

Board Communication

Date: April 30, 2025 To: **Board Members**

Scott M. Brickner, Vice President/Chief Financial Officer Scott Brickner (Apr 29, 2025 16:41 PDT) From:

Kimberly Becker, President/CEO KimBecker (Apr 29, 2025 19:51 PDT) Via:

FY 2026 Proposed & FY 2027 Proposed Conceptual Budgets Subject:

The FY 2026 Proposed Budget and FY 2027 Proposed Conceptual Budget are enclosed in accordance with Authority Policy 4.01.

As presented, the Operating Budget and Capital Budget are consistent with Board policy. They were developed under the guidance of the Authority's President/Chief Executive Officer and Chief Financial Officer. The budgets reflect a forecast of 12.9 million enplanements for FY 2026, a 3.2% increase over the FY 2025 Budget of 12.5 million; and 13.1 million enplanements for FY 2027, which is 2.0% over the proposed FY 2026 Budget.

The proposed FY 2026 Expense Budget total is \$530.4 million. This reflects an increase of \$61.5 million, or 13.1%, over the FY 2025 Budget. The increases are primarily in three areas. Debt service is increasing by \$40.0 million, reflecting the 2025 bond issuance. Personnel expenses are expected to increase by \$5.9 million, with additional headcount included in preparation for the opening of New T1. Non-personnel operating expenses are expected to increase by \$20.9 million mainly driven by contractual and safety and security expenses. Contractual services increases are \$6.8 million, including a \$2.6 million increase for rental car center bus operations, \$2.3 million increase in janitorial and waste services, and a \$0.7 million increase for New T1 grand opening events. Safety and security expenses are expected to increase by \$5.9 million, reflecting HPD burden increases as seen in our current year's expenses being over budget, and New T1 related increases.

The proposed FY 2027 Conceptual Expense Budget total is \$548.8 million. This reflects a total increase of \$18.4 million, or 3.5%, above the proposed FY 2026 Budget. This increase includes \$10.6 million in additional debt service costs for New T1 and \$12.9 million in additional operating expenses, which includes \$4.8 million personnel and \$8.0 million non-personnel expenses. The Conceptual FY 2027 Budget will be brought before the Board next year for review, revisions, and adoption in June 2026.

Please contact me at (619) 400-2838 if you have questions. We look forward to the Budget Workshop discussion on May 15.



SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY

FY 2026 Proposed Budget & FY 2027 Proposed Conceptual Budget

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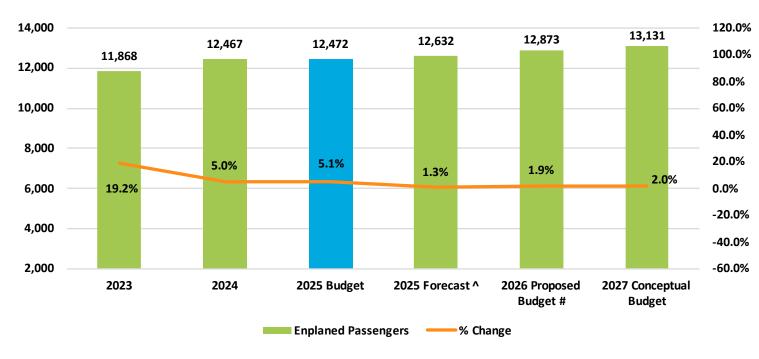
Revenue Budget Overview



Annual Enplaned Passenger Traffic

- FY 2026 Proposed Budget of 12.9M, 1.9% increase vs. FY 2025 Forecast of 12.6M and 3.2 % increase vs. FY 25 Budget of 12.5M
- FY 2027 Proposed Conceptual Budget of 13.1M, 2.0% increase vs. FY 2026 Budget of 12.9M

(in thousands)



Fiscal Year	Enplaned Passengers	% Change
2023	11,868	19.2%
2024	12,467	5.0%
2025 Budget	12,472	5.1%
2025 Forecast ^	12,632	1.3%
2026 Proposed Budget #	12,873	1.9%
2027 Conceptual Budget	13,131	2.0%

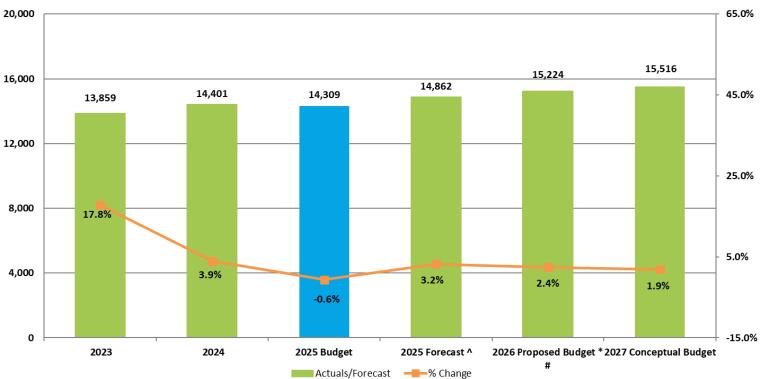
- ^ FY25 Forecast is 1.3% higher than FY25 budget of 12.5M and 1.3% higher than FY24
- # FY26 Proposed Budget is 1.9% higher than FY25 Forecast and 3.2% higher than FY25 Budget



Landed Weight

- FY 2026 Proposed Budget of 15.2M, 2.4% increase vs. FY 2025 Forecast of 14.9M and 6.4% increase vs. FY 25 budget of 14.3M
- FY 2027 Proposed Conceptual Budget of 15.5M, 1.9% increase vs. FY 2026 Budget of 15.2M

¹ in million pounds



Fiscal Year			%
		Landed Weight ¹	Change
	2023	13,859	17.8%
	2024	14,401	3.9%
	2025 Budget	14,309	-0.6%
	2025 Forecast ^	14,862	3.2%
	2026 Proposed Budget * #	15,224	2.4%
	2027 Conceptual Budget	15,516	1.9%



^ FY25 Projected is 3.9% higher than FY25 budget of 14.5M and 3.2% higher than FY24

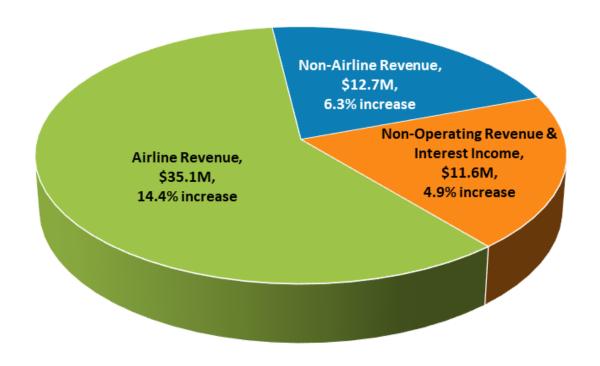
FY26 Proposed Budget is 2.4% higher than FY25 Forecast and 6.4% higher than FY25 Budget

FY 2026 - FY 2027 Proposed Revenue Budget Summary

	FY2023	FY2024	FY2025	FY2026	Inc / (Dec)	%	FY	2027	Inc / (Dec)	%
(in thousands)	Actuals	Actuals	Budget	Proposed	FY26 Proposed	Change	Cond	eptual	FY27 Conceptual	Change
				Budget	vs FY25 Budget		Bu	dget	vs FY26 Budget	
Operating Revenue										
Airline Revenue										
Landing Fees	\$ 44,741 \$	53,873	\$ 62,874	\$ 59,429	\$ (3,445)	-5.5%	\$	61,219	\$ 1,790	3.0%
Aircraft Parking Fees	11,189	13,612	15,718	14,857	(861)	-5.5%		15,305	447	3.0%
Building Rentals	129,744	145,169	156,370	190,137	33,767	21.6%		200,036	9,899	5.2%
Common Use Fees	10,951	10,094	10,507	16,920	6,413	61.0%		18,968	2,048	12.1%
Other Aviation Revenue	 (3,828)	(1,528)	(1,454)	(2,248)	(793)	54.5%		(2,269)	(22)	1.0%
Total Airline Revenue	192,797	221,220	244,015	279,095	35,080	14.4%		293,257	14,163	5.1%
Non-Airline Revenue										
Terminal Rent Non-Airline	2,729	2,730	2,745	3,031	286	10.4%		3,128	97	3.2%
Terminal Concessions	31,850	34,616	33,281	40,977	7,696	23.1%		42,976	1,999	4.9%
Rental Car License Fees	43,124	41,640	44,019	41,352	(2,667)	-6.1%		42,363	1,011	2.4%
License Fees - Other	8,661	9,818	9,364	10,853	1,489	15.9%		11,078	225	2.1%
Parking Revenue	46,325	50,797	63,006	62,658	(347)	-0.6%		68,606	5,947	9.5%
Ground Transportation Permits and Citations	19,090	21,687	20,603	25,549	4,945	24.0%		28,706	3,157	12.4%
Ground Rentals	25,063	26,408	26,741	27,686	945	3.5%		27,987	302	1.1%
Grant Reimbursements	292	254	-	-	-	0.0%		-	-	0.0%
Other Operating Revenue	 3,443	2,969	1,861	2,179	318	17.1%		2,265	86	4.0%
Total Non-Airline Revenue	180,576	190,918	201,620	214,284	12,664	6.3%		227,108	12,824	6.0%
Total Operating Revenue	373,373	412,138	445,634	493,379	47,745	10.7%		520,366	26,987	5.5%
Interest Income	45,387	66,647	89,258	92,749	3,492	3.9%		65,287	(27,462)	-29.6%
Non-Operating Revenue										
Passenger Facility Charges	46,755	49,200	49,120	50,959	1,839	3.7%		51,978	1,019	2.0%
Customer Facility Charges	34,375	35,913	35,438	36,693	1,254	3.5%		37,426	734	2.0%
Quieter Home Program	19,024	19,520	20,028	14,400	(5,628)	-28.1%		11,491	(2,909)	-20.2%
Capital Grant Contributions	52,287	128,361	44,160	54,756	10,596	24.0%		41,731	(13,025)	-23.8%
Other Non Operating Revenue	11,922	54,179	-	-	· -	0.0%		-	- '	0.0%
Total Non-Operating Revenue	164,363	353,818	148,747	156,808	8,061	5.4%		142,627	(14,181)	-9.0%
Total Revenue	\$ 583,123 \$	832,604	\$ 683,638	\$ 742,936	\$ 59,298	8.7%	\$	728,280	\$ (14,656)	-2.0%



FY 2026 Budget Revenue Increase vs FY 2025 Budget \$59.3M; 8.7%





FY 2026 Airline Revenue Increase

	FY2025	FY2026	Inc	/ (Dec)	%
(in thousands)	Budget	Proposed	FY26	Proposed	Change
		Budget	vs FY2	25 Budget	
Operating Revenue					
Airline Revenue					
Landing Fees	\$ 62,874	\$ 59,429	\$	(3,445)	-5.5%
Aircraft Parking Fees	15,718	14,857		(861)	-5.5%
Building Rentals	156,370	190,137		33,767	21.6%
Common Use Fees	10,507	16,920		6,413	61.0%
Other Aviation Revenue	 (1,454)	(2,248)		(793)	54.5%
Total Airline Revenue	 244,015	279,095		35,080	14.4%

- Landing Fees: decrease of \$3.4M due to decreased airfield expenses
- Aircraft Parking Fees: decrease of \$0.9M due to decreased airfield expenses
- **Building Rentals:** increase of \$33.7M due NT1
- Common Use Fees: increase of \$6.4M due NT1



FY 2026 Non-Airline Revenue Increase

	FY2025	FY2026	Inc / (Dec)	%
(in thousands)	Budget	Proposed	FY26 Proposed	Change
		Budget	vs FY25 Budget	
Non-Airline Revenue				
Terminal Rent Non-Airline	2,745	3,031	286	10.4%
Terminal Concessions	33,281	40,977	7,696	23.1%
Rental Car License Fees	44,019	41,352	(2,667)	-6.1%
License Fees - Other	9,364	10,853	1,489	15.9%
Parking Revenue	63,006	62,658	(347)	-0.6%
Ground Transportation Permits and Citations	20,603	25,549	4,945	24.0%
Ground Rentals	26,741	27,686	945	3.5%
Other Operating Revenue	1,861	2,179	318	17.1%
Total Non-Airline Revenue	201,620	214,284	12,664	6.3%

- Terminal Rent Non-Airline: Revenue growth due to CPI adjustment and the expansion of leasable square footage in NT1
- **Terminal Concessions:** Increased revenue driven by enplanement growth and NT1 added Concessions
- Rental Car License Fees: Decrease in line with FY25 pricing trending lower than budget
- **License Fees Other**: Inflight Catering license fees increasing driven by enplanement growth. Ground Handling Services license fees increasing driven by increased operations.
- Ground Transportation Permits and Citations:
 - Transportation Network Company (TNC) trips assumed to increase 4% over FY25
 - TNC rate increase from \$4.25 in FY25 to \$4.50 in FY26; rate standardization for all other transportation modes
- **Ground Rentals**: increase driven primarily by CPI growth of 2.8%

Other Operating Revenue: Finger printing fees increasing with influx of new tenants, Fixed Based Operator fees increasing 2% over FY25 forecast



Ground Transportation Rate Increases

	FY 2025	FY 2026	FY 2027
TNC	<i>\$4.25</i>	\$4.50	ĆT 00
Charter	NA	NA	\$5.00
Тахі	\$3.97 (Base) \$2.98 (AFV) \$7.94 (Non-AFV)		
Vehicle For Hire	\$3.16 (Base) \$2.37 (AFV) \$6.32 (Non-AFV)	\$4.75 (Base) \$3.56 (AFV) \$9.50 (Non-AFV)	4 (-)
Courtesy & Off-Airport Parking Shuttle	\$1.94 (Base) \$1.46 (AFV) \$3.88 (Non-AFV)		\$5.00 (Base) \$3.75 (AFV) \$10.00 (Non-AFV)
Off-Airport Rental Car Shuttle	NA	NA	



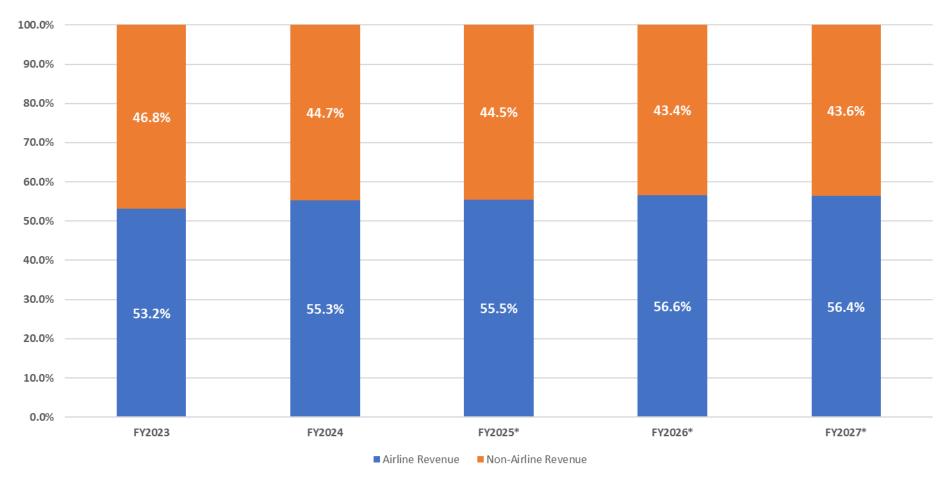
FY 2026 Parking Revenue Decrease

	FY2025	FY2026	Inc / (Dec)	%
(in thousands)	Budget	Proposed	FY26 Proposed	Change
		Budget	vs FY25 Budget	
Non-Airline Revenue				
Parking Revenue	63,006	62,658	(347)	-0.6%

- Decrease of \$347K due to actual utilization of T1 parking plaza spaces not meeting FY25 budget expectations
 - FY26 budget increases \$7.7M (14%) over FY25 forecast (\$55M)
- Parking Revenue driven by:
 - Marketing spend and pre-book pricing optimization to increase passenger propensity to park at SAN
 - Parking capacity increases
 - Originating passenger growth
- Increase of ~11.7% transactions over FY25 forecast
- Increase in revenue per transaction as customer behavior shifts to prefer pre-book over drive-up



Revenue - Airline vs Non-Airline





FY 2026 Interest Income & Non-Operating Revenue Increase

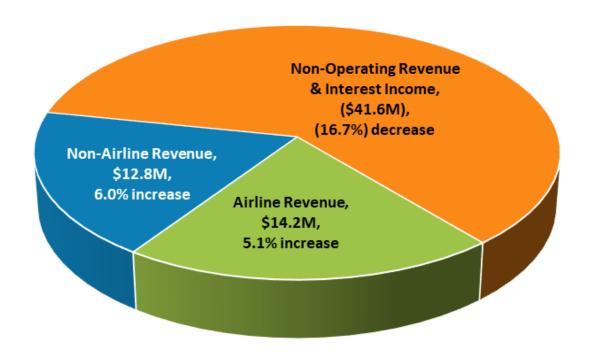
	FY2025	FY2026	Inc / (Dec)	%
(in thousands)	Budget	Proposed	FY26 Proposed	Change
		Budget	vs FY25 Budget	
Interest Income	89,258	92,749	3,492	3.9%
Non-Operating Revenue				
Passenger Facility Charges	49,120	50,959	1,839	3.7%
Customer Facility Charges	35,438	36,693	1,254	3.5%
Quieter Home Program	20,028	14,400	(5,628)	-28.1%
Capital Grant Contributions	44,160	54,756	10,596	24.0%
Other Non Operating Revenue	-	-	-	0.0%
Total Non-Operating Revenue	148,747	156,808	8,061	5.4%

- Interest Income: increase of \$3.5M driven by higher balances in the Bond funds due to anticipated issuance
- Passenger Facility Charges (PFC): increase of \$1.8M driven by enplanement growth
- Customer Facility Charges (CFC): increase of \$1.2M driven by enplanement growth
- Quieter Home Program (QHP): decrease of \$5.6M due to Program returning to typical levels
- Capital Grant Contributions: increase of \$10.6M due to timing of capital projects funded by grants



FY 2027 Budget Revenue Decrease vs. FY 2026 Budget

(\$14.7M); (2.0%)





FY 2027 Airline Revenue Increase

		FY2026		FY2027	Inc / (Dec)	%		
(in thousands)	Proposed		Proposed		Conceptual		FY27 Conceptual	Change
		Budget Budget		Budget	vs FY26 Budget			
Operating Revenue								
Airline Revenue								
Landing Fees	\$	59,429	\$	61,219	\$ 1,790	3.0%		
Aircraft Parking Fees		14,857		15,305	447	3.0%		
Building Rentals		190,137		200,036	9,899	5.2%		
Common Use Fees		16,920		18,968	2,048	12.1%		
Other Aviation Revenue		(2,248)		(2,269)	(22	1.0%		
Total Airline Revenue		279,095		293,257	14,163	5.1%		

- Landing Fees: increase of \$1.8M due to increased airfield expenses
- Aircraft Parking Fees: increase of \$0.4M due to increase in airfield expenses
- **Building Rentals:** increase of \$9.9M due to full year of NT1
- Common Use Fees: increase of \$2.0M due to full year of NT1



FY 2027 Non-Airline Revenue Increase

	FY2026	FY2027	Inc / (Dec)	%
(in thousands)	Proposed	Conceptual	FY27 Conceptual	Change
_	Budget	Budget	vs FY26 Budget	
Non-Airline Revenue				
Terminal Rent Non-Airline	3,031	3,128	97	3.2%
Terminal Concessions	40,977	42,976	1,999	4.9%
Rental Car License Fees	41,352	42,363	1,011	2.4%
License Fees - Other	10,853	11,078	225	2.1%
Parking Revenue	62,658	68,606	5,947	9.5%
Ground Transportation Permits and Citations	25,549	28,706	3,157	12.4%
Ground Rentals	27,686	27,987	302	1.1%
Other Operating Revenue	2,179	2,265	86	4.0%
Total Non-Airline Revenue	214,284	227,108	12,824	6.0%

- **Terminal Rent Non-Airline**: increase driven primarily by CPI growth of 2.0%
- Terminal Concessions: increase of \$2.0M reflects increase in enplanements and sales per enplaned passenger (SEP) with full year of New T1 Concessions
- Rental Car License Fees: Enplanements, plus Rental Car Center cost recovery increases related to insurance, utilities and 12kV maintenance
- **License Fees Other**: Inflight Catering license fees increase of \$68K driven by enplanement growth, Ground Handling Services license fees increase \$156K driven ground operations growth
- Ground Transportation Permits and Citations:
 - Transportation Network Company (TNC) trips assumed to increase with originating passenger growth
 - TNC rate increase from \$4.50 in FY26 to \$5.00 in FY27; all other transportation mode rates increase 5%
- **Ground Rentals**: increase driven primarily by CPI growth of 2.0%



FY 2027 Parking Revenue Increase

(in thousands)

Non-Airline Revenue

Parking Revenue

FY2026	FY2027	Inc / (Dec)	%
Proposed Conceptual Budget Budget		FY27 Conceptual vs FY26 Budget	Change
244801	244801	101120200801	
62,658	68,606	5,947	9.5%

- Increase of \$5.9M as parking occupancy continues to improve following FY26 strategy
- Parking Revenue driven by:
 - Marketing spend and pre-book pricing optimization to increase passenger propensity to park at SAN
 - Originating passenger growth
- Revenue mix shifts from 53%/47% drive-up/pre-book in FY26, to 45%/55% in FY27



FY 2027 Interest Income & Non-Operating Revenue Decrease

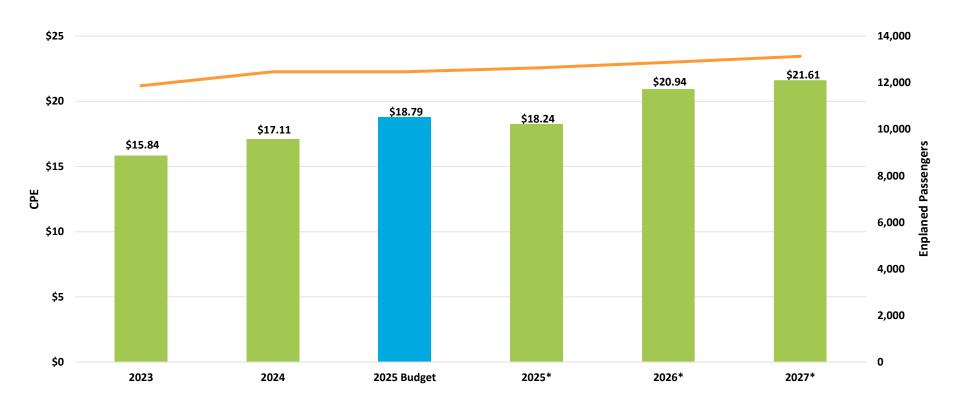
(in thousands)
Interest Income
Non-Operating Revenue
Passenger Facility Charges
Customer Facility Charges
Quieter Home Program
Capital Grant Contributions
Total Non-Operating Revenue

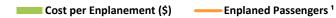
FY2026	FY2027	Inc / (Dec)	%
Proposed	Conceptual	FY27 Conceptual	Change
Budget	Budget	vs FY26 Budget	
92,749	65,287	(27,462)	-29.6%
50.050	F4 070	4 040	0.00/
50,959	51,978	1,019	2.0%
36,693	37,426	734	2.0%
14,400	11,491	(2,909)	-20.2%
54,756	41,731	(13,025)	-23.8%
156,808	142,627	(14,181)	-9.0%

- Interest Income: decrease due to Bond funds draw down and interest rate decline
- Passenger Facility Charges (PFCs): increase of \$1.0M driven by 2.0% enplanement growth
- Customer Facility Charges (CFCs): increase of \$0.7M driven by 2.0% enplanement growth
- Quieter Home Program (QHP): decrease of (\$2.9M) reflecting Program return to typical levels
- Capital Grant Contributions: decrease of (\$13.0M) in grant funding for ADP Airside



