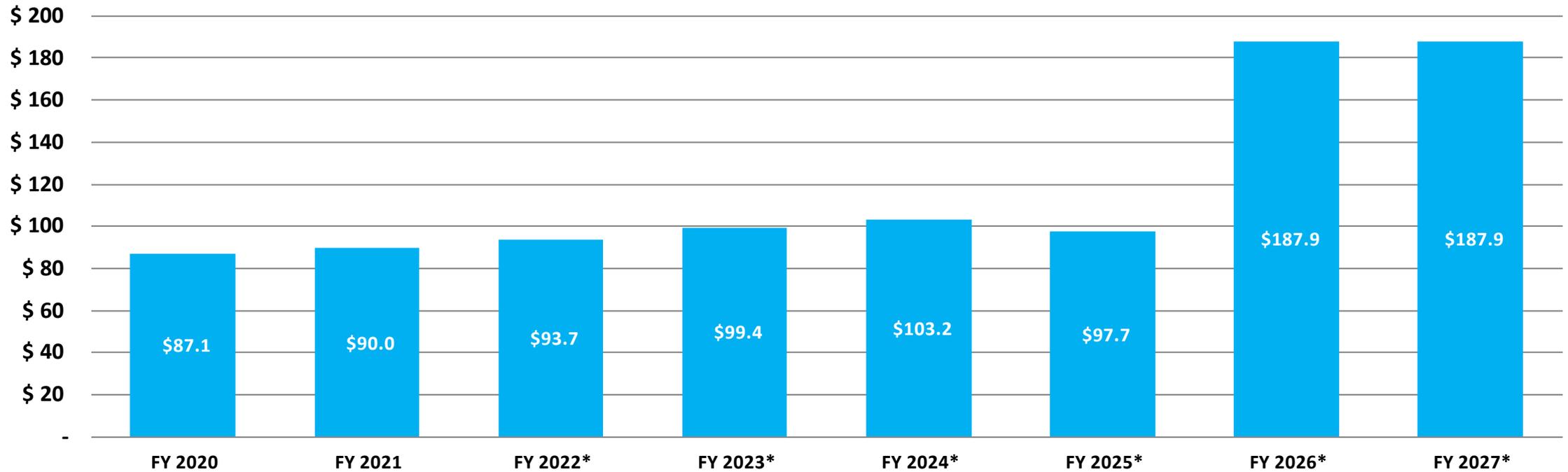
Aggregate Debt FY 2020 – FY 2027

(in millions)

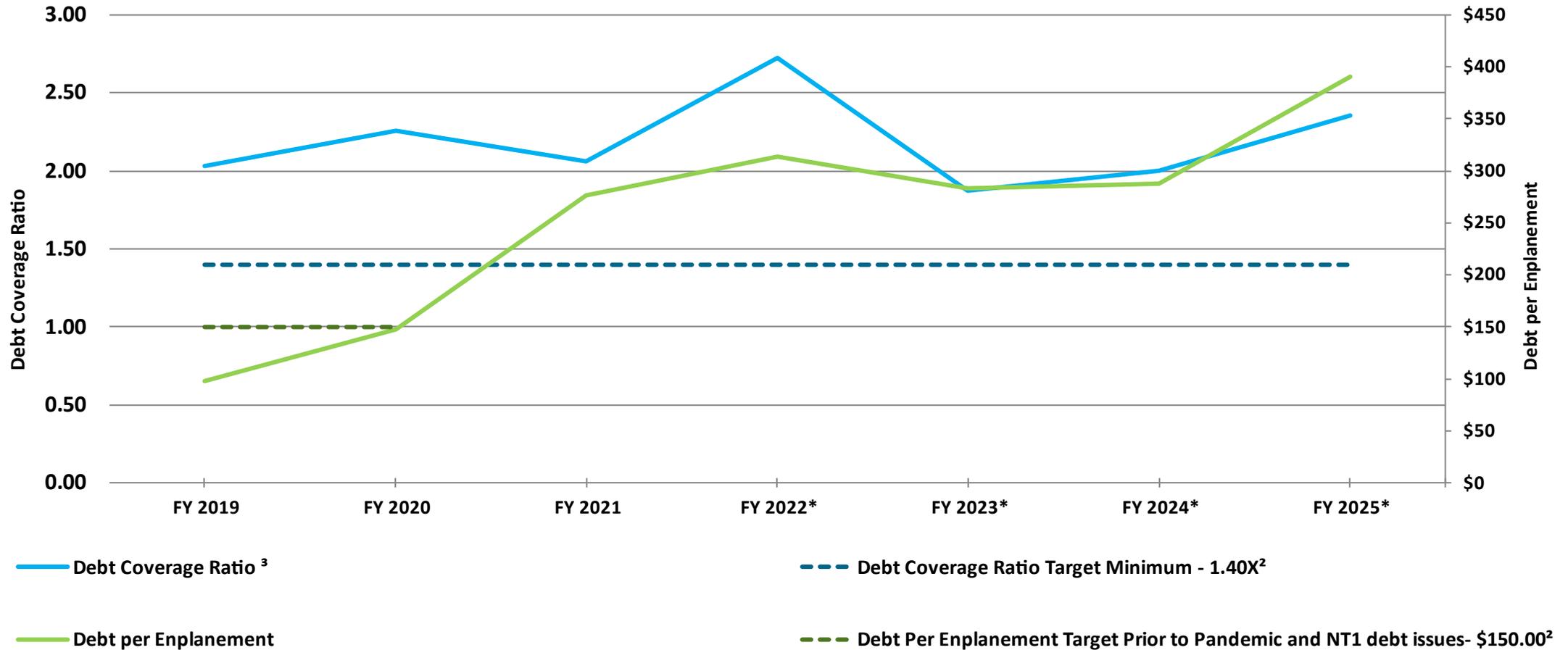


General Airport Revenue Bond (GARB) and Variable Debt Service

(in millions)



Coverage Ratio and Debt Per Enplanement ¹



¹ Debt excludes special facility bonds

² Debt per Enplanement target of \$150 was temporarily suspended.

* Forecasted FY 2022- FY 2027

Coverage Ratio and Debt Per Enplanement

Fiscal Year	Outstanding Debt ¹ (in millions)	Debt per Enplanement	Debt Coverage Ratio ³
FY 2019	\$1,198	\$97	2.03
FY 2020	\$1,367	\$148	2.26
FY 2021	\$1,341	\$276	2.06
FY 2022*	\$2,980	\$314	2.72
FY 2023*	\$2,946	\$283	1.87
FY 2024*	\$3,273	\$287	2.00
FY 2025*	\$4,633	\$391	2.36
FY 2026*	\$4,594	\$369	1.72
FY 2027*	\$4,555	\$361	1.76

¹ Debt excludes Special Facility Bonds

² Debt per Enplanement target of \$150 was temporarily suspended

³ Target minimum Debt Policy Coverage Ratio 1.40x

* Forecasted FY 2022 - FY 20267



Conclusion

Conclusion

- Follows the Authority's legislative and regulatory mandates
- Includes funds for operational expenses to manage the Airport through the continued recovery that will sustain confidence of the traveling public and business partners
- Reflects collaboration with business stakeholders
- Demonstrates the discipline necessary to remain a sustainable enterprise
- Supports efforts to advance a five-year Capital Plan and resources to proceed with the New T1
- Provides resources to deliver the New T1 communication plan
- Provides necessary resources to maintain employee safety, confidence, and engagement



Questions?