Airline Cost Per Enplaned Passenger



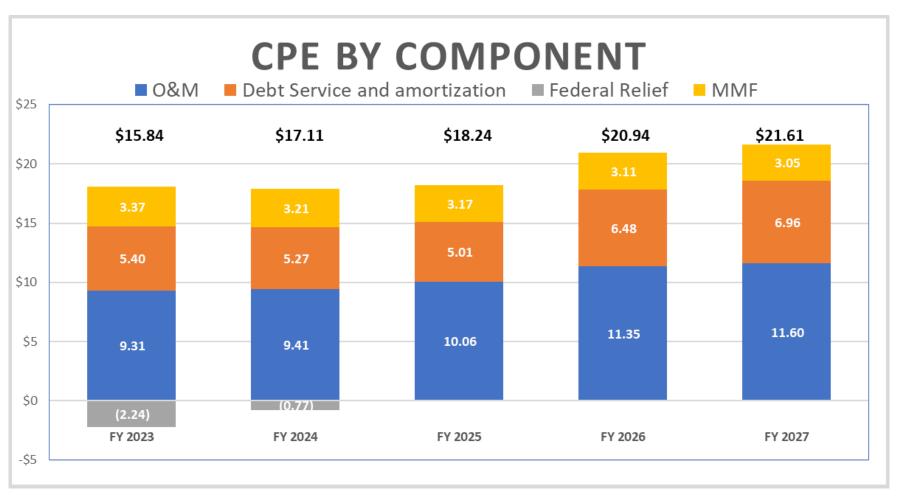




^{*} Projected FY 2025, Budgeted FY 2026 and FY 2027

¹ Enplaned Passengers in thousands

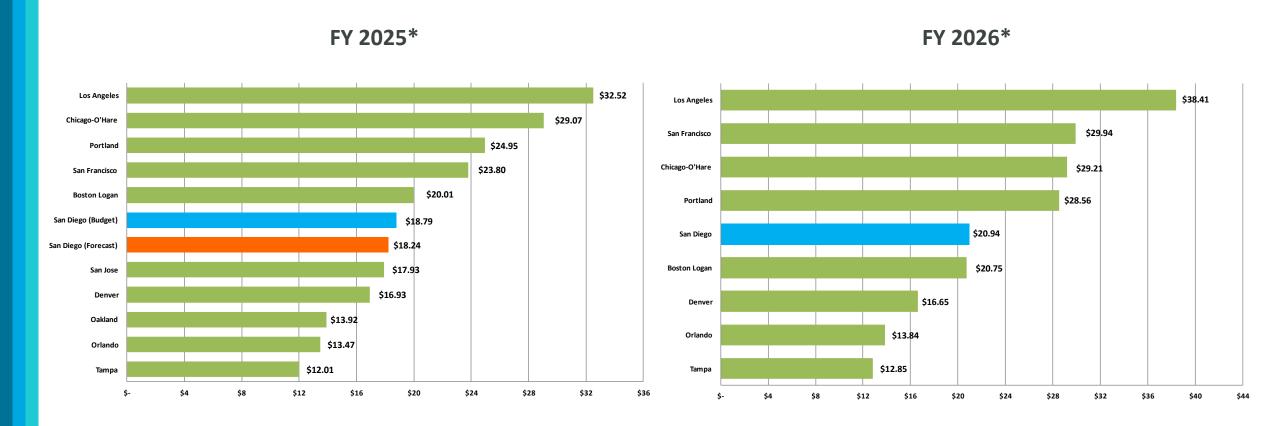
Airline Cost Per Enplaned Passenger





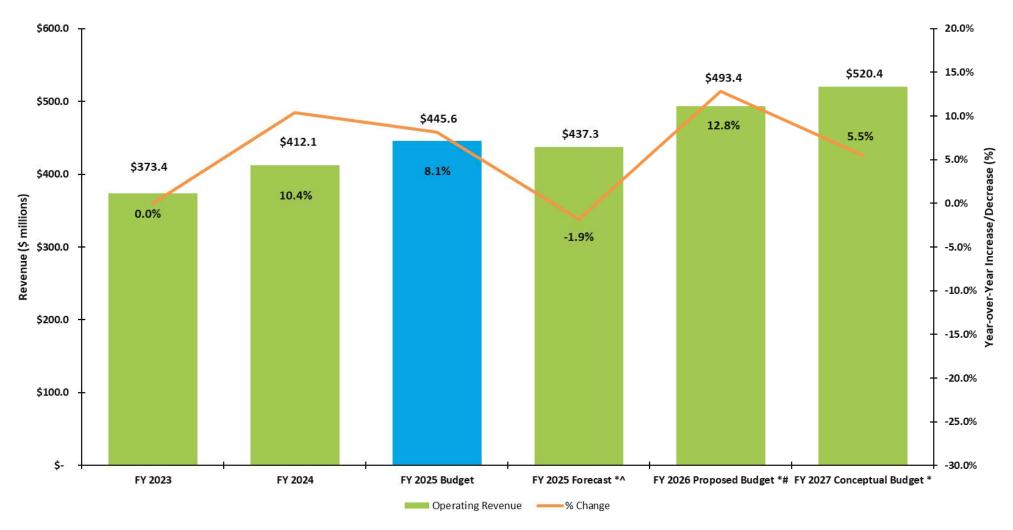
Airline Cost Per Enplaned Passenger

By Select Airports





Operating Revenue FY 2023 - FY 2027





- * Projected FY 2025, Budgeted FY 2026 and FY 2027
- ^ FY25 Projected is 0.5% lower than FY25 budget and 7.5% higher than FY24
- # FY26 Proposed Budget is 11.3% higher than FY25 Forecast and 10.7% higher than FY25 Budget



Expense Budget Overview



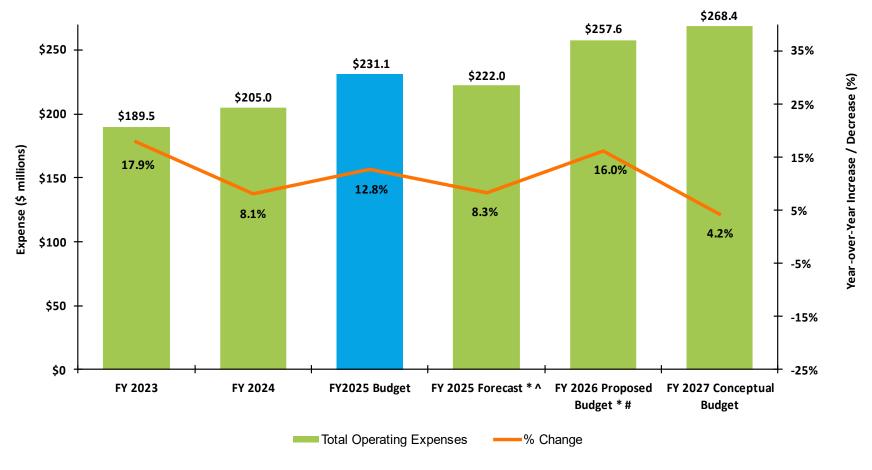
FY 2026 - FY 2027 Proposed Budget Expense Summary

(In Thousands)	FY2023 Actuals	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses					1011202000			Тотторозов	
Salaries	41,076	43,482	48,475	52,167	3,692	7.6%	55,337	3,169	6.1%
Benefits	19,816	20,618	22,056	24,591	2,535	11.5%	26,743	2,152	8.8%
Subtotal	60,892	64,100	70,531	76,759	6,227	8.8%	82,080	5,321	6.9%
Less: Capitalized Labor Recharge	(4,769)	(5,004)	(6,955)	(7,234)	(279)	4.0%	(7,703)	(469)	6.5%
Less: QHP Labor Recharge	(667)	(599)	(500)	(530)	(30)	6.0%	(557)	(27)	5.1%
Total Personnel Costs	55,456	58,497	63,076	68,995	5,919	9.4%	73,820	4,825	7.0%
Contractual Services	45,581	52,445	59,897	66,694	6,797	11.3%	68,468	1,775	2.7%
Safety and Security	33,043	36,778	39,828	45,761	5,933	14.9%	47,975	2,214	4.8%
Space Rental	10,805	11,037	11,024	11,073	48	0.4%	11,082	10	0.1%
Utilities	17,567	19,518	23,433	24,536	1,103	4.7%	27,180	2,644	10.8%
Maintenance	16,417	14,125	16,242	18,805	2,564	15.8%	19,845	1,040	5.5%
Operating Equipment & Systems	922	544	441	1,023	582	131.9%	736	(287)	-28.0%
Operating Supplies	661	651	823	1,200	377	45.7%	1,146	(54)	-4.5%
Insurance	1,997	2,314	2,568	3,183	616	24.0%	3,311	127	4.0%
Employee Development	681	731	1,007	1,199	191	19.0%	1,107	(92)	-7.7%
Business Development	1,916	2,280	3,908	5,214	1,306	33.4%	5,719	505	9.7%
Equipment Rentals and Repairs	3,392	3,702	4,623	5,975	1,352	29.2%	6,082	107	1.8%
Tenant Improvements	734	1,246	1,178	1,186	7	0.6%	1,233	47	4.0%
Total Non-Personnel Costs	133,715	145,373	164,974	185,850	20,876	12.7%	193,886	8,036	4.3%
Total Operating Expenses	189,171	203,869	228,050	254,845	26,795	11.7%	267,706	12,861	5.0%
Joint Studies / Sound Attenuation	21,075	21,365	23,028	18,000	(5,028)	-21.8%	15,000	(3,000)	-16.7%
Debt Service	150,152	169,330	214,614	254,578	39,964	18.6%	265,141	10,563	4.1%
Legal Settlement Expense	243	10	250	250	-	0.0%	250	-	0.0%
Other Non-Operating Expenses	1,658	(0)	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	173,128	190,705	237,892	272,828	34,936	14.7%	280,391	7,563	2.8%
Total Expenses	362,300	394,574	465,942	527,673	61,731	13.2%	548,097	20,424	3.9%
Equipment Outlay Expenditures	359	1,085	3,047	2,775	(272)	-8.9%	727	(2,049)	-73.8%
Total Authority Expenses Incl Equip Outlay	\$ 362,658	\$ 395,659	\$ 468,989	\$ 530,448	\$ 61,459	13.1%	\$ 548,823	\$ 18,375	3.5%



Total Operating Expenses incl Equipment Outlay

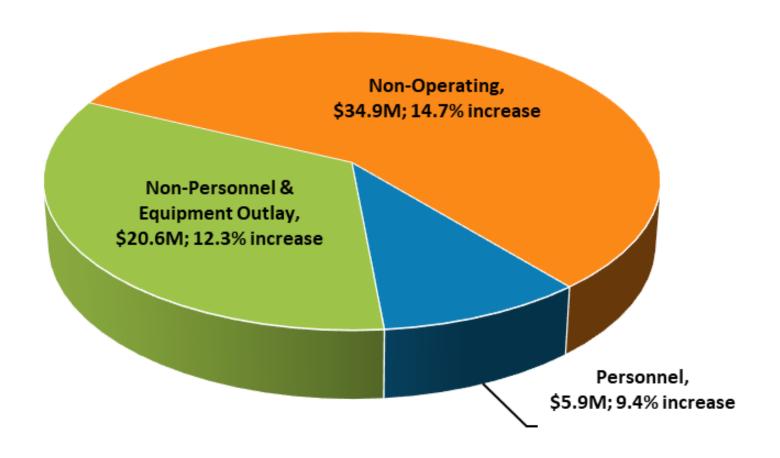
FY 2023 - FY 2027





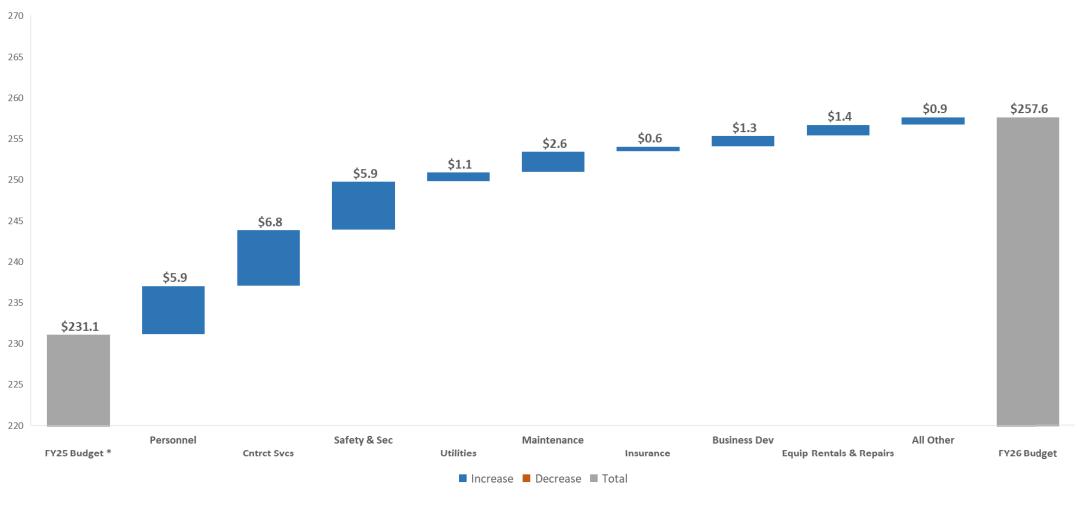
- * Projected FY 2025, Budgeted FY 2026 and FY 2027
- ^ FY25 Projected is 3.9% lower than FY25 budget and 8.3% higher than FY24
- # FY26 Proposed Budget is 16.0% higher than FY25 Forecast and 11.5% higher than FY25 Budget

FY 2026 Budget Expense Increase vs. FY 2025 Budget \$61.5M; 13.1%





Major Drivers of FY26 Budget vs FY25 Budget Operating Expense +\$26.5M (11.5%)

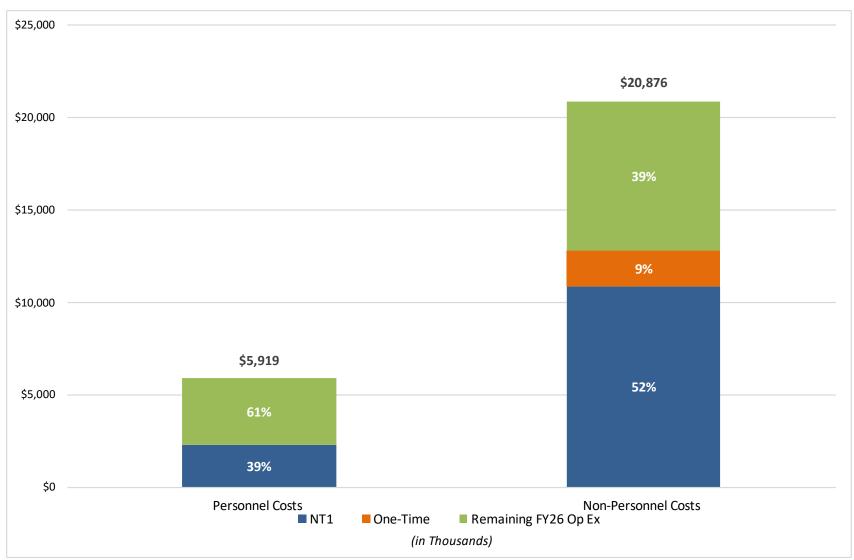




(in Millions)

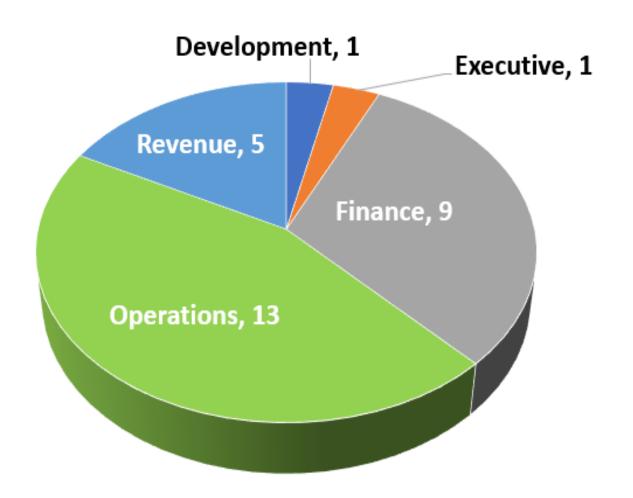
* Budget starting point not indicative of scale

Major Drivers of FY26 Budget vs FY25 Budget Segmentation of Variance



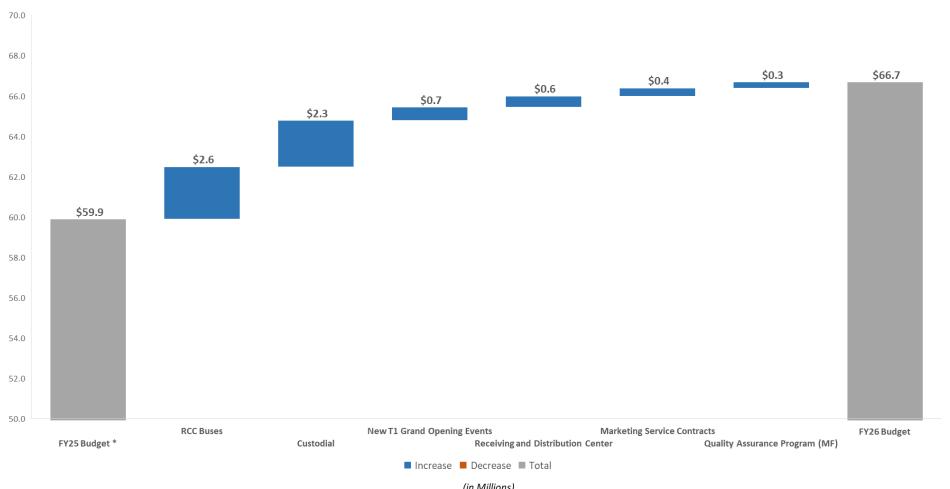


FY 2026 Proposed Budget New Headcount



Operations	13
Terminal Operations Coordinator	4
Airport Traffic Officer	3
Sr. Contracts Administrator	1
Carpenter/Locksmith II (step 1)	1
Cost Analyst	1
Security & Public Safety Analyst II	1
Security & Public Safety Analyst I	1
Resource Management Analyst	1
Finance	9
Help Desk Technician	6
System Support Analyst I	1
Systems Support Analyst II	1
ITS Engineer	1
Data Scientist	1
Administrative Assistant II	-1
Revenue	5
Lost & Found Attendants	3
Lost & Found Supervisor	1
Customer Experience Coordinator	1
Executive	1
Associate General Counsel III	1
Development	1
Associate Env Specialist (Compliance)	1
TOTAL	29

Major Drivers of FY26 Budget vs FY25 Budget Contractual Services - Increase \$6.8M (11.3%)

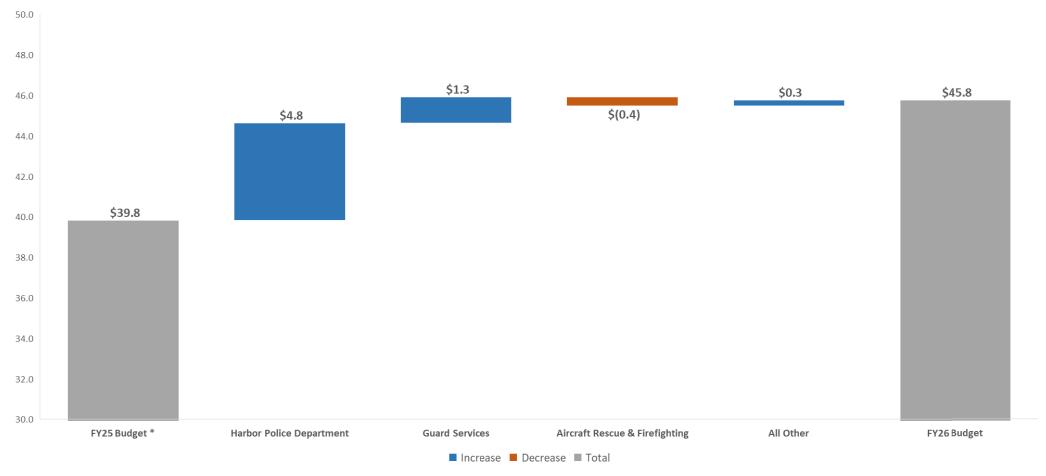




(in Millions)

* Budget starting point not indicative of scale

Major Drivers of FY26 Budget vs FY25 Budget Safety & Security - Increase \$5.9M (14.9%)

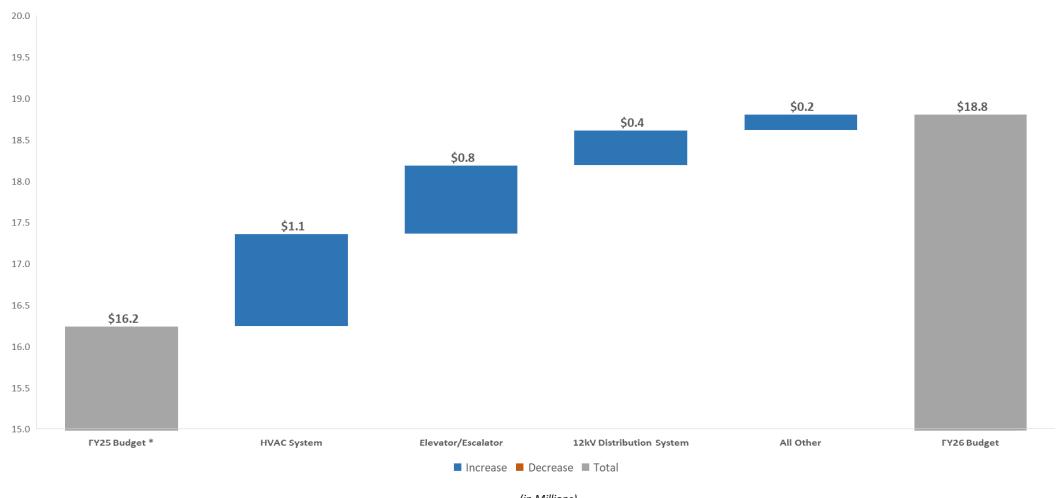




(in Millions)

^{*} Budget starting point not indicative of scale

Major Drivers of FY26 Budget vs FY25 Budget Maintenance +\$2.6M (15.8%)

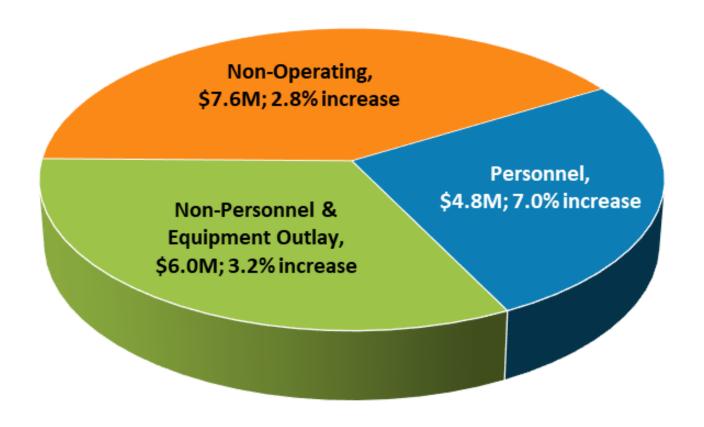




(in Millions)

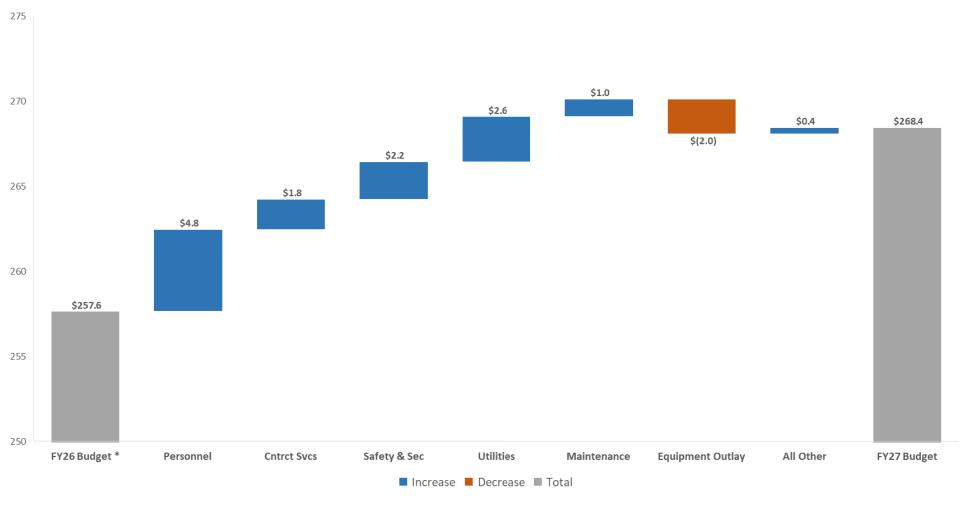
* Budget starting point not indicative of scale

FY 2027 Budget Expense Increase vs. FY 2026 Budget \$18.4M; 3.5%





Major Drivers of FY27 Budget vs FY26 Budget Operating Expense +\$10.8M (4.2%)

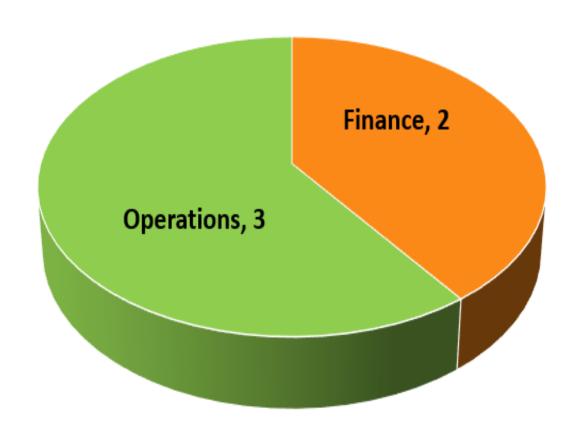




(in Millions)

* Budget starting point not indicative of scale

FY 2027 Proposed Budget New Headcount

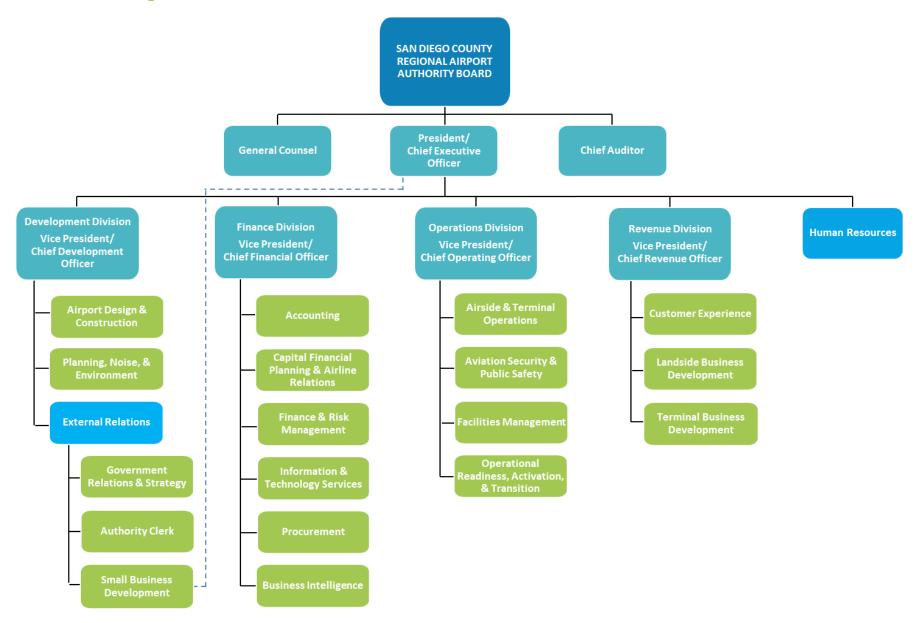


Operations	3
Airport Traffic Officers	3
Finance	2
Help Desk Technician	2
TOTAL	5



SDCRAA

FY 2026 - FY 2027 Organizational Structure





Overview

The **Executive Division** provides leadership and direction to Authority staff in accomplishing the twelvemember Authority Board's strategies and initiatives. The **Authority Board** consists of nine voting members and three *ex-officio* members and is responsible for setting policies related to airport and Authority operations, airport land-use planning and the future air transportation planning needs of the region.

The nine voting Board members are appointed to staggered three-year terms by the Chair of the San Diego County Board of Supervisors, the Mayor of the City of San Diego and groups of mayors of the other cities in San Diego County. Compensation for each voting Board member is \$200 per day of service, with a maximum of eight days of service per month. The Board chair receives an additional \$500 stipend per month.

The following are descriptions of each group within the Executive Division.

The **Executive Office** is accountable to the Board of Directors to direct and manage the operations, activities and services of the airport and its related economic development activities. The CEO, as the leader of the organization, is responsible for providing strategic vision for the airport, developing key relationships in the industry, designing marketing strategies, and working closely with all stakeholders to enhance customer experience and guide the airport's overall success. Success is measured by the ability to enhance the reputation and financial position of the airport while sustaining safe, secure and efficient operations.

The Executive Office also conducts outreach to promote positive collaborative relationships with its business partners and the community; approves all contracts, deeds, leases and agreements that contractually bind the Authority; and ensures that the region's long-term airport needs are identified and addressed.

The **Office of the General Counsel** provides professional legal advice, strategic counsel and representation to the Authority's Board and the various divisions and departments of the Authority. The Office of the General Counsel represents the Authority in all litigation and legal matters. It assists in the preparation and review of Authority leases, contracts, legal documents, ordinances and resolutions, Authority bonds and other instruments and approves as to legal form all such legal documents and instruments. The Office of the General Counsel advises the Board and management regarding compliance with applicable laws, codes, policies, regulations and requirements.

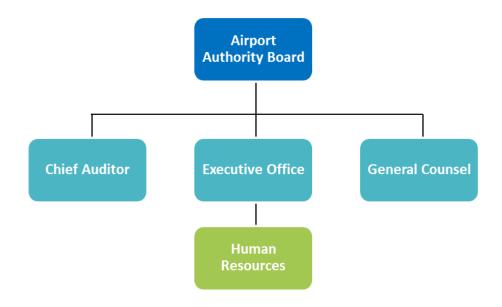
Further, the Office of the General Counsel selects and manages all outside legal counsel and advises with the objective of limiting liability and exposure to claims and lawsuits. The General Counsel reports directly to the Authority Board.

The **Office of the Chief Auditor** provides professional internal auditing services to promote full accountability, efficiency and effectiveness of services by the Authority to the traveling public and the airlines. The Office of the Chief Auditor reports to the Audit Committee of the Board. It performs audits in accordance with current professional standards and provides recommendations to enhance the Authority's internal controls. As authorized by the Board, the Office of the Chief Auditor administers the Authority Ethics Program and confidential Hotline Reporting System.

The Office of the Chief Auditor also assists management in maintaining the financial and operational integrity of the Authority, and analyzes and assesses the Authority's financial data, operations and programs for compliance with applicable laws, policies, procedures and mandates.

The **Human Resources (HR)** department delivers strategic talent and workforce planning that supports effective business decisions, strengthens organizational capabilities, and nurtures a workplace where everyone feels valued and connected. The department oversees talent acquisition, performance management, learning and development, compensation and benefits, employee and labor relations, HR technology and data, safety, and organizational development. Through these integrated services, HR fosters employee engagement and development, and a culture of belonging.

FY 2026 - FY 2027 Organizational Structure



Division Personnel Summary

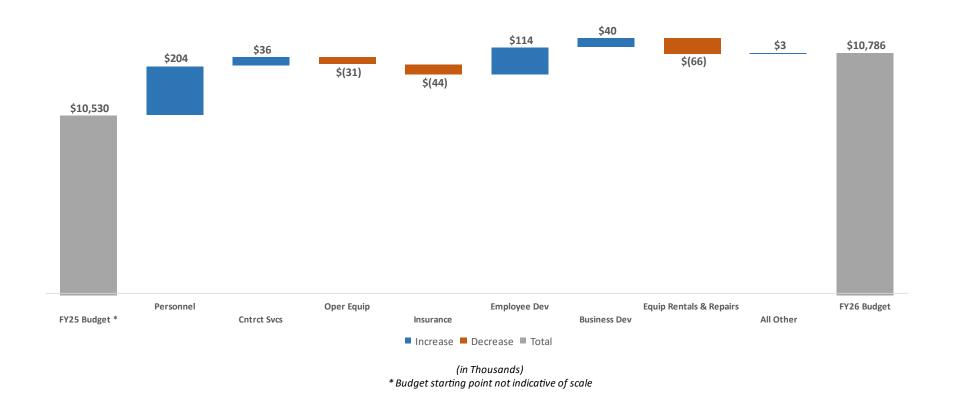
		FY 2026	FY 2026 Budget		FY 2027 Budget	FY 2027
	FY 2025	Budget	New/		New/	Conceptual
	Budget	Transfers	(Eliminated)	FY 2026 Budget	(Eliminated)	Budget
Executive Division						_
Chief Auditor	7	-	-	7	-	7
Executive Office	2	-	-	2	-	2
General Counsel	6	-	1	7	-	7
Human Resources ¹	17	(1)	-	16	-	16
Subtotal	32	(1)	1	32	-	32
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 $^{^{\}mathbf{1}}\,\mathbf{1}\,\mathsf{position}$ transferred to Authority Clerk

FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses						_	•	
Salaries	4,361	5,222	5,335	113	2.2%	5,537	203	3.8%
Benefits	1,990	2,030	2,121	91	4.5%	2,239	117	5.5%
Subtotal	6,351	7,252	7,456	204	2.8%	7,776	320	4.3%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	6,351	7,252	7,456	204	2.8%	7,776	320	4.3%
Contractual Services	1,030	2,071	2,107	36	1.7%	2,125	18	0.9%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	0	-	(0)	-100.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	41	35	4	(31)	-88.9%	8	4	97.4%
Operating Supplies	14	13	17	3	25.0%	17	-	0.0%
Insurance	15	45	1	(44)	-96.9%	1	-	0.0%
Employee Development	196	325	439	114	35.1%	329	(110)	-25.1%
Business Development	271	350	390	40	11.4%	381	(9)	-2.3%
Equipment Rentals and Repairs	351	438	373	(66)	-15.0%	375	3	0.7%
Tenant Improvements		-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	1,918	3,278	3,330	52	1.6%	3,236	(95)	-2.8%
Total Operating Expenses	8,270	10,530	10,786	256	2.4%	11,012	225	2.1%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	10	250	250	-	0.0%	250	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	10	250	250	-	0.0%	250	-	0.0%
Total Expenses	8,280	10,780	11,036	256	2.4%	11,262	225	2.0%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	8,280	10,780	11,036	256	2.4%	11,262	225	2.0%

Major Drivers of FY 2025 Budget & FY 2026 Budget

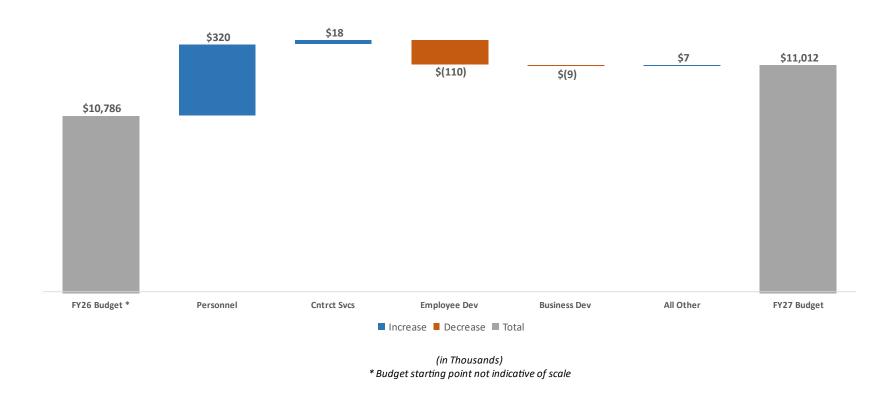


Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 1 position transfer out and 1 new position.

Employee Development: \$114K increase in recruiting

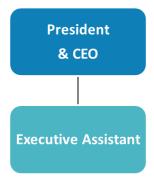
Equipment Rentals & Repairs: (\$66K) decrease in software due to completion of RFP in FY25

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff **Employee Development:** (\$110K) decrease in recruiting

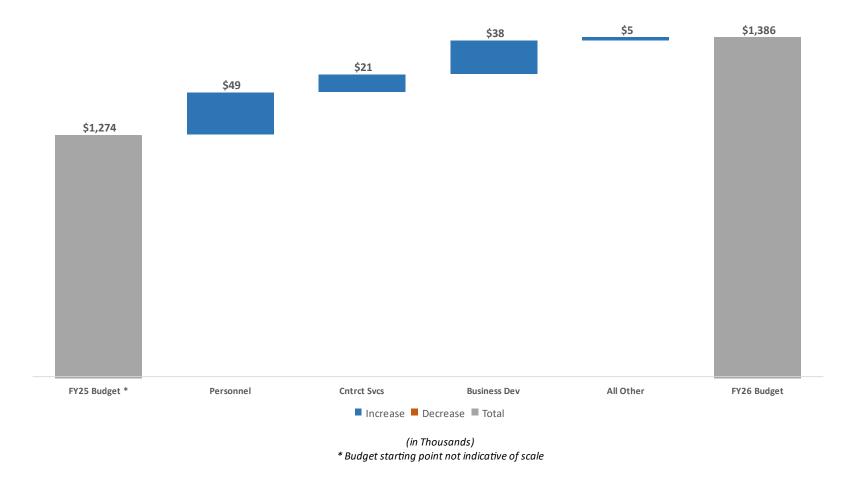
FY 2026 – FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

	FY2024	FY2025	FY2026	Inc / (Dec)	%	FY2027	Inc / (Dec)	%
(In Thousands)	Actuals	Budget	Proposed	FY26 Budget	Change	Conceptual	FY27 Conceptual	Change
			Budget	vs FY25 Budget		Budget	vs FY26 Proposed	
Operating Expenses								
Salaries	653	719	749	30	4.2%	779	30	4.0%
Benefits	285	228	247	18	7.9%	254	8	3.1%
Subtotal	938	947	996	49	5.1%	1,033	38	3.8%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	938	947	996	49	5.1%	1,033	38	3.8%
Contractual Services	12	43	64	21	47.7%	66	2	3.9%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	-	-	0.0%	-	-	0.0%
Operating Supplies	3	1	1	0	30.0%	1	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	33	34	39	5	13.4%	37	(2)	-5.2%
Business Development	187	249	286	38	15.3%	277	(10)	-3.3%
Equipment Rentals and Repairs	-	0	0	-	0.0%	0	-	0.0%
Tenant Improvements	_	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	235	327	390	63	19.4%	381	(9)	-2.3%
Total Operating Expenses	1,173	1,274	1,386	112	8.8%	1,414	29	2.1%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	1,173	1,274	1,386	112	8.8%	1,414	29	2.1%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	1,173	1,274	1,386	112	8.8%	1,414	29	2.1%

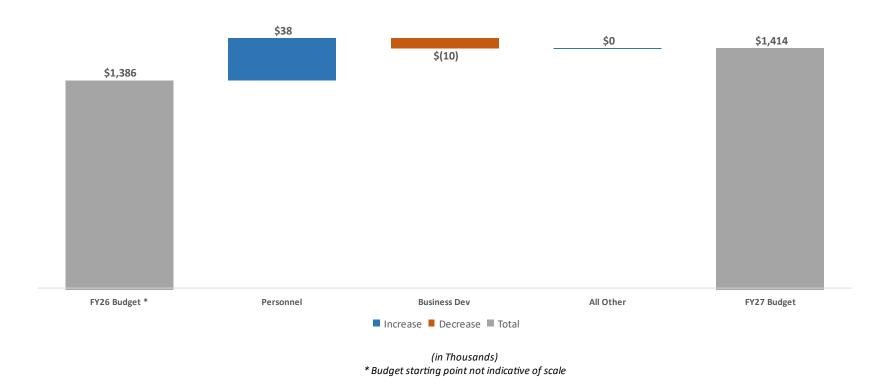
Major Drivers of FY 2025 Budget & FY 2026 Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

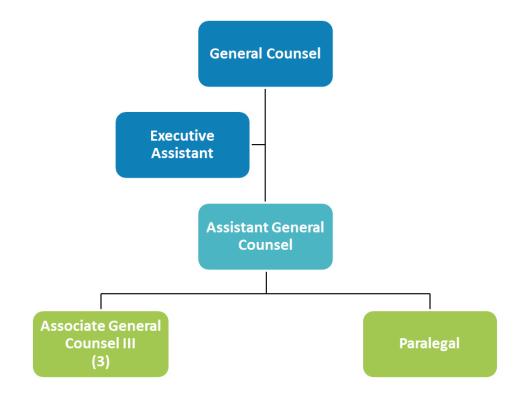
Contractual Services: \$21K increase in facilitators for additional leadership retreat **Business Development:** \$38K increase in venue fees for additional leadership retreat

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff

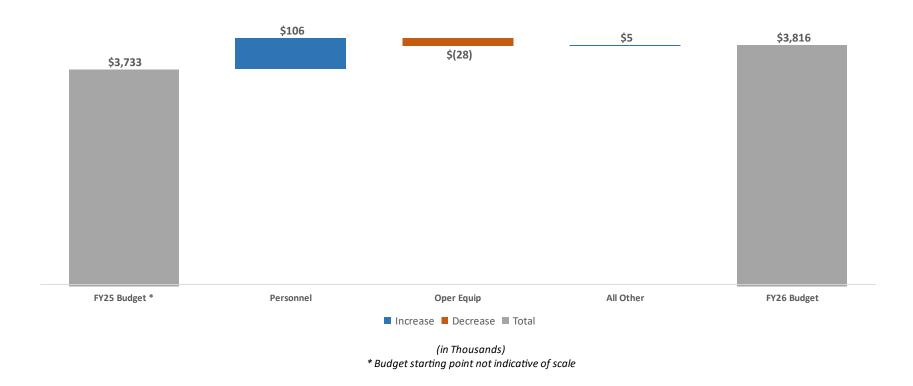
FY 2026 – FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

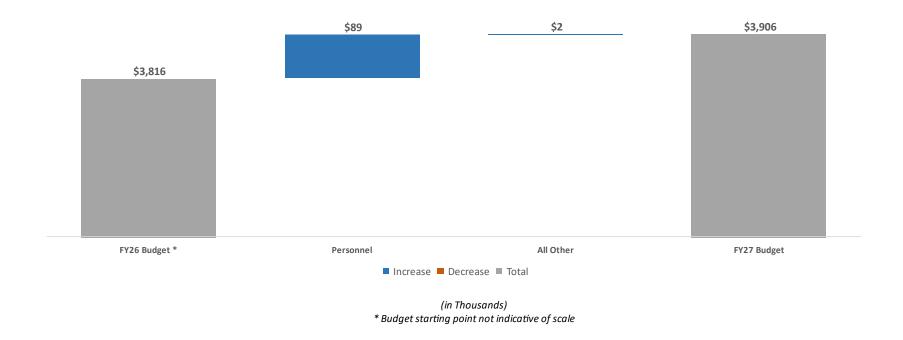
(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed	Inc / (Dec) FY26 Budget	% Change	FY2027 Conceptual	Inc / (Dec) FY27 Conceptual	% Change
(,			Budget	vs FY25 Budget		Budget	vs FY26 Proposed	
Operating Expenses								
Salaries	1,259	1,563	1,629	66	4.2%	1,693	63	3.9%
Benefits	561	571	611	40	7.0%	637	26	4.3%
Subtotal	1,820	2,134	2,240	106	5.0%	2,329	89	4.0%
Less: Capitalized Labor Recharge	-	_	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	1,820	2,134	2,240	106	5.0%	2,329	89	4.0%
Contractual Services	609	1,500	1,500	-	0.0%	1,500	-	0.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	31	28	-	(28)	-100.0%	-	-	0.0%
Operating Supplies	0	1	1	-	0.0%	1	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	51	61	65	4	6.5%	67	1	2.3%
Business Development	17	9	10	1	8.2%	10	0	1.9%
Equipment Rentals and Repairs	0	-	-	-	0.0%	-	-	0.0%
Tenant Improvements		-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	709	1,599	1,576	(23)	-1.5%	1,577	2	0.1%
Total Operating Expenses	2,530	3,733	3,816	82	2.2%	3,906	91	2.4%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	10	250	250	-	0.0%	250	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	10	250	250	-	0.0%	250	-	0.0%
Total Expenses	2,540	3,983	4,066	82	2.1%	4,156	91	2.2%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	2,540	3,983	4,066	82	2.1%	4,156	91	2.2%

Major Drivers of FY 2025 Budget & FY 2026 Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff. 1 new position. **Operating Equipment & Systems:** (\$28K) decrease in software due to migration of software

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff

FOCUS AREAS





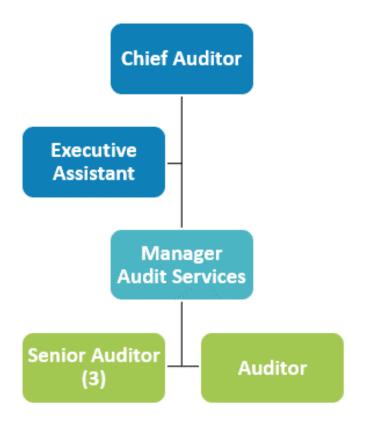




Fiscal Year 2025 Objectives		Target	Result
Provide effective and timely strategic advice and counsel to the Board and staff regarding existing and proposed contracts, leases, licenses, permits, entitlements to enable a successful New T1 project.	A	100%	Met
Ensure all Authority activities comply with applicable federal, state and local laws and regulations to enable and protect funding.	0	100%	Met
Participate locally and nationally in aviation industry groups to encourage and promote diversity in the aviation industry.	G	100%	Met

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
Monitor changes in federal regulations and maintain compliance with federal grant assurances.	0	100%	Manage ongoing business effectively through change
Provide effective and timely strategic advice and counsel to the Board and staff regarding existing and proposed contracts, leases, licenses, permits, entitlements.	0	100%	Manage ongoing business effectively through change
Resolution of the defective pipe litigation.	0	100%	Manage ongoing business effectively through change

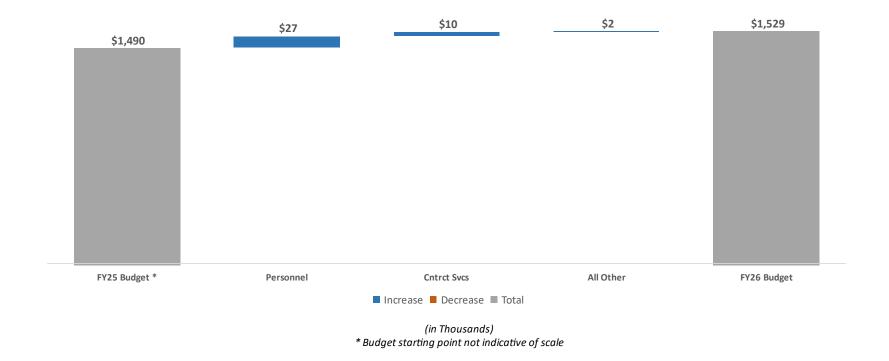
FY 2026 – FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

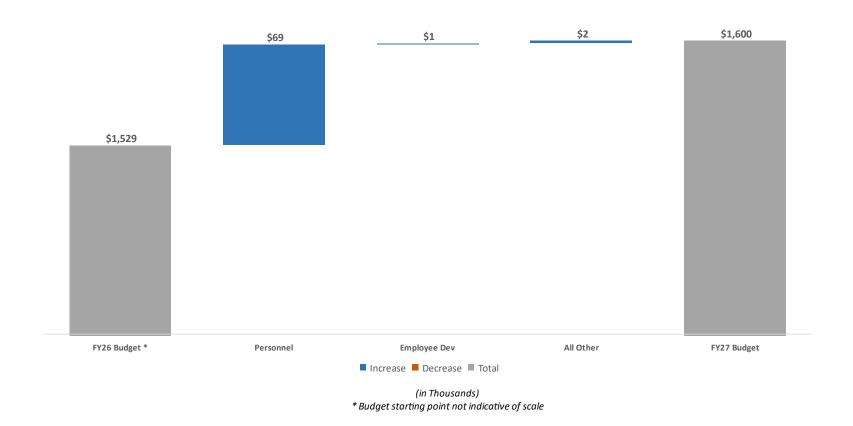
(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses			_				-	
Salaries	918	1,001	998	(3)	-0.3%	1,038	40	4.0%
Benefits	383	411	442	30	7.3%	471	29	6.6%
Subtotal	1,302	1,413	1,440	27	1.9%	1,509	69	4.8%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	1,302	1,413	1,440	27	1.9%	1,509	69	4.8%
Contractual Services	4	25	35	10	40.0%	36	0	1.4%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	0	-	(0)	-100.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	-	-	0.0%	-	-	0.0%
Operating Supplies	0	0	0	-	0.0%	0	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	16	30	30	1	1.9%	31	1	1.9%
Business Development	5	5	6	0	5.5%	6	0	4.4%
Equipment Rentals and Repairs	27	17	18	1	6.9%	19	1	7.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	52	77	89	12	15.4%	91	3	2.9%
Total Operating Expenses	1,354	1,490	1,529	39	2.6%	1,600	72	4.7%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	1,354	1,490	1,529	39	2.6%	1,600	72	4.7%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	1,354	1,490	1,529	39	2.6%	1,600	72	4.7%

Major Drivers of FY 2025 Budget & FY 2026 Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff

FOCUS AREAS







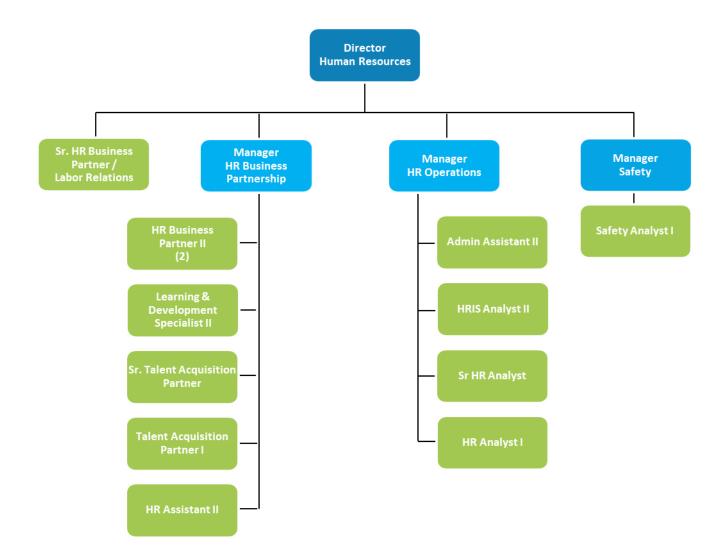


Fiscal Year 2025 Objectives	Focus Area	Target	Result
Conduct audits and consulting engagements that focus on the key risk areas of the Authority.	0	Completion of Risk Assessment and Board Approved Audit Plan	Met The Board approved the Audit Plan before the beginning of the fiscal year.
Achieve a department utilization rate greater than 76% for audit staff, excluding Paid Time Off.	0	76%	In Progress Utilization rate of 79% as of December 31, 2024.
Provide audit recommendations that improve Authority operations or reduce risk, with 95% of audit recommendations agreed to by management.	0	95%	In Progress As of December 31, 2024, management has agreed to 100% of the recommendations.
Perform audit work in efficient manner. Complete 70% of all audit and consulting engagements within budgeted time, as established in the annual Audit Plan approved by the Board.	•	70%	In Progress As of December 31, 2024, 80% of audit and consulting engagements were completed.
Conduct engagements in a manner that meets the expectations of the customer. Achieve an internal customer satisfaction rating of 4.0 on a scale of 1 to 5, with 1 being very dissatisfied and 5 being very satisfied.	O	4.0	Met As of December 31, 2024, the department achieved an internal customer satisfaction rating of 5.0.
Provide training for audit staff to ensure adequate and effective audit and consulting engagements.	G	100% of Continuing Education Requirements	Met As of December 31, 2024, 100% of staff met calendar year Continuing Professional Education requirements.

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
Conduct audits and advisory engagements that focus on the key risk areas of the Authority.	0	Completion of Risk Assessment and Board Approved Audit Plan	Manage ongoing business effectively through change

Provide audit recommendations that improve Authority operations or reduce risk, with 95% of audit recommendations agreed to by management.	0	95%	Manage ongoing business effectively through change
Conduct engagements in a manner that meets the expectations of the customer. Achieve an internal customer satisfaction rating of 4.0 on a scale of 1 to 5, with 1 being very dissatisfied and 5 being very satisfied.		4.0	Invest/participate in innovation that improves efficiency or enhances revenue

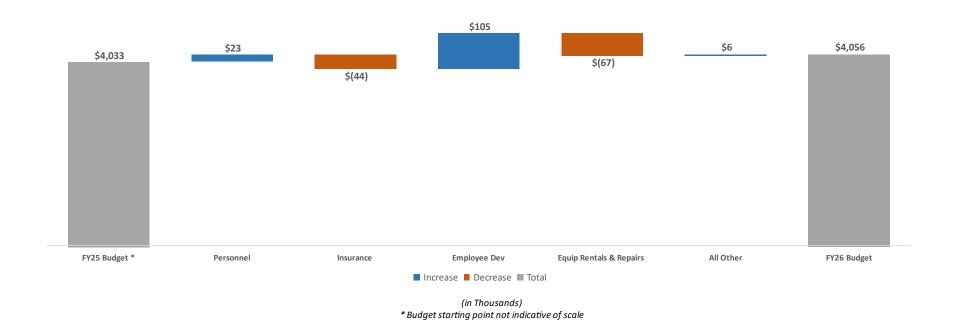
FY 2026 - FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed	Inc / (Dec) FY26 Budget	% Change	FY2027 Conceptual	Inc / (Dec) FY27 Conceptual	% Change
(m mousunus)	Actuals	buuget	Budget	vs FY25 Budget	Change	Budget	vs FY26 Proposed	Change
Operating Expenses								
Salaries	1,530	1,938	1,958	20	1.0%	2,027	70	3.6%
Benefits	761	819	823	3	0.4%	877	54	6.6%
Subtotal	2,291	2,758	2,781	23	0.8%	2,904	124	4.4%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	2,291	2,758	2,781	23	0.8%	2,904	124	4.4%
Contractual Services	405	503	508	5	1.0%	523	15	3.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	10	7	4	(3)	-45.1%	8	4	97.4%
Operating Supplies	10	12	15	3	26.1%	15	-	0.0%
Insurance	15	45	1	(44)	-96.9%	1	-	0.0%
Employee Development	95	200	304	105	52.5%	194	(110)	-36.1%
Business Development	63	87	88	1	1.2%	88	-	0.0%
Equipment Rentals and Repairs	324	422	355	(67)	-15.8%	356	2	0.4%
Tenant Improvements		-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	922	1,276	1,276	0	0.0%	1,186	(90)	-7.0%
Total Operating Expenses	3,213	4,033	4,056	23	0.6%	4,090	34	0.8%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	3,213	4,033	4,056	23	0.6%	4,090	34	0.8%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	3,213	4,033	4,056	23	0.6%	4,090	34	0.8%

Major Drivers of FY 2025 Budget & FY 2026 Budget

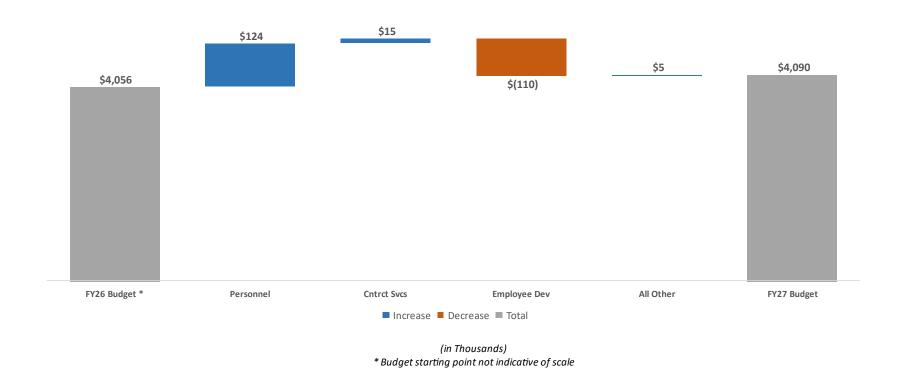


Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 1 position transfer out to Authority Clerk.

Employee Development: \$105K increase in recruiting

Equipment Rentals & Repairs: (\$67K) decrease in software due to completion of RFP in FY25

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff **Employee Development:** (\$110K) decrease in recruiting

FOCUS AREAS









Fiscal Year 2025 Objectives	Focus Area	Target	Result
Collaborate with departments to develop staffing strategies for the New Terminal 1, encompassing various staffing categories (limited duration, Veteran Fellowships, Interns, Contractors, and Temporary staff) to uphold our reputation as a high-performing and effective organization that fulfills all operational requirements.	A	100%	Met
Establish and execute a structured succession strategy to recognize and prepare for crucial staffing gaps within the upcoming one to five years. This plan will leverage initiatives such as job shadowing, mentorship, skill enhancement, cross-training, School to SAN, Internship, and Veteran Fellowship programs.	0	100%	In Progress 75%
Implement leadership and career development initiatives utilizing internal and external resources, including Servant Leadership, subject matter experts, Airport Council International, SAN University, and other relevant avenues.	G	100%	In Progress 90%

Fiscal Years 2026 & 2027 Objectives		Target	Initiatives	
Apply for the Airport Council International (ACI) Airport Workforce Development Accreditation, following the established roadmap to strengthen the talent pipeline and engage the workforce of the future.	0	100%	Manage ongoing business effectively through change	
Launch a revised employee engagement survey to highlight strengths for continued enhancement and identify opportunities for growth, fostering a workplace that promotes belonging and engagement.	0	100%	Develop compensation and benefits programs for a multigenerational workforce that recognize individual strategic contributions	
Enhance the learning and development curriculum by incorporating executive coaching, live training sessions, and web-based learning to support both individual contributors and leadership roles. Leverage the Authority's new Learning & Development contracts to deliver best-in-class programs that align with organizational needs	C	100%	Develop leaders to be better coaches who enable independent decision making	



Overview

The **Development Division** is responsible for long-term airport facility and infrastructure planning, infrastructure design and construction, facilities compliance with current Federal, State, and local codes and regulations, compliance with legislative mandates for environmental and land-use matters, small business development, government relations and external relationships at a local, state, and federal level. The legislative compliance includes local, state, and federal environmental laws, as well as providing support for the Authority Board in reviewing land-use decisions in the areas surrounding the region's 16 airports. The division frequently coordinates with local, state, and federal regulatory agencies, regional transportation partners and the construction industry to accomplish the Authority's goals.

The Airport Design & Construction (ADC) department implements the Authority's Capital Improvement Program (CIP), including the design and construction of the New T1 Program and other terminal, airside, and landside improvements. In addition, the department delivers Major Maintenance Program (MMP) projects; provides technical and professional on-call services for CIP, MMP, tenant improvement and broader Authority needs including planning and implementation of the Computer Aided Drafting (CAD), and provides construction inspection, review and oversight of tenant improvement projects to meet the needs of the airlines and concessionaires operating at the airport.

The **Planning, Noise, & Environment (PNE)** department manages airport land-use compatibility, master planning, environmental compliance, sustainability initiatives, and aircraft noise programs for the Airport Authority. The department conducts all near-term and long-range planning, including preparing and maintaining the airport layout plan for San Diego International Airport. The department ensures compliance with a variety of state and federal environmental laws related to development project review, air and water quality, waste reduction, and endangered species management. It also administers all noise-related policies and programs, including the airport's departure curfew and community sound insulation efforts. Departure curfew penalties go towards funding of the sound insulation programs. Finally, the department supports the Airport Land Use Commission in ensuring compatibility between all 16 airports in San Diego County and future land-use projects within their vicinity.

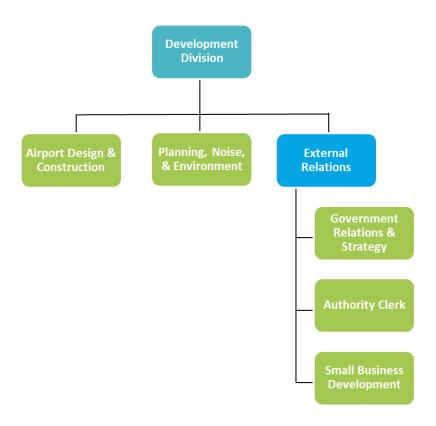
The **Office of the Authority Clerk** provides guidance and ensures compliance with state and local laws and Authority codes and policies pertaining to the administration of public Board and Committee meetings, conflict of interest disclosure, and records and information management. The group is also responsible for maintaining the Authority's Codes and Policies; coordinating communications with the Board of Directors, executive and senior staff; assuring an accountability framework and policies for, and management of, records and information governance; managing compliance with the Brown Act; managing Conflict of Interest filings and other filings required by the Political Reform Act; managing AB 1234 Ethics training as required by FPPC Regulations; and managing the Authority's Lobbyist Program. The group also includes the Records and Information Management team, responsible for establishing and maintaining the Authority's records program and coordinating public records requests.

The **Government Relations & Strategy** department develops and oversees strategy and policy initiatives designed to represent and protect the Authority's interests with local, state, and federal agencies and external stakeholders. The department develops and implements the Authority's legislative program and monitors and analyzes legislative and regulatory actions at the federal, state, and local levels. It also

manages relationships with representatives and provides advocacy services, in conjunction with contracted advocates in Sacramento and Washington D.C., in support of important Authority initiatives and programs. The department is also responsible for building and sustaining relationships with key external stakeholders, including the business community, labor organizations, industry groups, community planning groups, and others.

The **Small Business Development (SBD)** program was established to ensure that small, local, service-disabled veteran owned, and historically disadvantaged small businesses have every opportunity to compete for business opportunities with the Airport. SBD provides research on resources, trends, products, and service options, as well as conducts business outreach, training, and networking events. Importantly, SBD ensures that the Authority is in compliance with all regulatory requirements for federally funded projects at the Airport through monitoring and reporting.

FY 2026 - FY 2027 Organizational Structure



Division Personnel Summary

		FY 2026	FY 2026 Budget		FY 2027 Budget	FY 2027
	FY 2025	Budget	New/		New/	Conceptual
	Budget	Transfers	(Eliminated)	FY 2026 Budget	(Eliminated)	Budget
Development Division						
Authority Clerk ¹	6	1	-	7	-	7
Government Relations & Strategy ²	4	3	-	7	-	7
Airport Design & Construction ³	46	(5)	-	41	-	41
Planning, Noise, & Environment	20	-	1	21	-	21
Small Business Development ⁴	3	-	-	3	-	3
Subtotal	79	(1)	1	79	-	79

 $^{^{\}mathbf{1}}$ Department transferred from Executive Division

 $^{^2}$ 2 positions transferred from Airport Design & Construction and 1 position transferred from Communications

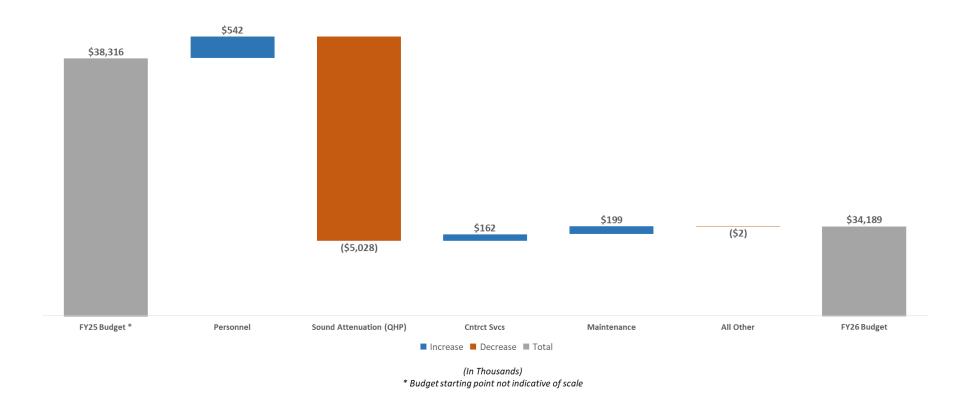
 $^{^3}$ 3 positions transferred to Facilities Management and 2 positions transferred to Government Relations & Strategy

⁴ Department transferred from Revenue Division

FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses								
Salaries	7,737	9,843	10,212	369	3.7%	10,619	407	4.0%
Benefits	3,733	4,136	4,473	337	8.2%	4,782	309	6.9%
Subtotal	11,470	13,979	14,685	706	5.1%	15,401	716	4.9%
Less: Capitalized Labor Recharge	(4,792)	(6,562)	(6,696)	(134)	2.0%	(7,025)	(329)	4.9%
Less: QHP Labor Recharge	(599)	(500)	(530)	(30)	6.0%	(557)	(27)	5.1%
Total	6,080	6,917	7,459	542	7.8%	7,819	360	4.8%
Contractual Services	3,705	4,132	4,294	162	3.9%	4,572	279	6.5%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	12	12	12	-	0.0%	13	1	8.3%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	1,336	1,727	1,925	199	11.5%	2,005	80	4.2%
Operating Equipment & Systems	13	11	10	(1)	-7.1%	16	5	53.0%
Operating Supplies	79	82	85	3	3.2%	88	3	3.4%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	121	167	196	30	17.7%	209	13	6.5%
Business Development	407	689	701	12	1.8%	699	(3)	-0.4%
Equipment Rentals and Repairs	324	374	321	(53)	-14.2%	341	21	6.4%
Tenant Improvements	1,246	1,178	1,186	7	0.6%	1,233	47	4.0%
Total Non-Personnel Costs	7,243	8,371	8,729	359	4.3%	9,175	446	5.1%
Total Operating Expenses	13,323	15,288	16,189	901	5.9%	16,995	806	5.0%
Joint Studies / Sound Attenuation	21,365	23,028	18,000	(5,028)	-21.8%	15,000	(3,000)	-16.7%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	21,365	23,028	18,000	(5,028)	-21.8%	15,000	(3,000)	-16.7%
Total Expenses	34,688	38,316	34,189	(4,127)	-10.8%	31,995	(2,194)	-6.4%
Equipment Outlay Expenditures	-	-	15	15	0.0%	-	(15)	-100.0%
Total Expenses Incl Equip Outlay	34,688	38,316	34,204	(4,112)	-10.7%	31,995	(2,209)	-6.5%

Major Drivers of FY 2025 Budget & FY 2026 Budget

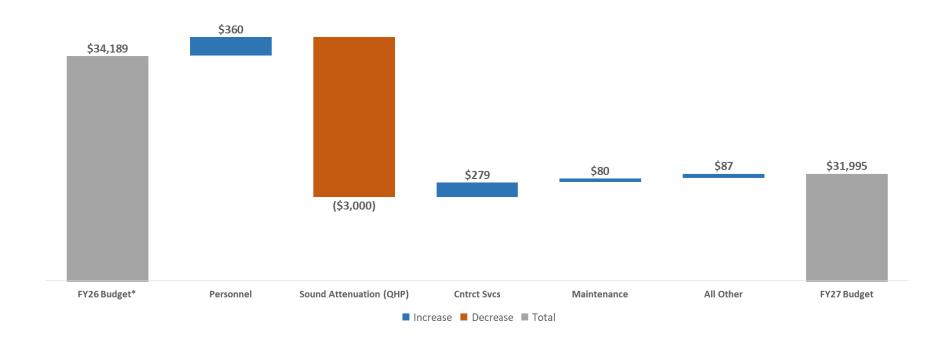


Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 1 new position and net 1 transfer out.

Sound Attenuation (QHP): Reduction due to lower expected grant funding for the Quieter Homes program (\$5M)

Contractual Services: Increase includes \$382K in Airport Technical Planning, \$162K in Geographic Information System Tool Maintenance, and \$110K in Air Quality & Carbon Management, offset by transfer of Geographic Information System-related spend to FMD department Maintenance: Increase includes \$130K in Storm Drain Cleaning, and \$130K in Bird & Pest Control, partially offset by an \$80K reduction in Refuse & Hazardous Waste Disposal

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance and Burden (Benefits & Employer Taxes) for Current Staff

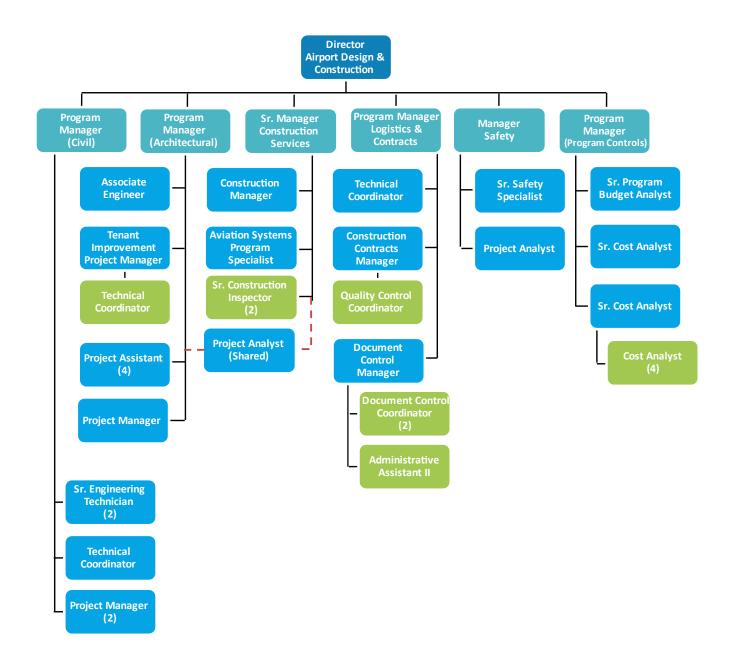
Sound Attenuation (QHP): Reduction due to lower expected grant funding for the Quieter Homes Program (\$3M)

Contractual Services: Increase includes \$300K in Rural/Urban Airport Lan Use Compatibility Plans (ALUCP), and \$150K in Noise reports & Analysis, partially offset by a \$110K reduction in Air Quality & Carbon Management and a \$100K reduction in Airport Technical Planning

Maintenance: Increase includes \$53K in Bird & Pest Control, and \$30K in Refuse & Hazardous Waste Disposal

Development Division – Airport Design & Construction

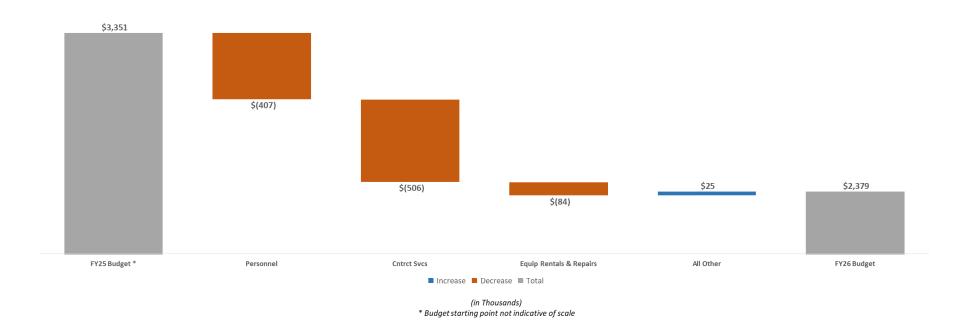
FY 2026 - FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses								
Salaries	3,615	5,306	4,872	(434)	-8.2%	5,067	195	4.0%
Benefits	1,817	2,223	2,135	(88)	-4.0%	2,285	150	7.0%
Subtotal	5,432	7,529	7,007	(522)	-6.9%	7,352	345	4.9%
Less: Capitalized Labor Recharge	(4,622)	(6,212)	(6,096)	115	-1.9%	(6,397)	(300)	4.9%
Less: QHP Labor Recharge	(1)	-	-	-	0.0%	-	-	0.0%
Total	808	1,318	911	(407)	-30.9%	956	45	4.9%
Contractual Services	397	607	101	(506)	-83.4%	105	4	4.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	0	3	3	(1)	-23.7%	8	5	204.0%
Operating Supplies	57	57	58	1	2.5%	60	2	3.2%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	19	29	32	3	9.2%	30	(2)	-6.0%
Business Development	22	35	35	(0)	-0.3%	36	2	4.6%
Equipment Rentals and Repairs	108	124	39	(84)	-68.3%	41	2	4.0%
Tenant Improvements	1,246	1,178	1,186	7	0.6%	1,233	47	4.0%
Total Non-Personnel Costs	1,851	2,033	1,453	(580)	-28.5%	1,513	60	4.1%
Total Operating Expenses	2,659	3,351	2,364	(987)	-29.5%	2,468	105	4.4%
Joint Studies / Sound Attenuation	-	_	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	2,659	3,351	2,364	(987)	-29.5%	2,468	105	4.4%
Equipment Outlay Expenditures	-	-	15	15	0.0%	-	(15)	-100.0%
Total Expenses Incl Equip Outlay	2,659	3,351	2,379	(972)	-29.0%	2,468	90	3.8%

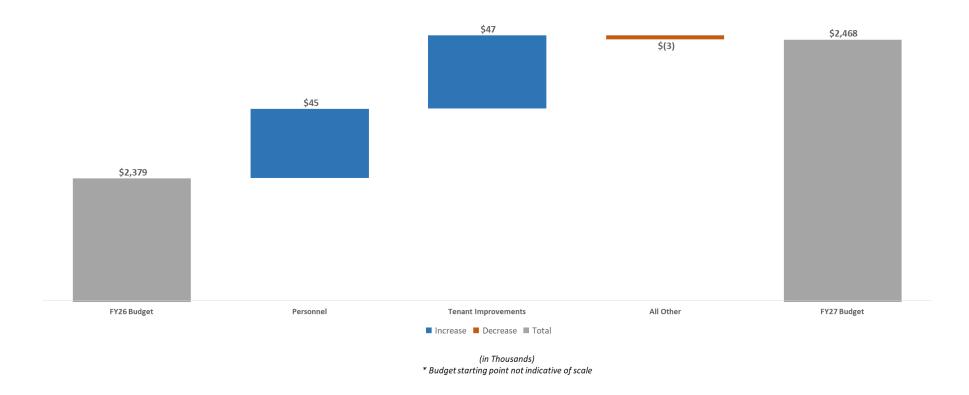
Major Drivers of FY 2025 Budget & FY 2026 Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 3 positions transfer out to Facilities Management, 2 positions transfer out to Government Relations & Strategy.

Contractual Services: Transfer of Geographic Information System-related contract spend to the FMD department Equipment Rentals & Repairs: Reduction in Autocad licenses (\$44K) and transfer of GIS-related software spend to the FMD department (\$36K)

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance and Burden (Benefits & Employer Taxes) for Current Staff **Tenant Improvements:** Increase in consultant hourly rates related to Tenant Improvement projects

FOCUS AREAS





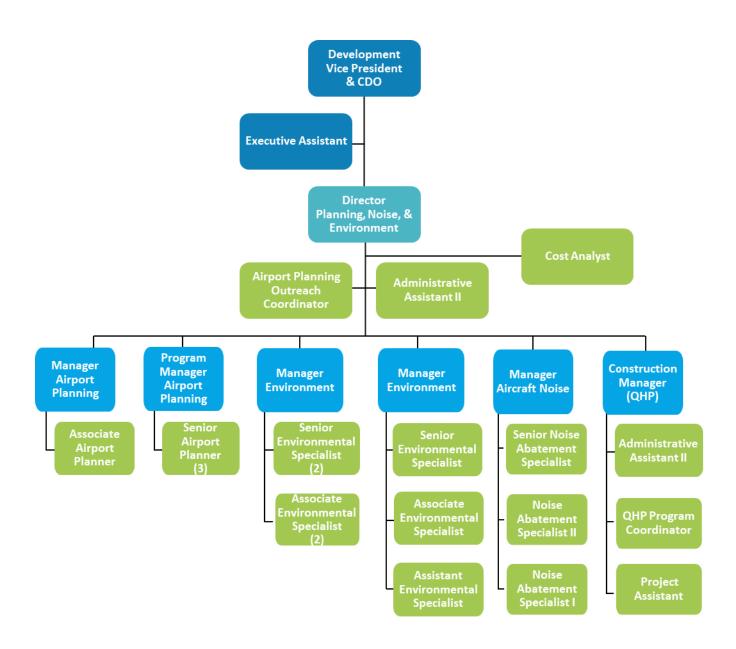




Fiscal Year 2025 Objectives	Focus Area	Target	Result
Complete the GMP	A	100%	Met
Tracking on schedule with NT1 Airside Improvements Plan (Taxiway B, Cistern, New Terminal Apron Pavement 1A and 1B)	A	100%	In Progress

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
Program Definition Document for T2E Renovations	A	100%	Align facilities to meet demand, both international and domestic
Connector and T2E Procurement Phase	A	100%	Align facilities to meet demand, both international and domestic
Manage Schedule and design of T2E & Connector	A	100%	Align facilities to meet demand, both international and domestic

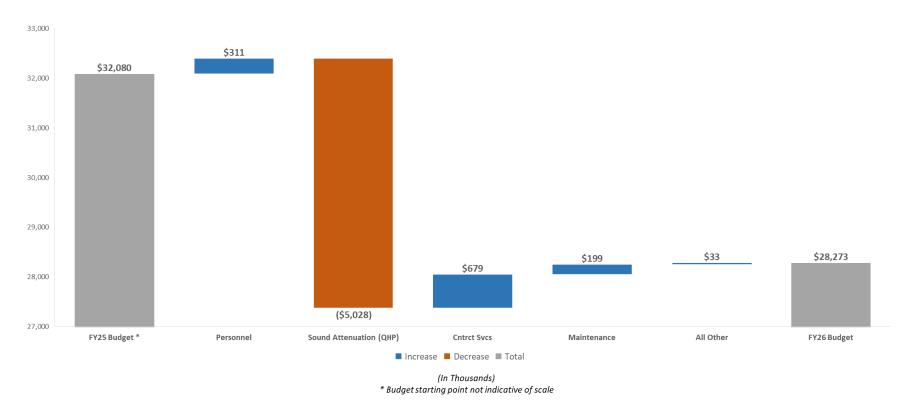
FY 2026 - FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses								
Salaries	2,854	3,086	3,322	236	7.6%	3,453	131	3.9%
Benefits	1,328	1,310	1,480	170	13.0%	1,580	101	6.8%
Subtotal	4,182	4,396	4,801	405	9.2%	5,033	232	4.8%
Less: Capitalized Labor Recharge	1	(61)	(126)	(65)	105.6%	(132)	(6)	4.8%
Less: QHP Labor Recharge	(597)	(500)	(530)	(30)	6.0%	(557)	(27)	5.1%
Total	3,586	3,835	4,145	311	8.1%	4,344	199	4.8%
Contractual Services	2,746	2,945	3,624	679	23.1%	3,892	268	7.4%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	12	12	12	-	0.0%	13	1	8.3%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	1,336	1,727	1,925	199	11.5%	2,005	80	4.2%
Operating Equipment & Systems	2	2	2	-	0.0%	2	0	4.0%
Operating Supplies	14	23	23	-	0.0%	24	1	4.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	53	67	71	4	5.9%	78	7	9.7%
Business Development	160	252	247	(5)	-2.0%	226	(21)	-8.5%
Equipment Rentals and Repairs	170	189	223	34	17.9%	230	6	2.8%
Tenant Improvements		-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	4,492	5,217	6,128	911	17.5%	6,470	342	5.6%
Total Operating Expenses	8,078	9,052	10,273	1,221	13.5%	10,814	541	5.3%
Joint Studies / Sound Attenuation	21,365	23,028	18,000	(5,028)	-21.8%	15,000	(3,000)	-16.7%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	21,365	23,028	18,000	(5,028)	-21.8%	15,000	(3,000)	-16.7%
Total Expenses	29,443	32,080	28,273	(3,807)	-11.9%	25,814	(2,459)	-8.7%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	29,443	32,080	28,273	(3,807)	-11.9%	25,814	(2,459)	-8.7%

Major Drivers of FY 2025 Budget & FY 2026 Budget



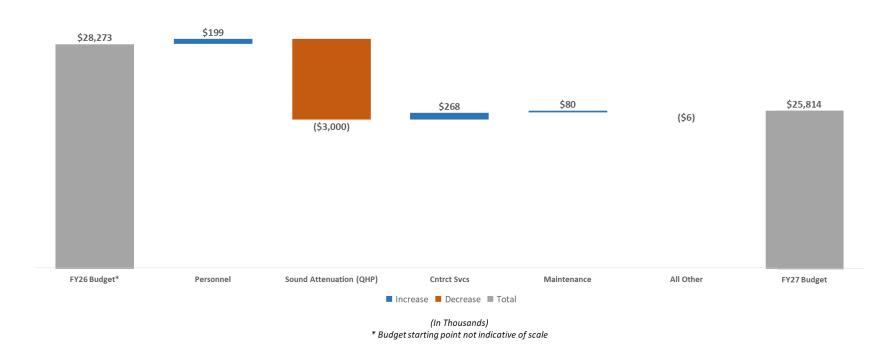
Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 1 new position.

Sound Attenuation (QHP): Reduction due to lower expected grant funding for the Quieter Homes program (\$5M)

Contractual Services: Increase includes \$382K in Airport Technical Planning, \$162K in Geographic Information System Tool Maintenance, and \$110K in Air Quality & Carbon Management

Maintenance: Increase includes \$130K in Storm Drain Cleaning, and \$130K in Bird & Pest Control, partially offset by an \$80K reduction in Refuse & Hazardous Waste Disposal

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance and Burden (Benefits & Employer Taxes) for Current Staff

Sound Attenuation (QHP): Reduction due to lower expected grant funding for the Quieter Homes Program (\$3M)

Contractual Services: Increase includes \$300K in Rural/Urban Airport Lan Use Compatibility Plans (ALUCP), and \$150K in Noise reports & Analysis, partially offset by a \$110K reduction in Air Quality & Carbon Management and a \$100K reduction in Airport Technical Planning

Maintenance: Increase includes \$53K in Bird & Pest Control, and \$30K in Refuse & Hazardous Waste Disposal

FOCUS AREAS





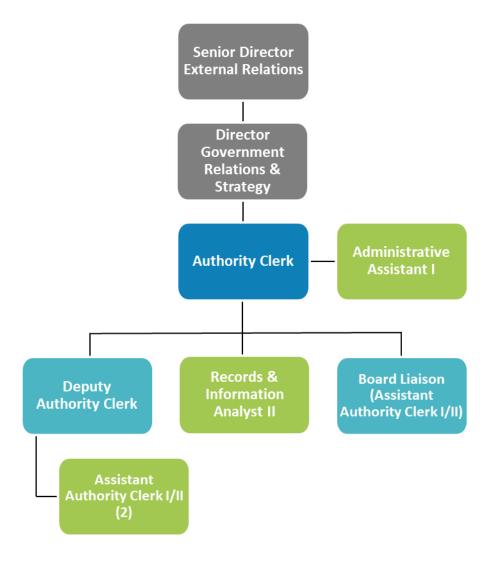




Fiscal Year 2025 Objectives	Focus Area	Target	Result
Continue progress on required "Opening Day" CEQA mitigation measures (MM) and coastal development permit (CDP) special conditions for NT1 projects	A	Complete "Opening Day" MM and CDP special conditions by 9/12/25	Met All "Opening Day" MM and CDP special conditions Complete
In 2025, finish the update to the Airport Land Use Compatibility Plan (ALUCP) for San Diego International Airport and have the Commission adopt	0	Have ALUC Adopt	Met Adopted February 2025
Continued the increased pace of the community sound insulation programs by completing 400 residential homes in the Quieter Home Program	0	400 Homes	In Progress 326 Homes Completed

Fiscal Years 2026 & 2027 Objectives		Target	Initiatives
Continuing progress on required Phase 1B CEQA mitigation measures (MM) and coastal development permit (CDP) special conditions for NT1 projects. Monitor MM and CDP special conditions for completion prior to the opening of Phase 1B in 2028	A	Complete Phase 1B MM and CDP special conditions by 2028	Manage ongoing business effectively through change
Begin environmental entitlement process for T2 East Renovation and Expansion. Prepare draft milestone schedule for CEQA and NEPA environmental entitlements and submit draft documents to legal counsel and FAA for review	0	Prepare Draft CEQA and NEPA documents for legal review	Manage ongoing business effectively through change
Finalize Northside Airfield & Facility Advanced Planning & Improvements Study. Develop a plan for future northside development, including the consolidation of air cargo operations	A	Finish Study	Manage ongoing business effectively through change

FY 2026 - FY 2027 Organizational Structure



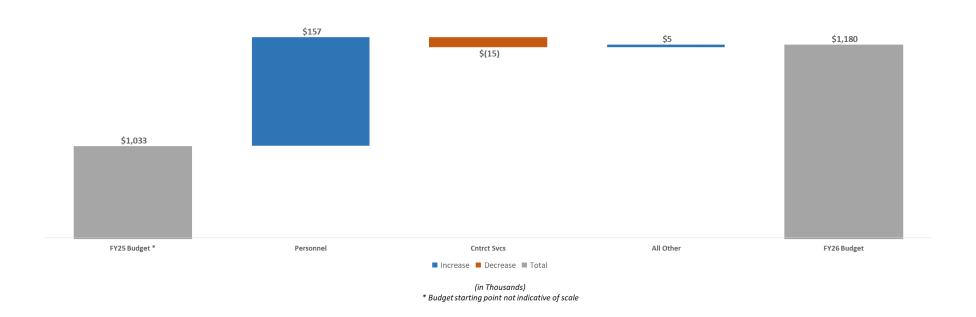
Position in grey resides in the Government Relations & Strategy Department and is shown for structural purpose.

No personnel changes in FY 2027

FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed	Inc / (Dec) FY26 Budget	% Change	FY2027 Conceptual	Inc / (Dec) FY27 Conceptual	% Change
			Budget	vs FY25 Budget		Budget	vs FY26 Proposed	
Operating Expenses	452	F40	540	00	40.40/	675	26	4.00/
Salaries	463	549	649	99	18.1%	675	26	4.0%
Benefits	227	228	286	58	25.4%	309	23	8.0%
Subtotal	690	777	935	157	20.2%	983	49	5.2%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	690	777	935	157	20.2%	983	49	5.2%
Contractual Services	102	155	140	(15)	-9.7%	140	1	0.6%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	9	6	6	-	0.0%	6	0	4.0%
Operating Supplies	6	1	2	1	150.0%	2	0	4.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	24	32	35	3	9.3%	37	1	3.5%
Business Development	34	47	47	0	0.6%	49	2	4.0%
Equipment Rentals and Repairs	15	15	15	-	0.0%	16	1	4.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	189	255	245	(11)	-4.1%	250	5	2.0%
Total Operating Expenses	879	1,033	1,180	147	14.2%	1,233	54	4.6%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	_	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	879	1,033	1,180	147	14.2%	1,233	54	4.6%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	879	1,033	1,180	147	14.2%	1,233	54	4.6%

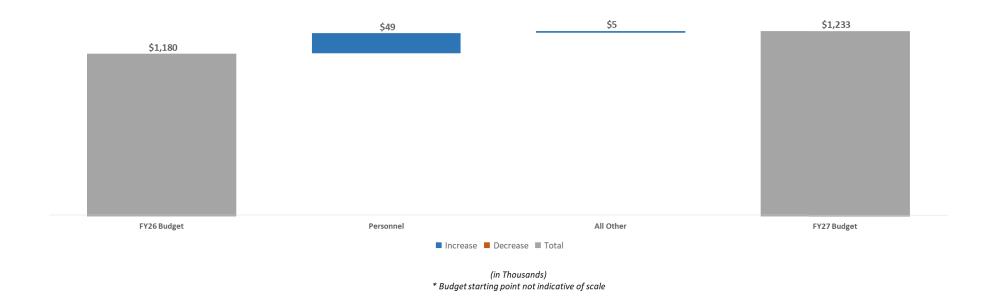
Major Drivers of FY 2025 Budget & FY 2026 Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 1 position transfer in from Human Resources.

Contractual Services: Decrease (\$15K) due to transitioning to a new file system (Sharepoint)

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance and Burden (Benefits & Employer Taxes) for Current Staff

FOCUS AREAS





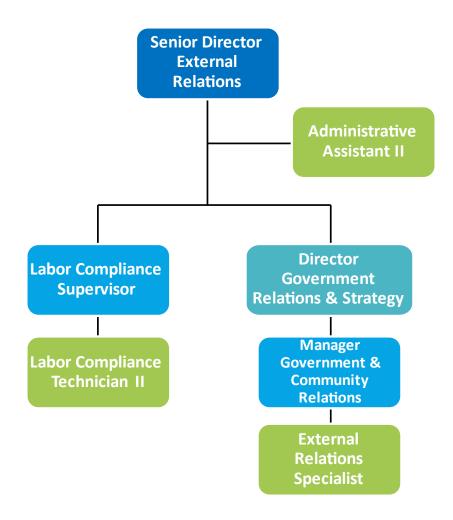




Fiscal Year 2025 Objectives	Focus Area	Target	Result
Collaborate with Information & Technology Services (I&TS) to evaluate the replacement of the Authority's current ECMS.	0	Implementation expected by May 2025	Met
Complete the destruction of boxes stored at the third-party file storage vendor that have met their retention.	0	FY2025	In Progress Pushed to FY2026 due to ECMS/SharePoint Transition
Complete the electronic review and disposition of information stored and maintained in department folders in the ECMS.	0	100%	In Progress 80% complete; anticipate completion by May 2025

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
Implement an electronic agenda management system	0	100%	Use Technology to Optimize Ongoing Business
Deliver broad scope RIM & SharePoint training	0	100%	Use Technology to Optimize Ongoing Business

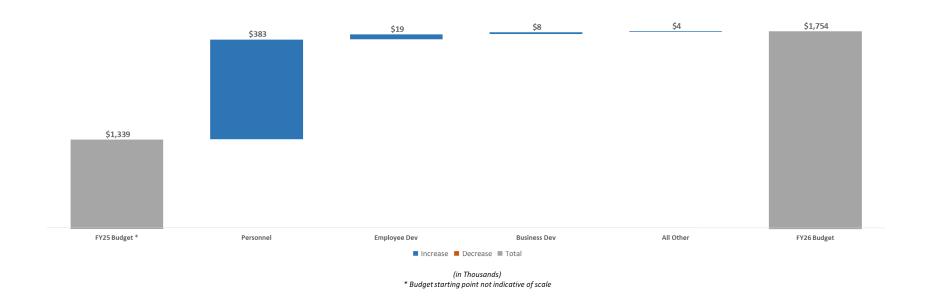
FY 2026 - FY 2027 Organizational Structure



FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

	FY2024	FY2025	FY2026	Inc / (Dec)	%	FY2027	Inc / (Dec)	%
(In Thousands)	Actuals	Budget	Proposed	FY26 Budget	Change	Conceptual	FY27 Conceptual	Change
			Budget	vs FY25 Budget		Budget	vs FY26 Proposed	
Operating Expenses								
Salaries	438	441	873	432	98.1%	908	35	4.0%
Benefits	181	175	355	180	102.5%	373	18	5.0%
Subtotal	619	616	1,228	612	99.4%	1,281	53	4.3%
Less: Capitalized Labor Recharge	-	-	(229)	(229)	0.0%	(239)	(10)	4.3%
Less: QHP Labor Recharge		-	-	-	0.0%	-	-	0.0%
Total	619	616	999	383	62.2%	1,042	43	4.3%
Contractual Services	387	395	399	4	1.1%	415	16	4.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	1	-	-	-	0.0%	-	-	0.0%
Operating Supplies	1	1	1	-	0.0%	1	0	4.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	21	19	38	19	97.5%	44	6	16.1%
Business Development	161	308	316	8	2.7%	329	13	4.0%
Equipment Rentals and Repairs	-	-	-	-	0.0%	-	-	0.0%
Tenant Improvements		-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	571	723	754	31	4.4%	789	35	4.6%
Total Operating Expenses	1,190	1,339	1,754	415	31.0%	1,831	78	4.4%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	1,190	1,339	1,754	415	31.0%	1,831	78	4.4%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	1,190	1,339	1,754	415	31.0%	1,831	78	4.4%

Major Drivers of FY 2025 Budget & FY 2026 Budget

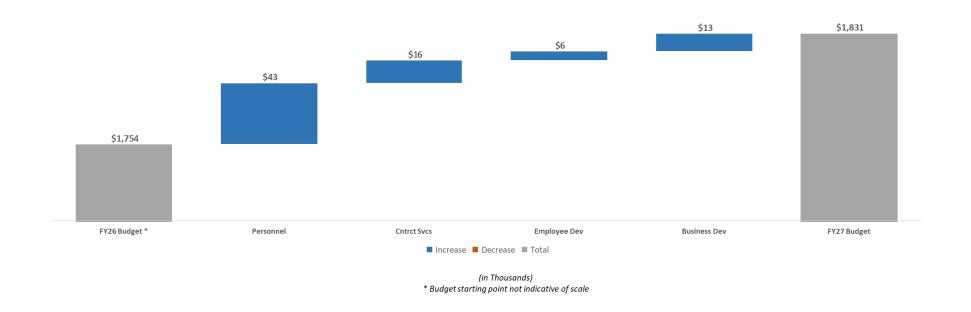


Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 2 positions transfer in from Airport Design & Construction, 1 position transfer in from Communications.

Employee Development: Addition of senior director's conference fees and auto allowance (\$11K) and the Labor Compliance team's conference and travel expenses (\$6K)

Business Development: Increase of travel expenses due to addition of senior director (\$6K), and general membership/activities increases related to inflation (\$2K)

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance and Burden (Benefits & Employer Taxes) for Current Staff

Contractual Services: \$16K in annual contractual rate increases

Employee Development: \$3K in increases to seminars to account for inflation, and an additional \$2K for a Labor Compliance conference in

FY27

Business Development: \$13K in increases to memberships, promotional activities, and travel to account for inflation from FY26 to FY27

FOCUS AREAS









Fiscal Year 2025 Objectives	Focus Area	Target	Result
Communicate with and obtain/maintain support from the region's elected officials and community leaders for the Airport Authority, San Diego International Airport, The New T1, and other airport improvement projects.	0	Support from all requested entities	Met
Advocate for funding for the Airport Authority and its projects at the Federal and State level through various avenues.	0	Full advocacy for priority projects	Met

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
Communicate with and obtain/maintain support from the region's elected officials and community leaders for the Airport Authority, San Diego International Airport and its various airport improvement projects. Complete periodic presentations to key governmental agencies regarding key projects to bolster engagement	0	Support from all requested entities	Execute regional engagement and education plan to clearly communicate SAN's role in economic growth
Advocate for funding for the Airport Authority and its projects at the Federal and State level through various avenues. Engage Elected Officials and Community Leaders to be airport champions and support the ADP initiatives	0	Full advocacy for priority projects	Execute regional engagement and education plan to clearly communicate SAN's role in economic growth

FY 2026 - FY 2027 Organizational Structure

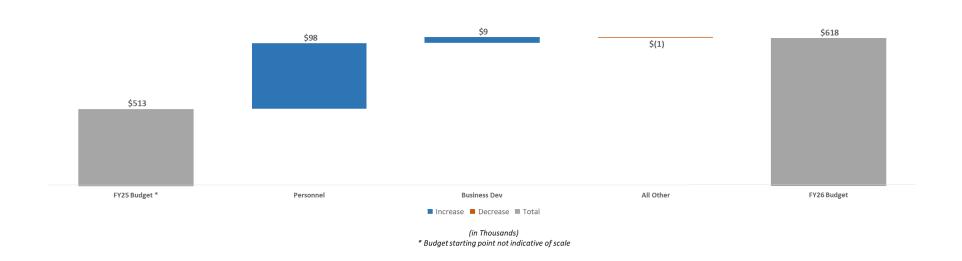


Position in grey resides in the Government Relations & Strategy Department and is shown for structural purpose.

FY 2025 Budget – FY 2026 Conceptual Budget Expense Summary

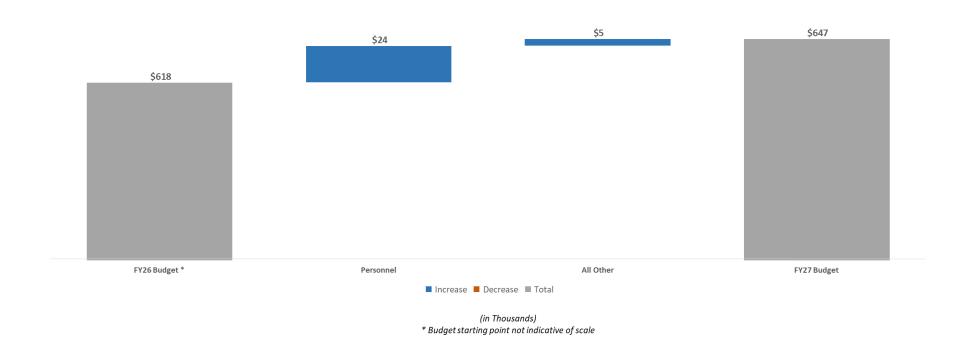
(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed	Inc / (Dec) FY26 Budget	% Change	FY2027 Conceptual	Inc / (Dec) FY27 Conceptual	% Change
On another Four and			Budget	vs FY25 Budget		Budget	vs FY26 Proposed	
Operating Expenses Salaries	368	461	496	35	7.7%	516	20	4.0%
Benefits	180	199	217	18	9.0%	234	20 17	8.0%
Subtotal	547	660	713	53	9.0% 8.1 %	751	37	5.2%
Subtotal	347	000	/13	33	0.1/0	/51	37	3.2/0
Less: Capitalized Labor Recharge	(171)	(288)	(244)	44	-15.3%	(257)	(13)	5.2%
Less: QHP Labor Recharge		-	-	-	0.0%	-	-	0.0%
Total	376	372	469	98	26.2%	494	24	5.2%
Contractual Services	73	30	30	-	0.0%	20	(10)	-33.3%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	-	-	0.0%	-	-	0.0%
Operating Supplies	1	0	0	-	0.0%	0	0	4.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	4	19	20	1	5.3%	20	0	1.8%
Business Development	31	47	56	9	19.1%	58	2	4.0%
Equipment Rentals and Repairs	31	46	43	(2)	-5.5%	55	12	28.1%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	139	142	149	8	5.3%	154	5	3.2%
Total Operating Expenses	516	513	618	105	20.5%	647	29	4.7%
Joint Studies / Sound Attenuation	_	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	516	513	618	105	20.5%	647	29	4.7%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	516	513	618	105	20.5%	647	29	4.7%

Major Drivers of FY 2025 Budget & FY 2026 Budget



Personnel: Salary Adjustments, Pay for Performance and Burden (Benefits & Employer Taxes) for Current Staff **Business Development:** Airport Minority Advisory Council fees increasing \$7.5K, and additional \$1.5K in funds related to outreach events

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance and Burden (Benefits & Employer Taxes) for Current Staff

FOCUS AREAS









Fiscal Year 2025 Objectives		Target	Result
Partner with Prime Contractors to identify contract opportunities and conduct targeted opportunity awareness events for DBEs to increase participation on the New T1 (NT1) project and other federally funded projects.	O	# of DBEs bidding on (if new bid opportunities are available in the FY), or participating in, airport construction projects	Met
Develop and execute annual outreach plan which includes outreach to key business and community organizations as well as targeted outreach to specific skills and trades to increase DBE, Small, Local and Veteran businesses in airport construction projects.		# of outreach events conducted	Met

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
Partner with Development Division and Prime Contractors to identify contract opportunities for DBEs to participate in federally funded construction projects*.		# of DBEs bidding on (if new bid opportunities are available in the FY), or participating in, airport construction projects	Raise awareness of significant projects.
Conduct outreach plan to attract and increase DBE, ACDBE, Small, Local and Veteran business participation in airport procurement opportunities.	Ū	# of outreach events conducted	Raise awareness of significant projects.



Overview

The **Finance Division** provides airline relations management, accounting, procurement, information technology, financial planning, budgeting, risk management, financial reporting, capital funding, treasury services, and business intelligence for the organization. The division provides essential support functions for the enterprise. It ensures the successful execution of the Airport Authority's plan of finance with the goal of enhancing the financial position of the Airport Authority, increasing annual operating revenue, containing costs, and maintaining strong financial metrics that meet policy targets. In addition, the division leads technology and business intelligence initiatives and supports preparedness for economic, geopolitical, industry, cybersecurity, or other shocks that present downside risks to the business.

The **Accounting** department is responsible for maintaining, reporting, and managing all General Ledger accounts and providing cost accounting services to support the Authority's financial goals and objectives. The department is also responsible for timely and accurate reporting that complies with Generally Accepted Accounting Principles (GAAP); in-depth transaction review and strict adherence to Authority policies; consistent, organized, and systematic recordkeeping to provide detailed support of Authority financial history; and effective internal controls designed to safeguard Authority assets.

The Capital Financial Planning & Airline Relations department negotiates and manages airline and airfield lease and operating agreements to ensure effective utilization and management of Authority resources and partners with the Airport Design and Construction department to optimize capital financial planning, reporting, and forecasting efforts. The department leads and coordinates Authority efforts at identifying all available grant opportunities, manages FAA applications for Airport Improvement Program (AIP) grants and Passenger Facility Charges (PFCs), and oversees all federal grant awards for compliance with usage and reporting requirements.

The **Finance & Risk Management** department is responsible for developing and administering the Operating Budget, ensuring the organization remains financially sound and sustainable while adhering to best practices in financial management. The department oversees treasury management, revenue and expenditure forecasting, insurance programs, investment, cash management, PFCs and Customer Facility Charges (CFCs) revenue administration, and debt management. It provides financial advisory services to all Authority departments.

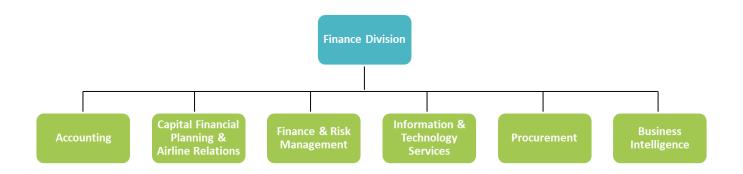
The Information & Technology Services (I&TS) department drives the Authority's digital strategy by managing all enterprise applications and IT infrastructure, including network, systems, and telephony. I&TS maintains strong cybersecurity practices as a core part of its operations, implementing modern safeguards to protect and future-proof the Authority's technology environment. I&TS also manages terminal technologies to deliver seamless passenger experiences through integrated systems such as flight information displays, passenger processing platforms, Wi-Fi, and smart paging solutions.

The **Procurement** department provides a competitive contracting process that promotes innovation and industry best practices while ensuring its contracting actions adhere to published Authority policies and the highest standards of integrity and ethical conduct. The department is responsible for researching product and service resources, conducting business outreach and education, and overseeing solicitations, price and contract negotiations, and contract awards in a legal, ethical, and transparent manner. The department is

also responsible for managing the Procurement Card program (P-card), as well as overseeing shipping, receiving distribution, surplus, and warehouse operations.

The **Business Intelligence (BI)** department manages the Authority's data and analytics infrastructure, ensuring seamless integration, governance, and accessibility of enterprise data. The department develops and maintains the data warehouse, providing reporting, dashboards, and self-service analytics to support data-driven decision-making across all Authority departments.

FY 2026 - FY 2027 Organizational Structure



Division Personnel Summary

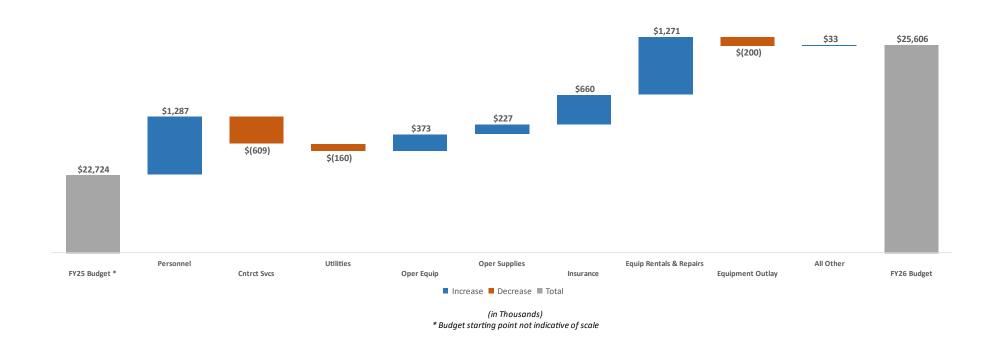
		FY 2026	FY 2026 Budget		FY 2027 Budget	FY 2027
	FY 2025	Budget	New/		New/	Conceptual
	Budget	Transfers	(Eliminated)	FY 2026 Budget	(Eliminated)	Budget
Finance Division						
Capital Financial Planning and Airline Relations	7	-	-	7	-	7
Accounting	12	-	(1)	11	-	11
Information & Technology Services	32	-	9	41	2	43
Procurement	12	-	-	12	-	12
Business Intelligence ¹	9	-	1	10	-	10
Finance & Risk Management	15	-	-	15	-	15
Subtotal	87	0	9	96	2	98
tall a second second second						

¹ Department transferred from Revenue Division

FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses								
Salaries	8,588	7,415	8,413	998	13.5%	9,471	1,058	12.6%
Benefits	4,162	4,439	4,762	323	7.3%	5,317	554	11.6%
Subtotal	12,751	11,854	13,175	1,321	11.1%	14,788	1,612	12.2%
Less: Capitalized Labor Recharge	(107)	(257)	(291)	(34)	13.1%	(308)	(17)	5.7%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	12,643	11,597	12,884	1,287	11.1%	14,480	1,596	12.4%
Contractual Services	4,022	4,146	3,537	(609)	-14.7%	3,701	164	4.6%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	590	732	572	(160)	-21.9%	602	30	5.2%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	350	242	616	373	154.0%	549	(66)	-10.8%
Operating Supplies	183	321	547	227	70.8%	555	8	1.4%
Insurance	2,299	2,523	3,182	660	26.1%	3,309	127	4.0%
Employee Development	115	159	189	30	18.7%	191	2	1.3%
Business Development	93	193	196	3	1.6%	204	8	4.2%
Equipment Rentals and Repairs	2,377	2,462	3,733	1,271	51.6%	3,991	257	6.9%
Tenant Improvements		-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	10,029	10,777	12,571	1,794	16.7%	13,102	531	4.2%
Total Operating Expenses	22,672	22,374	25,456	3,081	13.8%	27,582	2,126	8.4%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	(0)	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	(0)	-	-	-	0.0%	-	-	0.0%
Total Expenses	22,672	22,374	25,456	3,081	13.8%	27,582	2,126	8.4%
Equipment Outlay Expenditures	-	350	150	(200)	-57.1%	150	-	0.0%
Total Expenses Incl Equip Outlay	22,672	22,724	25,606	2,881	12.7%	27,732	2,126	8.3%

Major Drivers of FY 2025 Budget & FY 2026 Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Net 9 new positions.

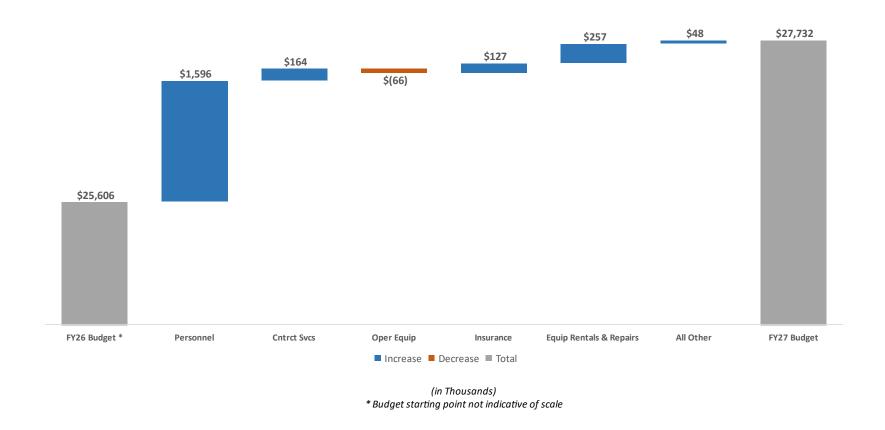
Contractual Services: (\$609K) decrease in contractors due to transferring to full-time employees

Operating Equipment & Systems: \$373K increase due to Custom Border Patrol (CBP) equipment refresh

Insurance: \$660K increase in insurance premiums due to increase in property value

Equipment Rentals & Repairs: \$1.3M increase due to network gear maintenance and software licenses

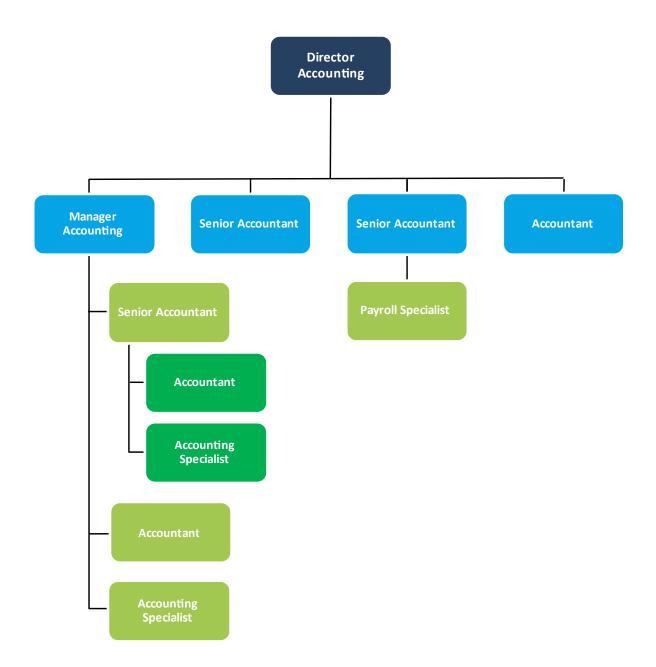
Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 2 new positions. **Contractual Services:** \$164K increase in credit card fees due to anticipated increase in parking revenue

Equipment Rentals & Repairs: \$257K increase in Common Use kiosk maintenance and software licenses

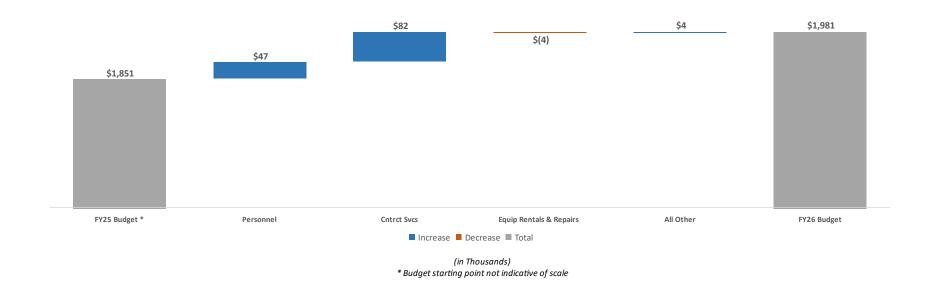
FY 2026 - FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

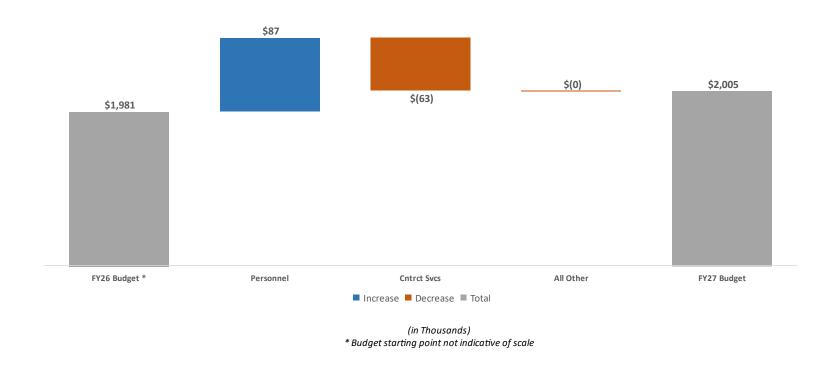
(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses								
Salaries	1,065	1,083	1,091	8	0.7%	1,135	44	4.0%
Benefits	543	507	546	39	7.7%	590	44	8.0%
Subtotal	1,608	1,590	1,637	47	3.0%	1,724	87	5.3%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	1,608	1,590	1,637	47	3.0%	1,724	87	5.3%
Contractual Services	177	179	262	82	45.9%	199	(63)	-24.2%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	2	2	-	0.0%	2	-	0.0%
Operating Supplies	2	1	1	-	0.0%	1	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	7	16	21	5	28.0%	21	-	0.0%
Business Development	(8)	33	33	-	0.0%	33	-	0.0%
Equipment Rentals and Repairs	-	30	26	(4)	-13.3%	26	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	177	261	344	83	31.8%	281	(63)	-18.4%
Total Operating Expenses	1,786	1,851	1,981	130	7.0%	2,005	24	1.2%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	(0)	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	(0)	-	-	-	0.0%	-	-	0.0%
Total Expenses	1,786	1,851	1,981	130	7.0%	2,005	24	1.2%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	1,786	1,851	1,981	130	7.0%	2,005	24	1.2%

Major Drivers of FY 2025 Budget & FY 2026 Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 1 eliminated position. **Contractual Services:** \$82K increase in Audit fees, OPEB valuation, and CFC forecast reviews

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff **Contractual Services:** (\$63K) decrease in OPEB valuation and CFC forecast

FOCUS AREAS









Fiscal Year 2025 Objectives	Focus Area	Target	Result
Contribute to the Authority's strong financial standing by providing accurate and timely financial reporting and stringent internal controls that result in a clean audit with no findings for fiscal year June 30, 2024. This year's audit will involve the transition to a new audit firm. We will focus on building a strong working partnership with the auditors and quickly familiarize them with the Authority's financial information and practices to ensure a timely and thorough year end audit process.	•	Unmodified Opinion	Met
Complete the implementation of the Accounts Payable Invoice Automation that will streamline and improve accuracy of the invoice processing cycle, by reducing manual data entry and integrating the approval process directly within the Authority's ERP system.	0	100%	Met
Research, evaluate and when appropriate implement innovative approaches to improve efficiency and enhance data integrity of accounting processes. Areas to be assessed include alternative payroll processing options and leveraging artificial intelligence where appropriate.	0	Evaluate 5 areas	Met

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
Provide accurate and timely financial reporting and rigorous internal controls that result in clean audits with no findings for fiscal years ending June 30, 2025 and June 30, 2026. Include the implementation of GASB 101, Compensated Absences and GASB 102, Certain Risk Disclosures for FY 2025, and GASB 103 Financial Reporting Model Improvements for FY26	0	Unmodified Opinion	Manage ongoing business effectively through change
Continually evaluate innovative approaches to enhance efficiency and improve data integrity, leveraging advancements such as business intelligence and other emerging technologies to optimize accounting processes.	0	Evaluate 5 areas	Use Technology to Optimize Ongoing Business
Collaborate with Airport Design and Construction Department on the capitalization of the New T1 Parking Plaza for FY 2026 and New T1 - Phase 1 for FY27.	A	75%	Advance Airport Development

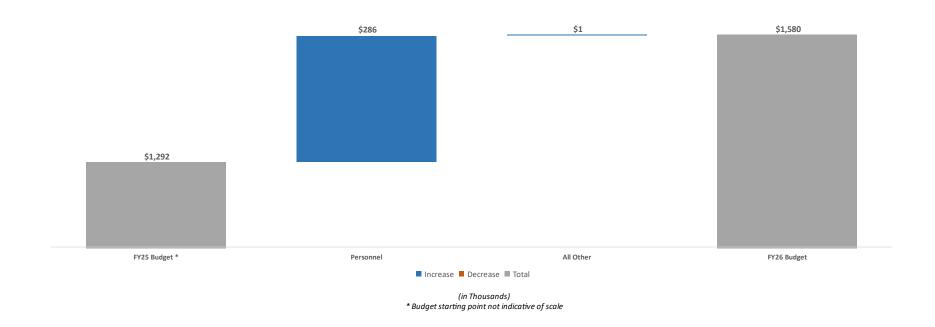
FY 2026 – FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

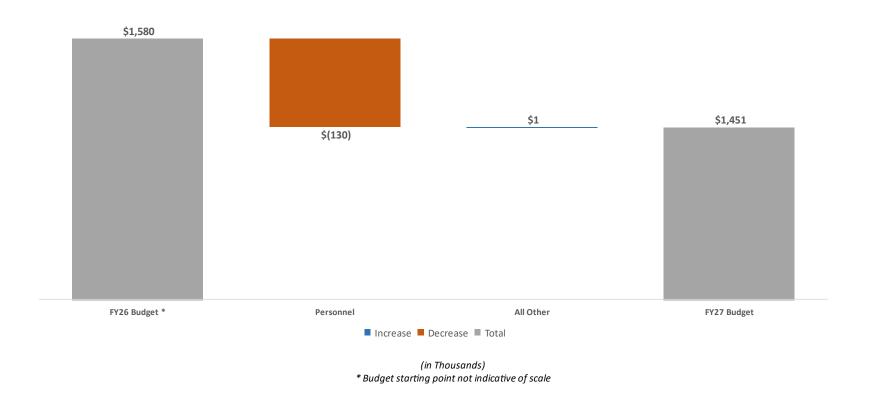
	FY2024	FY2025	FY2026	Inc / (Dec)	%	FY2027	Inc / (Dec)	%
(In Thousands)	Actuals	Budget	Proposed	FY26 Budget	Change	Conceptual	FY27 Conceptual	Change
			Budget	vs FY25 Budget		Budget	vs FY26 Proposed	
Operating Expenses								
Salaries	861	901	1,077	176	19.6%	974	(103)	-9.6%
Benefits	392	366	476	110	30.0%	449	(27)	-5.7%
Subtotal	1,253	1,267	1,554	286	22.6%	1,424	(130)	-8.4%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge		-	-	-	0.0%	-	-	0.0%
Total	1,253	1,267	1,554	286	22.6%	1,424	(130)	-8.4%
Contractual Services	-	-	-	-	0.0%	-	-	0.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	-	-	0.0%	-	-	0.0%
Operating Supplies	0	0	0	-	0.0%	0	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	11	14	15	1	8.5%	16	0	2.6%
Business Development	6	11	11	0	2.5%	11	0	3.7%
Equipment Rentals and Repairs	-	-	-	-	0.0%	-	-	0.0%
Tenant Improvements		-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	16	25	27	1	5.8%	27	1	3.0%
Total Operating Expenses	1,270	1,292	1,580	288	22.3%	1,451	(129)	-8.2%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	1,270	1,292	1,580	288	22.3%	1,451	(129)	-8.2%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	1,270	1,292	1,580	288	22.3%	1,451	(129)	-8.2%

Major Drivers of FY 2025 Budget & FY 2026 Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff

FOCUS AREAS









Fiscal Year 2025 Objectives	Focus Area	Target	Result
Support capital development efforts for the New Terminal 1, NT1 & Terminal 2 East connection, Terminal 2 East renovation, and airport electrical power infrastructure sustainability and resiliency by: • Continuing to develop strategies to seek grant opportunities through the Bipartisan Infrastructure Law (BIL). • Evaluating new funding sources such as the Transportation Infrastructure Finance and Innovation Act (TIFIA) loans for airports. • Partnering with internal stakeholders to meet grant or other funding eligibility and application requirements. • Evaluating FAA allowable costs for transit connection. • Strengthening procedures to ensure compliance with changing federal grant regulatory requirements.		50%	Met 50% complete
Continue to collaborate with Operational Readiness, Activation, & Transition team (ORAT), Airport Design and Construction Department, Terminal Operations team, airlines, and other tenants to prepare for relocation of tenants to the New T1 and address tenants' space requirements, while ensuring compliance with the respective agreements.	4	50%	Met 50% complete
Partner with the Revenue Generation and Partnership Development (RGPD) Department on the continual implementation of the Airport Business & Revenue Management (ABRM) property management system with the overall goal to improve efficiencies as well as streamline processes in the Airline Relations Department.	0	100%	Met 100% complete

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
Collaborating with internal stakeholders in seeking grant funding and enhancing procedures to meet grant eligibility and application requirements, while ensuring compliance with evolving federal grant regulatory standards.	A	80%	Evaluate multiple funding methods for the Capital Program (New T1 and CIP)
Obtain FAA approval for PFC application to support New T1 debt service.	0	Final Agency Decision	Ensure Plan of Finance is flexible, nimble and able to proactively address future changes

Continue to collaborate with Operational Readiness, Activation, & Transition team (ORAT), Airport Design and Construction Department, Terminal Operations team, airlines, and other tenants to prepare for relocation of tenants to the New T1 and address tenants' space requirements, while ensuring compliance with the respective agreements.

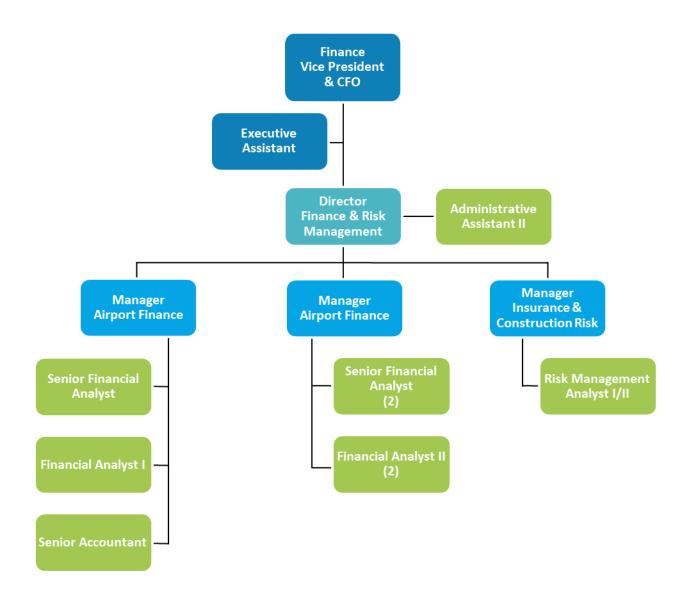


80%

Align facilities to meet demand, both international and domestic

Finance Division – Finance & Risk Management

FY 2026 - FY 2027 Organizational Structure



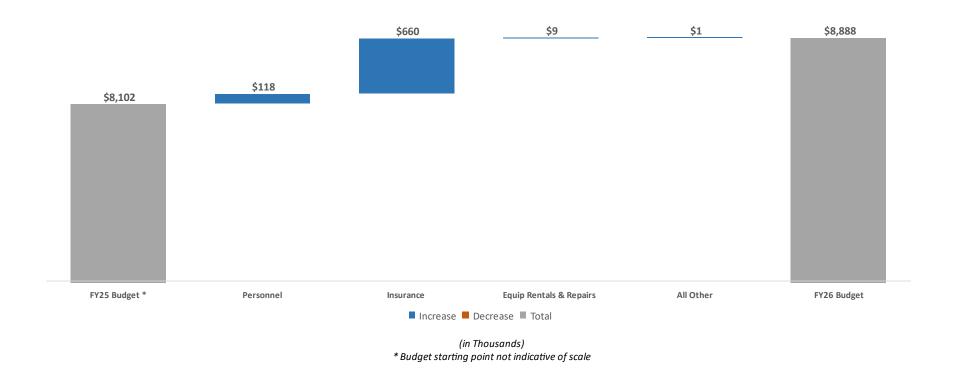
Finance Division – Finance & Risk Management

FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses								
Salaries	1,854	1,894	1,952	57	3.0%	2,030	78	4.0%
Benefits	841	785	845	60	7.7%	897	52	6.1%
Subtotal	2,695	2,679	2,797	118	4.4%	2,926	130	4.6%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	2,695	2,679	2,797	118	4.4%	2,926	130	4.6%
Contractual Services	2,069	2,606	2,602	(5)	-0.2%	2,828	227	8.7%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	-	-	0.0%	-	-	0.0%
Operating Supplies	3	3	3	0	7.4%	3	-	0.0%
Insurance	2,299	2,523	3,182	660	26.1%	3,309	127	4.0%
Employee Development	28	40	43	3	6.9%	44	1	2.3%
Business Development	82	129	132	3	2.0%	139	7	5.6%
Equipment Rentals and Repairs	126	122	130	9	7.0%	130	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	4,607	5,423	6,092	669	12.3%	6,454	362	5.9%
Total Operating Expenses	7,302	8,102	8,888	786	9.7%	9,380	492	5.5%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	7,302	8,102	8,888	786	9.7%	9,380	492	5.5%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	7,302	8,102	8,888	786	9.7%	9,380	492	5.5%

Finance Division - Finance & Risk Management

Major Drivers of FY 2025 Budget & FY 2026 Budget

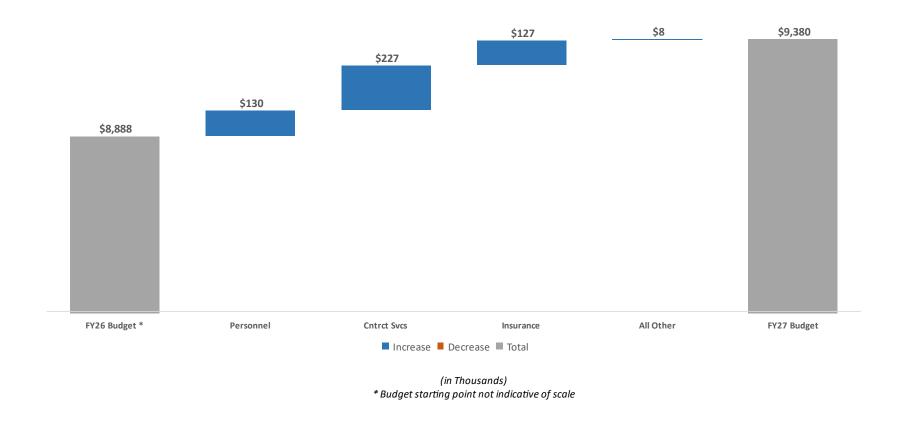


Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff

Insurance: \$660K increase in insurance premiums due to property value

Finance Division - Finance & Risk Management

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff

Contractual Services: \$227K increase in credit card fees due to anticipated increase in parking revenue

Insurance: \$127K increase in insurance premiums

Finance Division – Finance & Risk Management

FOCUS AREAS





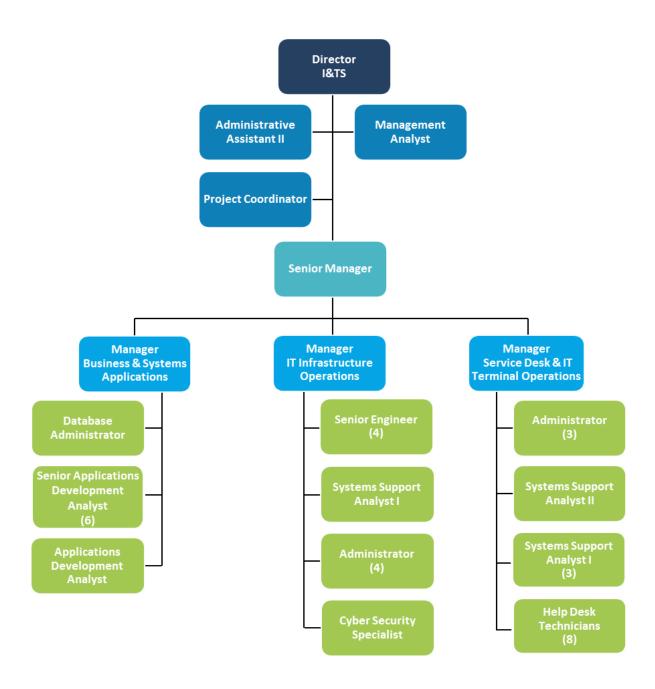




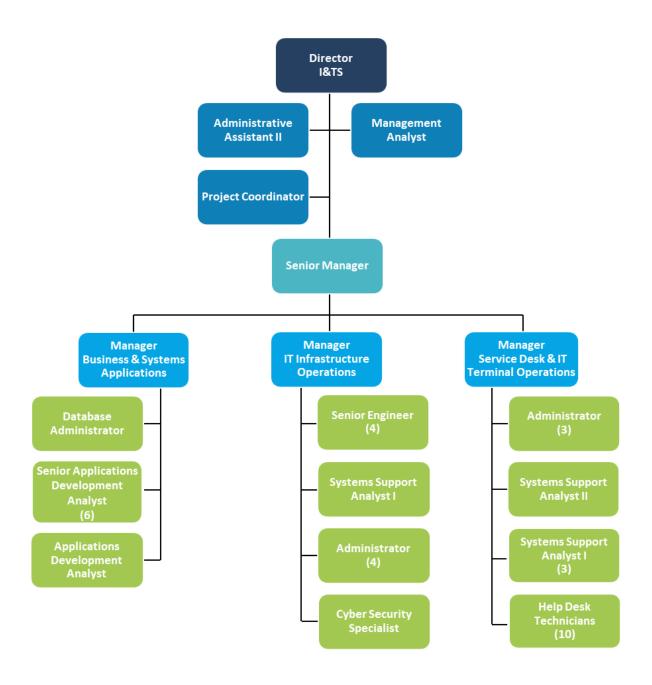
Fiscal Year 2025 Objectives	Focus Area	Target	Result
Compile the required documentation and update the financial models to issue debt in late FY 2025 or early FY 2026. This debt issuance will fund the final phases of the New T1 project. In addition, we will work with our financial advisors on potential refunding opportunities.	A	100%	Met
Work with the Authority's insurance brokers to market and bind a new Builders Risk Policy for Phase Two of the New T1 Project.	A	100%	In Progress The project is delayed until FY26
Finalize the lending documents for the Authority's new short-term credit facility.	A	100%	Met

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
Issue Bonds for the New T1 Project	A	100%	Evaluate Multiple Funding methods for the capital program.
Work with the Authority's insurance brokers to market and bind a new Builders Risk Policy for Phase Two of the New T1 Project.	A	100%	Evaluate Multiple Funding methods for the capital program.

FY 2026 Organizational Structure



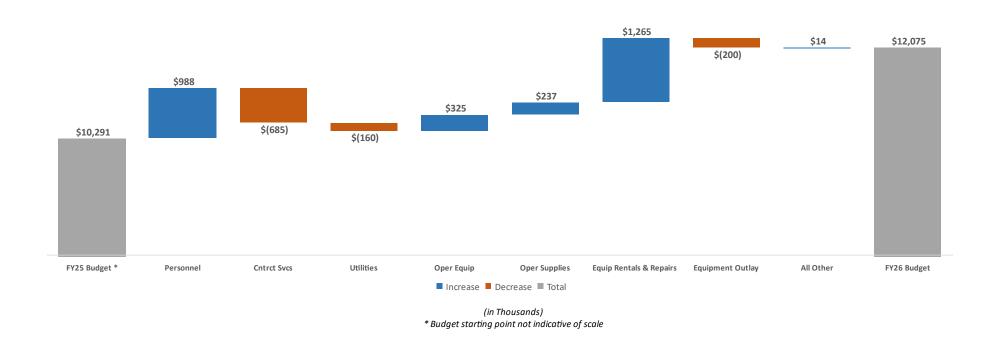
FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses							•	
Salaries	2,996	3,919	4,525	607	15.5%	4,826	301	6.7%
Benefits	1,522	1,672	2,088	416	24.9%	2,327	239	11.4%
Subtotal	4,519	5,591	6,613	1,022	18.3%	7,153	540	8.2%
Less: Capitalized Labor Recharge	(107)	(257)	(291)	(34)	13.1%	(308)	(17)	5.7%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	4,411	5,334	6,322	988	18.5%	6,845	523	8.3%
Contractual Services	1,745	1,311	625	(685)	-52.3%	625	-	0.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	590	732	572	(160)	-21.9%	602	30	5.2%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	331	100	425	325	325.0%	325	(100)	-23.5%
Operating Supplies	106	146	383	237	162.0%	389	7	1.8%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	44	48	61	13	26.9%	61	-	0.0%
Business Development	8	5	7	2	29.4%	7	-	0.0%
Equipment Rentals and Repairs	2,206	2,265	3,529	1,265	55.9%	3,784	255	7.2%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	5,029	4,607	5,602	996	21.6%	5,794	192	3.4%
Total Operating Expenses	9,440	9,941	11,925	1,984	20.0%	12,639	715	6.0%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	9,440	9,941	11,925	1,984	20.0%	12,639	715	6.0%
Equipment Outlay Expenditures	-	350	150	(200)	-57.1%	150	-	0.0%
Total Expenses Incl Equip Outlay	9,440	10,291	12,075	1,784	17.3%	12,789	715	5.9%

Major Drivers of FY 2025 Budget & FY 2026 Budget



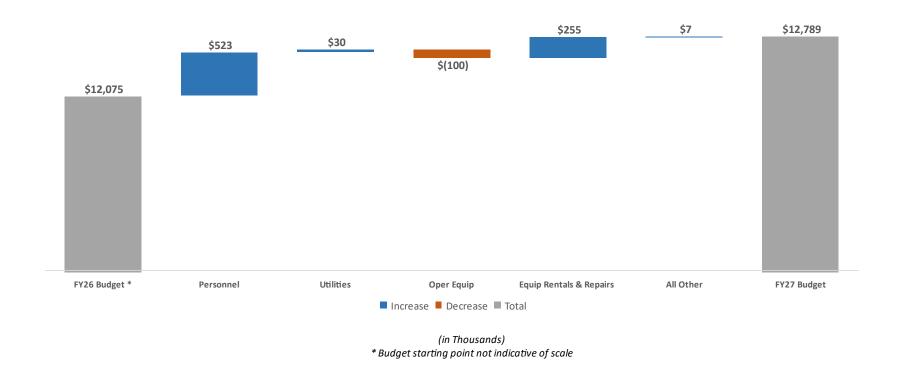
Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 9 new positions.

Contractual Services: (\$685K) decrease in contractors due to transferring to full-time employees

Operating Equipment: \$325K increase in Custom Border Patrol (CBP) equipment refresh

Equipment Rentals & Repairs: \$1.3M increase due to network gear maintenance and software licenses

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 2 new positions.

Operating Equipment: (\$100K) decrease in CBP equipment refresh

Equipment Rentals & Repairs: \$255K increase in Common Use kiosk maintenance and software licenses

FOCUS AREAS









Fiscal Year 2025 Objectives	Focus Area	Target	Result
Partner with Arrive and ADC to deploy and configure the technology systems in the NT1 and Parking Plaza including passenger processing systems, flight information displays, paging, wayfinding directories, passenger queue measuring, wifi, and parking management systems. Work closely with the Operational Readiness Activation Transition (ORAT) team to coordinate the implementation of Citiri, a tool aimed at enhancing operational readiness for the opening of NT1.	A	50%	Met 50%
Deploy SharePoint as our enterprise content management system and migrate the pertinent content from OpenText into the SharePoint cloud. Continue the upgrade of JDE E1 to the latest release to provide enhanced features and functions. Partner with Facilities Management Department to deploy a new Computerized Maintenance Management System to effectively manage our assets. Collaborate with our Business Intelligence department to implement artificial intelligence solutions that align with Authority initiatives, including enhancing customer service, boosting operational efficiency, and fostering innovation.	O	75%	Met 75%
Execute cybersecurity initiatives including the TSA Cybersecurity Assessment Program for critical for IT/OT (Infrastructure Technology/Operational Technology) systems. Partner with Internal Audit on the cybersecurity focused assessments for FY25. Maintain Payment Card Industry compliance ensuring all credit card data is properly secured.	0	75%	Met 75%

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
Partner with Arrive and ADC to deploy and configure the technology systems in the New T1 and Parking Plaza including passenger processing systems, flight information displays, paging, wayfinding directories, passenger queue measuring, Wi-Fi, and parking management systems. Coordinate with New T1 Concessionaires & Shared Tenant Services provider to ensure telecom services are operational before opening.	A	90%	Use Technology to Advance Airport Development
Collaborate with stakeholders to implement new and upgrade existing enterprise application systems (PMWeb and Cityworks Computerized Maintenance Management System) to enhance functionality, introduce new capabilities, improve accessibility, and ensure alignment with current technology standards.	0	100%	Use Technology to Optimize Ongoing Business

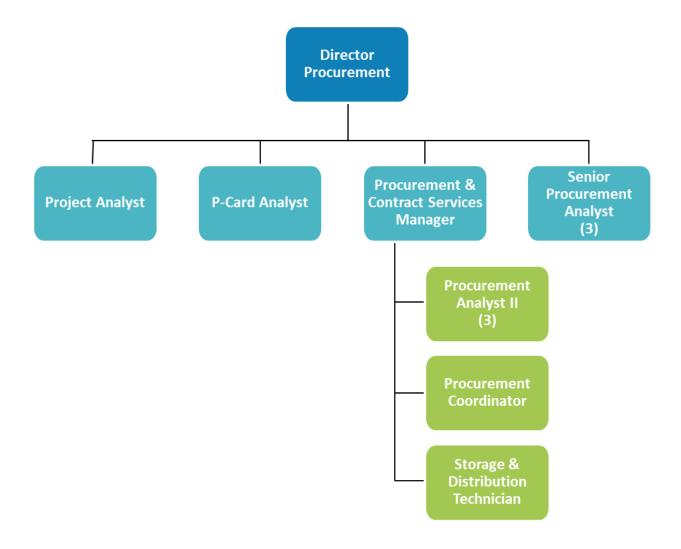
Drive cybersecurity initiatives, including the TSA Cybersecurity Assessment Program, to safeguard critical IT and OT systems. Collaborate with Internal Audit on cybersecurity-focused assessments for FY26/27. Ensure ongoing Payment Card Industry (PCI) compliance, securing all credit card data and protecting payment transactions.



100%

Use Technology to Optimize Ongoing Business

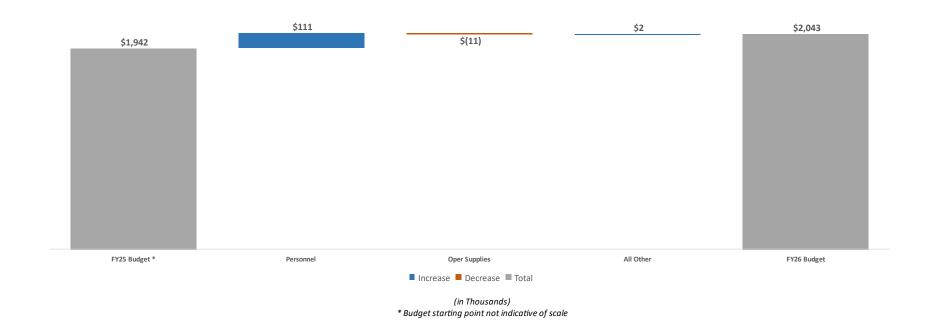
FY 2026 - FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

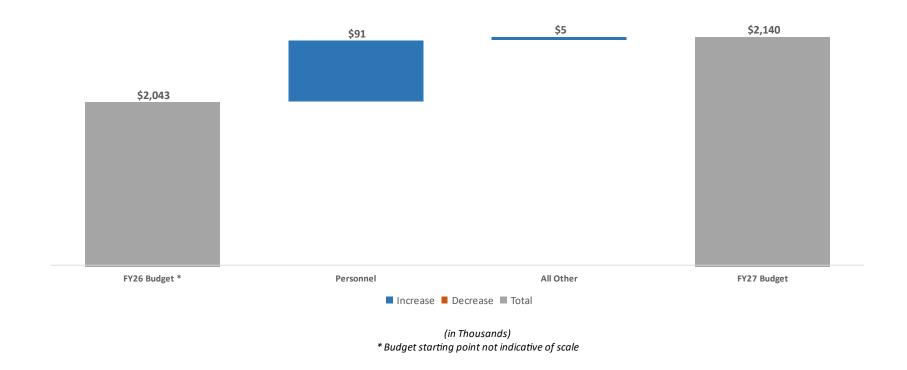
	FY2024	FY2025	FY2026	Inc / (Dec)	%	FY2027	Inc / (Dec)	%
(In Thousands)	Actuals	Budget	Proposed	FY26 Budget	Change	Conceptual	FY27 Conceptual	Change
			Budget	vs FY25 Budget		Budget	vs FY26 Proposed	
Operating Expenses								
Salaries	1,121	1,149	1,205	56	4.9%	1,253	48	4.0%
Benefits	531	531	585	54	10.2%	628	43	7.3%
Subtotal	1,652	1,680	1,790	111	6.6%	1,881	91	5.1%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	_	-	-	-	0.0%	-	-	0.0%
Total	1,652	1,680	1,790	111	6.6%	1,881	91	5.1%
Contractual Services	2	17	16	(2)	-8.8%	16	0	3.1%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	0	1	1	-	0.0%	1	-	0.0%
Operating Supplies	72	170	159	(11)	-6.4%	160	1	0.7%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	10	19	20	1	5.4%	21	1	5.1%
Business Development	6	9	10	1	10.6%	11	0	3.4%
Equipment Rentals and Repairs	43	46	48	2	3.3%	50	2	5.3%
Tenant Improvements		-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	132	262	253	(9)	-3.4%	259	5	2.2%
Total Operating Expenses	1,785	1,942	2,043	102	5.2%	2,140	96	4.7%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	1,785	1,942	2,043	102	5.2%	2,140	96	4.7%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	1,785	1,942	2,043	102	5.2%	2,140	96	4.7%

Major Drivers of FY 2025 Budget & FY 2026 Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff

FOCUS AREAS





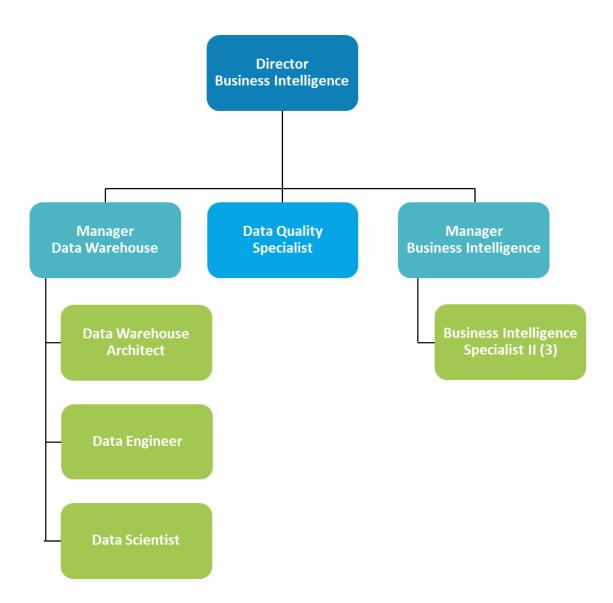




Fiscal Year 2025 Objectives	Focus Area	Target	Result
Foster a Procurement team that is inclusive, supportive, and mindful of the culture and mindsets of all Authority departments and its teammates. Collaborate with key stakeholders to determine appropriate procurement methods for contracting opportunities that incorporate innovative industry trends, sound contract practices, reduce non-essential spending, optimize business efficiencies, and improve services, that support financial, social, environmental and safety obligations.	0	100%	Met
Promote the Authority's commitment to the local business community and support the inclusion and utilization of diverse suppliers to fairly compete and participate in the performance of all Authority Contracts through outreach, engagement, and transparency. Continue to maintain project specific outreach plans, tracking small and local business participation and contract awards on solicitations facilitated by Procurement; and participate in various contractor outreach and supplier training events. Continue to record Business Engagement and Supplier Diversity workstream and metrics.	0	100%	Met

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
Ensure a fair, competitive process by engaging a broader supplier base and promoting wide-ranging opportunity on 100% of the projects facilitated by Procurement.	0	100%	Execute regional engagement and education plan to clearly communicate SAN's role in economic growth.
Focus on leveraging emerging technologies, training, strategic sourcing, negotiations, and value-driven partnerships to achieve an average 8% cost savings and increase procurement efficiencies.	G	100%	Train and develop business driven, agile and collaborative capabilities.

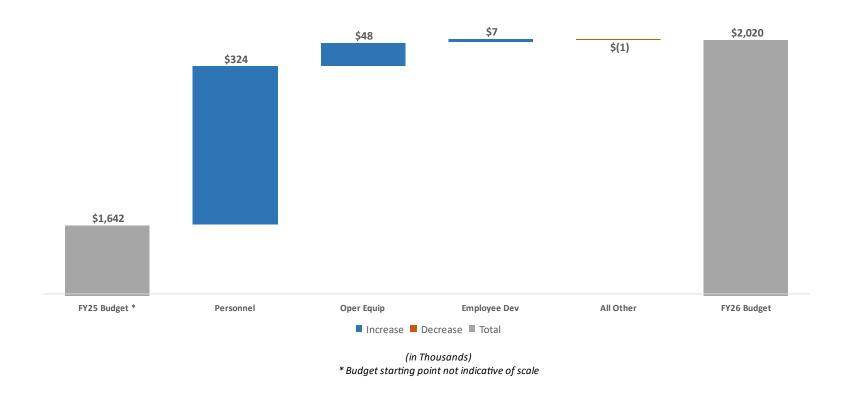
FY 2026 - FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

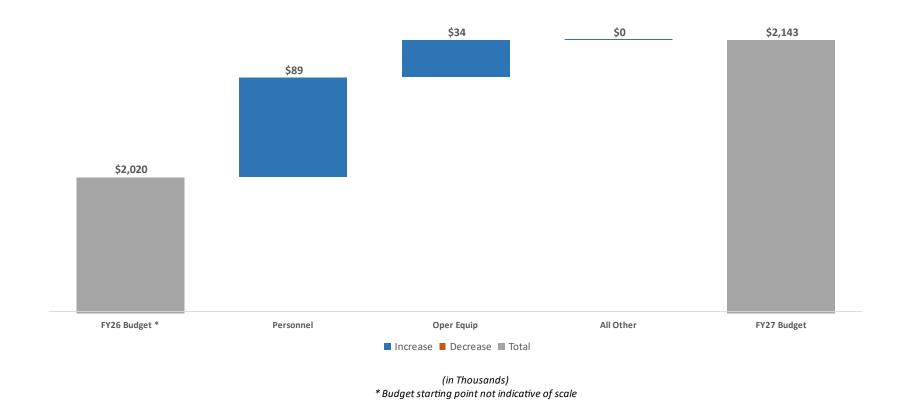
(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses			,	•		_	•	
Salaries	691	1,043	1,239	195	18.7%	1,289	50	4.0%
Benefits	333	399	527	129	32.3%	566	39	7.3%
Subtotal	1,024	1,442	1,766	324	22.5%	1,855	89	5.0%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	1,024	1,442	1,766	324	22.5%	1,855	89	5.0%
Contractual Services	29	32	32	-	0.0%	32	-	0.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	20	139	188	48	34.6%	221	34	17.9%
Operating Supplies	0	1	2	1	122.2%	2	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	16	22	29	7	33.1%	29	-	0.0%
Business Development	0	5	3	(2)	-41.7%	3	0	3.3%
Equipment Rentals and Repairs	1	-	-	-	0.0%	-	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	66	200	254	54	27.3%	288	34	13.3%
Total Operating Expenses	1,090	1,642	2,020	379	23.1%	2,143	122	6.1%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	1,090	1,642	2,020	379	23.1%	2,143	122	6.1%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	1,090	1,642	2,020	379	23.1%	2,143	122	6.1%

Major Drivers of FY 2025 Budget & FY 2026 Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 1 new position. **Operating Equipment & Systems:** \$48K increase in data software

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff **Operating Equipment & Systems:** \$34K increase in software licenses

FOCUS AREAS









Fiscal Year 2025 Objectives	Focus Area	Target	Result
Implement a comprehensive data warehouse solution to centralize and streamline data management across	0	ETL Process Implementation: Snowflake	Met
		& AWS-based ETL deployment.	ETL Process Implementation
		Data Domain Integration: Consolidation of airport data into consolidated domains (Revenue, Finance, Operations, Customer Experience, Development, Procurement, Human Resources) and into a unified data warehouse.	Met Data Domain Integration
the airport authority.			In Progress
		User Enablement: Training of relevant	User Enablement (12.5%
		departmental analysts to leverage the	complete, training is still in
		data warehouse for decision-making	progress)
	0	Data Integration: Aggregate data from	Met
Create an integrated passenger data model to provide a unified view of passenger-related metrics		all passenger movement related systems Analysis: Provide detailed analysis of passenger data	Data Integration In Progress Analysis
and their impact on various airport		Impact Assessment: Evaluate the	In Progress
operations.		influence of passenger behavior on	Impact Assessment
operations.		different airport operation	impact / issessinent
			Met
		Governance Framework Development:	Governance Framework
Establish a comprehensive		Create policies and standards for data	Development
data governance framework		usage, quality, and security	
to ensure data accuracy,			In Progress
consistency, and trustworthiness across all BI systems.		Data Lineage Documentation:	Data Lineage
		Implement tools and procedures to track	Documentation: (62.5%
		data	complete, tool
			implementation largely
			complete)

Fiscal Years 2026 & 2027 Objectives		Target	Initiatives
Strengthen Data Governance by developing consolidated Finance & Revenue Data Models and launching a data quality initiative	0	2 Models (Revenue, Parking)	Use Technology to Optimize Ongoing Business
Expand BI Training & Adoption by rolling out structured Power BI & Analytics Literacy workshops	0	6 Training Sessions / Year	Use Technology to Optimize Ongoing Business
Utilize Large Language Models and related Al capabilities within Snowflake to drive customer sentiment analysis	Ū	Cx reports and/or dashboards	Use Technology to Transform the Customer Experience



Overview

The **Operations Division** is responsible for the daily operations of the airport campus including terminals, airfield, and roadways. The division works closely with tenants, service providers, and federal agencies to ensure the safe, secure, and efficient flow of passengers and aircraft. In addition, the division facilitates SAN's compliance with numerous FAA and TSA regulations, provides 24/7 maintenance support for airport infrastructure, and oversees access control and emergency response. Finally, the Operations Division leads the activation and opening of new facilities in close collaboration with internal and external stakeholders.

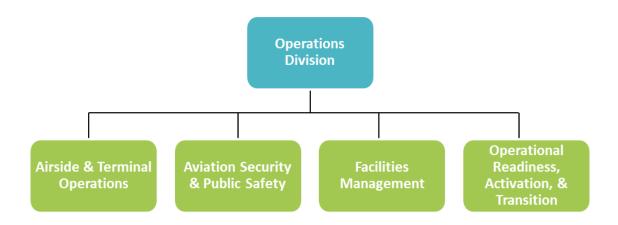
The Airside & Terminal Operations department oversees the myriad of daily activities occurring on the airfield, terminal, and landside with responsibility for maintaining a safe, secure environment in which the airport's tenants can operate. The department manages these activities in accordance with federal and state regulations, local ordinances and the airport's Rules and Regulations. It participates in the inspection of terminal buildings and select facilities to identify any maintenance and safety deficiencies to ensure operating standards are being met; ensures the prompt reporting of any deficiencies identified; and assures all contract requirements are met.

The Aviation Security & Public Safety (AVSEC/PS) department implements all required TSA security programs and security equipment improvements; manages the Service Level Agreement with Harbor Police; coordinates with all Homeland Security and state agencies for passenger inspection services; develops, administers and implements the Airport Security Program; oversees all Airport emergency management programs; implements all FAA requirements related to the Airport Emergency Plan; operates the Authority's Airport Coordination Center and Access Control Office; oversees all traffic management operations of the Airport Traffic Officers (ATO); manages commercial vehicle enforcement activities; and ensures a high level of emergency/crisis preparedness through coordination with local, state and federal agencies. The Department is also responsible for the management of the Authority's Business Continuity Plan (BCP).

The **Facilities Management (FMD)** department maintains airport infrastructure and responds to all airport and tenant service requests. The department plans and executes the Major Maintenance Program and assists Airport Design and Construction in the execution of the CIP. It also manages campus utilities and the central utility plant, including the operation and maintenance of the 12-KV electrical distribution system. The department also manages fleet services for all authority vehicles and equipment; and provides lifecycle asset management through preventative maintenance, facilities condition analysis and planned capital replacement. The department provides services at all hours of the day and night, 365 days a year.

The Operational Readiness, Activation, & Transition (ORAT) department is responsible for ensuring the safe and seamless opening of all new and renovated facilities. ORAT works extensively with other Airport Authority departments, airlines, concessions, and other key stakeholders to "operationalize" a new asset by developing a thorough concept of its operations, training staff on new procedures, trialing new systems and processes to test their effectiveness, and shifting operations (usually overnight) from the existing facility. The department also facilitates strategic planning on various airport operational topics and supports overall coordination of the Operations Division.

FY 2026 - FY 2027 Organizational Structure



Division Personnel Summary

Operations Division
Aviation Security & Public Safety ¹
Airside & Terminal Operations ²
Operational Readiness, Activation, & Transition
Facilities Management ³
Subtotal

 $^{^{\}rm 1}\,{\rm 5}$ positions transferred to Landside Business Development

 $^{^{\}rm 3}$ 3 positions transferred from Airport Design & Construction

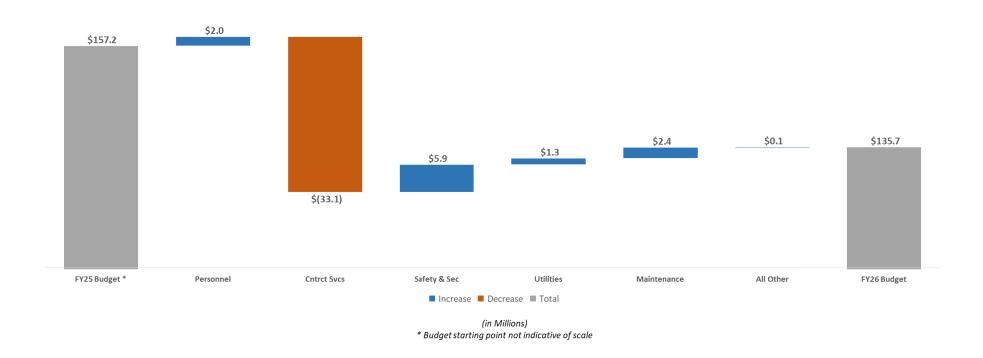
FY 2025 Budget	FY 2026 Budget Transfers	FY 2026 Budget New/ (Eliminated)	FY 2026 Budget	FY 2027 Budget New/ (Eliminated)	FY 2027 Conceptual Budget	
105	(5)	5	105	3	108	
32	(3)	5	34	-	34	
2	-	-	2	-	2	
91	3	3	97	-	97	
230	(5)	13	238	3	241	

 $^{^{\}rm 2}\,{\rm 3}$ positions transferred to Customer Experience

FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses				_			•	
Salaries	19,034	21,701	22,732	1,031	4.7%	23,942	1,210	5.3%
Benefits	8,983	9,623	10,659	1,036	10.8%	11,598	940	8.8%
Subtotal	28,017	31,325	33,391	2,066	6.6%	35,541	2,150	6.4%
Less: Capitalized Labor Recharge	(105)	(136)	(247)	(111)	81.4%	(260)	(13)	5.4%
Less: QHP Labor Recharge		-	-	-	0.0%	-	-	0.0%
Total	27,912	31,189	33,144	1,955	6.3%	35,280	2,136	6.4%
Contractual Services	40,011	44,660	11,557	(33,104)	-74.1%	12,277	721	6.2%
Safety and Security	36,778	39,828	45,761	5,933	14.9%	47,975	2,214	4.8%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	18,928	22,701	23,964	1,263	5.6%	26,578	2,614	10.9%
Maintenance	12,790	14,515	16,880	2,365	16.3%	17,840	960	5.7%
Operating Equipment & Systems	119	152	252	100	65.4%	162	(90)	-35.6%
Operating Supplies	368	403	540	137	33.9%	475	(65)	-12.1%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	207	272	287	15	5.5%	290	3	1.0%
Business Development	141	176	81	(94)	-53.7%	78	(3)	-4.1%
Equipment Rentals and Repairs	485	1,208	1,385	177	14.6%	1,206	(179)	-12.9%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	109,826	123,915	100,707	(23,208)	-18.7%	106,882	6,175	6.1%
Total Operating Expenses	137,738	155,104	133,851	(21,253)	-13.7%	142,162	8,311	6.2%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	137,738	155,104	133,851	(21,253)	-13.7%	142,162	8,311	6.2%
Equipment Outlay Expenditures	1,079	2,097	1,860	(237)	-11.3%	540	(1,320)	-71.0%
Total Expenses Incl Equip Outlay	138,817	157,201	135,711	(21,490)	-13.7%	142,702	6,991	5.2%

Major Drivers of FY 2025 Budget & FY 2026 Budget



Personnel: Salary Adjustments, Pay for Performance, Contracted Wage increases, and Burden (Benefits and Employer Taxes) for Current Staff. Net 5 positions transfer out and 13 new positions.

Contractual Services: \$3.1M increase for Terminal Operations, Parking and Shuttle services

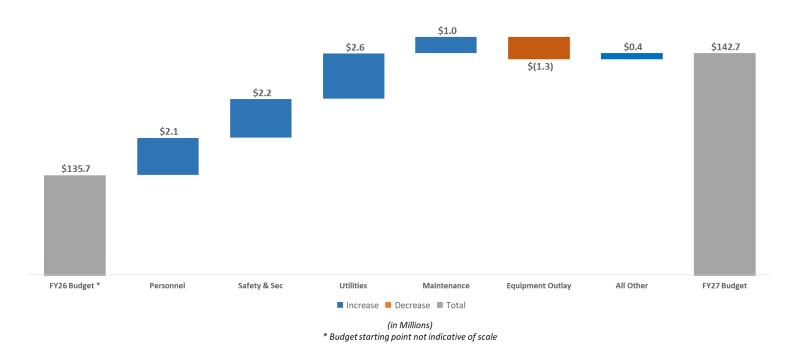
Safety & Security: \$2.6M increase for Aircraft Rescue and Fire Fighting (ARFF), Port District Law Enforcement (Harbor Police Department) and Guard Services

Utilities: \$1.8M increase due to rate and usage assumptions

Maintenance: \$3.3M increase for Annual Maintenance and Green Oval Painting

Equipment Outlay: \$1.2M increase for security equipment and Terminal refresh of waste/recycling receptacles

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, Contracted Wage increases, and Burden (Benefits & Employer Taxes) for Current Staff. 3 new positions.

Contractual Services: \$6.3M increase for Terminal Operations, Parking and Shuttle services

Safety & Security: \$3.0M increase for Aircraft Rescue and Fire Fighting (ARFF), Port District Law Enforcement (Harbor Police Department) and

Guard Services

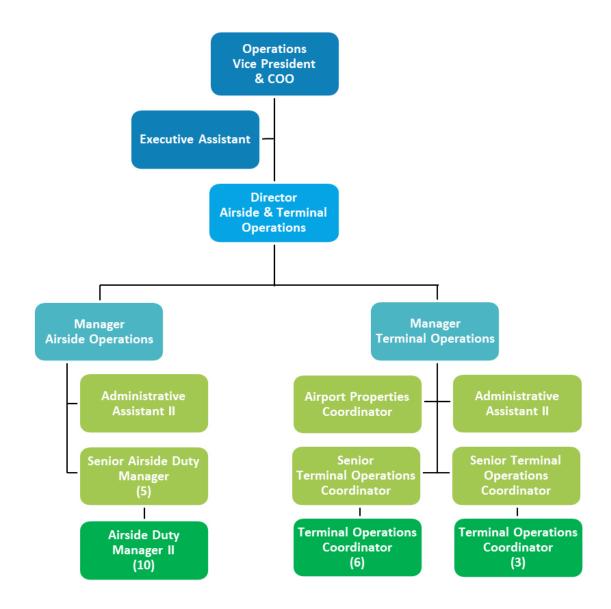
Utilities: \$8.5M increase due to rate and New T1 usage assumptions

Maintenance: (\$1.3M) decrease due to completion of Green Oval Painting and Airfield projects

Equipment Outlay: decrease for Terminal refresh of waste/recycling receptacles

Operations Division – Airside & Terminal Operations

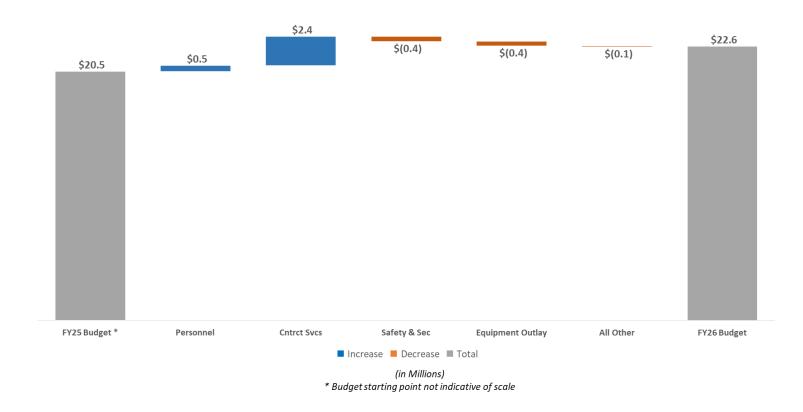
FY 2026 - FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed	Inc / (Dec) FY26 Budget	% Change	FY2027 Conceptual	Inc / (Dec) FY27 Conceptual	% Change
			Budget	vs FY25 Budget		Budget	vs FY26 Proposed	
Operating Expenses								
Salaries	3,506	3,625	3,862	237	6.5%	4,019	157	4.1%
Benefits	1,512	1,464	1,700	236	16.2%	1,816	116	6.8%
Subtotal	5,018	5,089	5,562	473	9.3%	5,835	273	4.9%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	5,018	5,089	5,562	473	9.3%	5,835	273	4.9%
Contractual Services	5,976	6,899	9,300	2,402	34.8%	10,254	953	10.3%
Safety and Security	7,102	7,532	7,142	(390)	-5.2%	7,485	343	4.8%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	88	47	49	2	5.0%	49	-	0.0%
Operating Supplies	31	39	39	1	1.3%	39	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	38	61	61	(0)	-0.8%	61	-	0.0%
Business Development	79	98	13	(85)	-86.6%	13	-	0.0%
Equipment Rentals and Repairs	267	331	355	24	7.2%	357	2	0.6%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	13,580	15,007	16,959	1,953	13.0%	18,258	1,298	7.7%
Total Operating Expenses	18,598	20,095	22,522	2,426	12.1%	24,093	1,571	7.0%
Joint Studies / Sound Attenuation	_	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	_	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	18,598	20,095	22,522	2,426	12.1%	24,093	1,571	7.0%
Equipment Outlay Expenditures	274	425	50	(375)	-88.2%	-	(50)	-100.0%
Total Expenses Incl Equip Outlay	18,873	20,520	22,572	2,051	10.0%	24,093	1,521	6.7%

Major Drivers of FY 2025 Budget & FY 2026 Budget



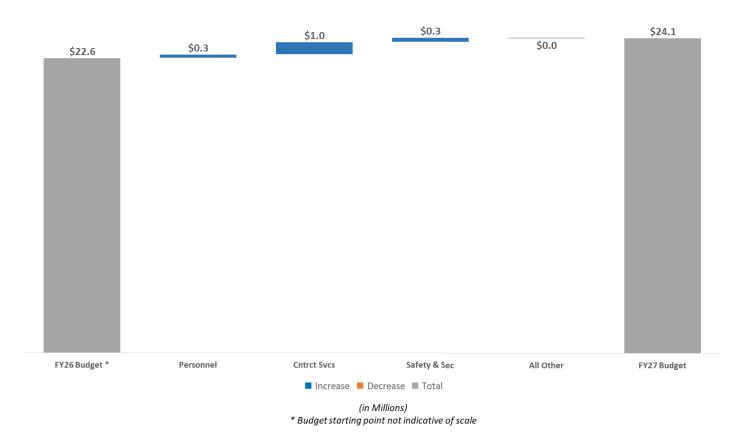
Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 3 positions transfer out to Customer Experience and 5 new positions.

Contractual Services: Increase driven by janitorial services due to the increased square footage of new T1

Safety & Security: Decrease driven by lower rates for the Aircraft Rescue and Firefighting (ARFF) versus what was budgeted in FY25

Equipment Outlay: FY25 budget included new cellphone lot signage as well as new Terminal 2 trash receptacles which will not be repeated in the FY26 budget

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff

Contractual Services: Increase driven by janitorial services due to a full year of cleaning with the increased square footage of new T1; also

driven by the necessary refurbishing of the Palm Trees located in Terminal 2

Safety & Security: Slight increase due to higher rates for ARFF in FY27

FOCUS AREAS





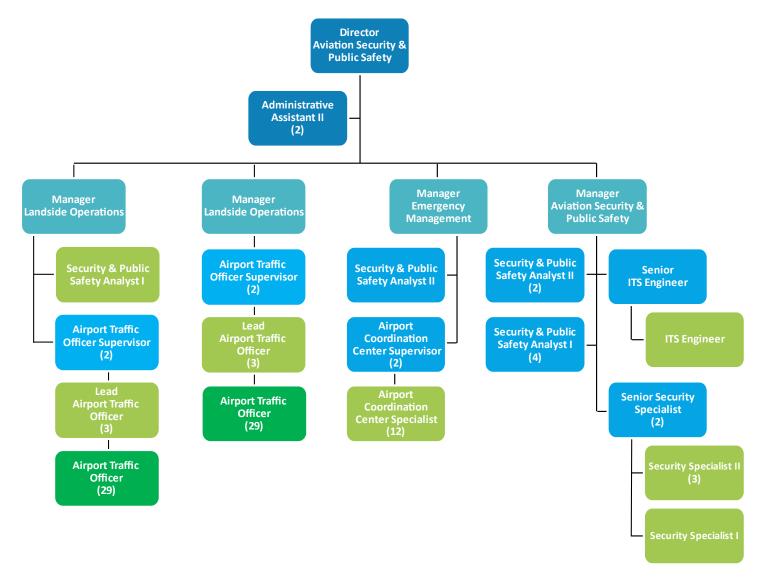




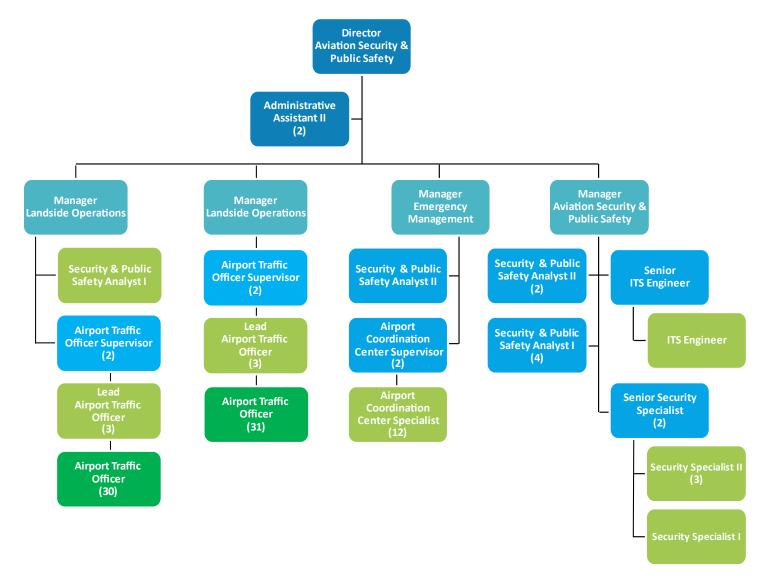
Fiscal Year 2025 Objectives		Target	Result
Ensure that SDIA is operated in compliance with FAA FAR Part 139 requirements. Success for this goal will be achieved if both (1) the annual FAA Certification inspection does not identify any Part 139 violations that are subject to a civil penalty, and (2) there are no SDIA airfield incidents/accidents that are attributed to Part 139 compliance	A	FAA FAR Part 139 Compliance	Passed
Support the ADC Airside Project construction team by assisting with the project re-phasing work, schedule planning, and coordination efforts; to meet original New T1 construction phasing deadlines.	A	Maintain Schedule	Met
Create an accurate NT1 FY26 Terminal Operations department budget that takes into consideration the impact of operating in a 1.2 million square foot terminal.	A	Budget & FTE Approval	Approved

Fiscal Years 2026 & 2027 Objectives		Target	Initiatives
Ensure that SDIA is operated in compliance with FAA FAR Part 139 requirements.	A	FAA FAR Part 139 Compliance	Align facilities to meet demand, both international and domestic.
Create a matrix identifying cost increases in janitorial, personnel, equipment, restroom supplies, floor cleaning, window cleaning, and cleaning materials. Finalize the janitorial scope of work with SANCO.	A	Q1-26	Align facilities to meet demand, both international and domestic.

FY 2026 Organizational Structure



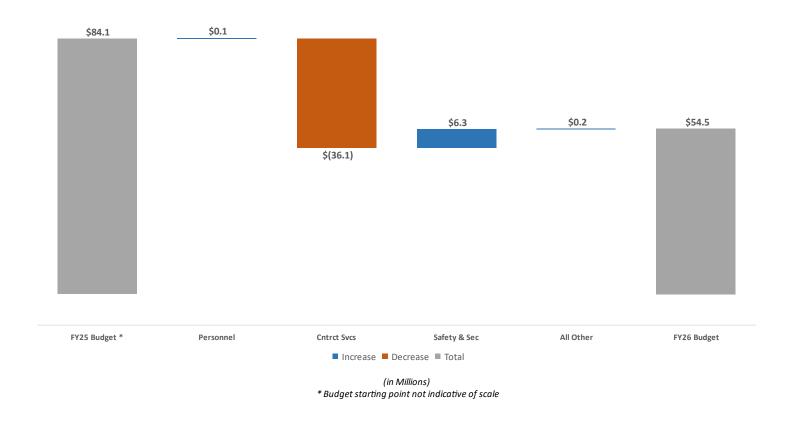
FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses							•	
Salaries	7,477	8,631	8,568	(63)	-0.7%	9,193	625	7.3%
Benefits	3,606	4,050	4,230	180	4.4%	4,712	482	11.4%
Subtotal	11,082	12,681	12,798	117	0.9%	13,905	1,107	8.6%
Less: Capitalized Labor Recharge	(82)	(136)	(146)	(10)	7.1%	(154)	(8)	5.6%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	11,000	12,545	12,653	107	0.9%	13,751	1,098	8.7%
Contractual Services	33,733	36,874	749	(36,125)	-98.0%	960	211	28.2%
Safety and Security	29,676	32,296	38,619	6,323	19.6%	40,490	1,871	4.8%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	30	32	34	3	9.0%	36	2	4.4%
Maintenance	26	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	24	73	92	19	26.0%	76	(17)	-18.2%
Operating Supplies	239	271	378	108	39.7%	335	(44)	-11.5%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	113	129	135	6	4.7%	134	(1)	-0.8%
Business Development	30	44	30	(14)	-32.1%	30	1	2.1%
Equipment Rentals and Repairs	194	607	677	70	11.6%	513	(164)	-24.2%
Tenant Improvements		-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	64,064	70,325	40,714	(29,611)	-42.1%	42,574	1,859	4.6%
Total Operating Expenses	75,064	82,870	53,367	(29,503)	-35.6%	56,325	2,958	5.5%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	75,064	82,870	53,367	(29,503)	-35.6%	56,325	2,958	5.5%
Equipment Outlay Expenditures	256	1,212	1,162	(50)	-4.1%	40	(1,122)	-96.6%
Total Expenses Incl Equip Outlay	75,321	84,082	54,529	(29,553)	-35.1%	56,365	1,836	3.4%

Major Drivers of FY 2025 Budget & FY 2026 Budget

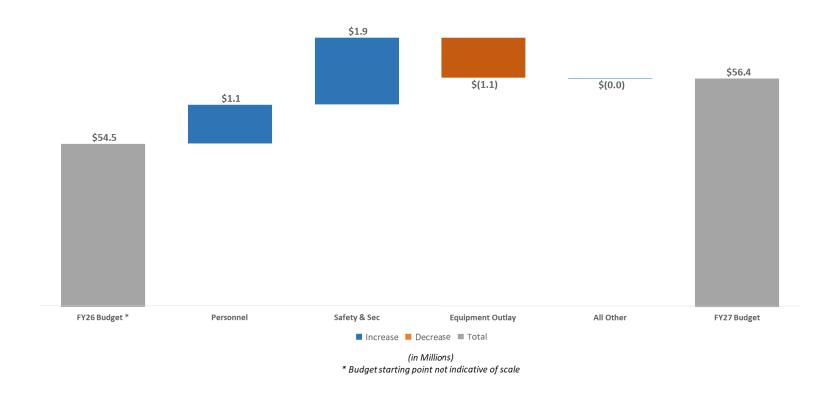


Personnel: Salary Adjustments, Pay for Performance, Contracted Wage increases, and Burden (Benefits and Employer Taxes) for Current Staff. 5 positions transfer out to Landside Business Development and 5 new positions.

Contractual Services: Decrease due to SP+ parking/buses and ACE shuttles moving out of Landside Operations into Landside Business Development

Safety & Security: Port District Law Enforcement (Harbor Police Department) driving \$4.8M of the \$6.3M increase partially due to anticipating the need for an additional officer when the new T1 opens as well as overall increased labor, burden, and overhead; Guard Services represents \$1.3M of increase based on new posts when the new T1 opens including additional screening officers and rovers

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, Contracted Wage increases, and Burden (Benefits and Employer Taxes) for Current Staff. 3 new positions.

Safety & Security: Port District Law Enforcement (Harbor Police Department) driving \$1.4M of the \$1.9M increase based on overall increased labor, burden, and overhead; Guard Services represents \$0.3M of increase based on a full year of additional posts for new T1 **Equipment Outlay:** FY26 includes the purchase of a \$0.9M x-ray machine as well as the initial cost of the new identity management system both of which are expenses that will not be repeated in FY27

FOCUS AREAS





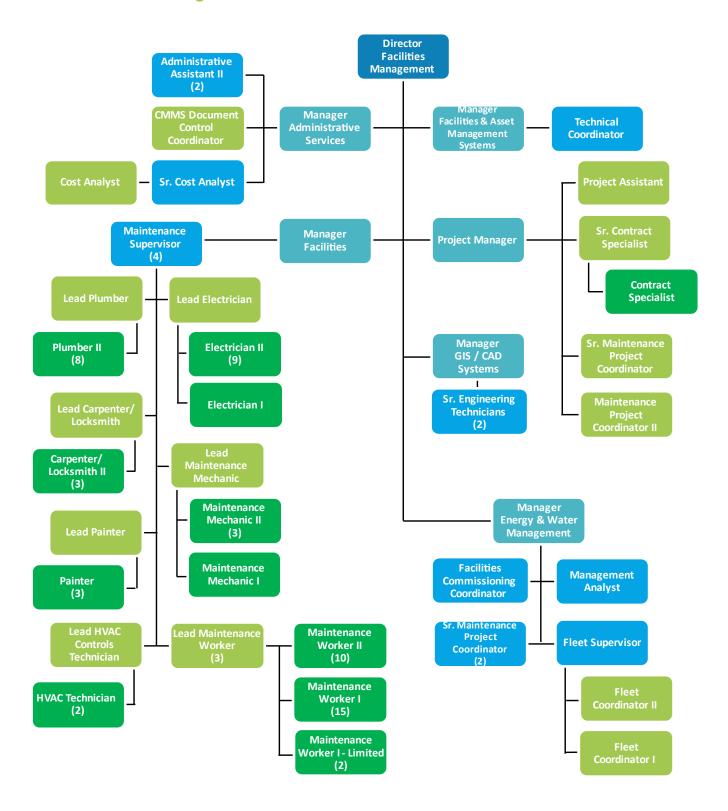




Fiscal Year 2025 Objectives	Focus Area	Target	Result
Ensure that SAN continues to comply with all applicable regulations and achieves excellence in the areas of Public Safety, Emergency/Disaster Preparedness, and Airport Certification by planning and conducting an annual tabletop exercise in compliance with Federal Aviation Regulation (FAR) Part 139.325(g)(4).	0	Conduct the FY25 FAR 139- required exercise	Met Exercise conducted October 31, 2024
Ensure that SDIA's Aviation Security Department works closely with the TSA, Airport Tenants, and the SDCRAA Information & Technology Systems Department to ensure continued compliance with Cybersecurity regulations designed to ensure continued safety and security of Airport Operational Technology (OT) and Information Technology (IT) systems.	0	Ensure implementation of cybersecurity requirements in accordance with TSA National Amendment	Met Cybersecurity requirements and plans completed and submitted for TSA approval by regulatory deadline

Fiscal Years 2026 & 2027 Objectives		Target	Initiatives
Ensure that SAN continues to comply with all applicable federal, state, and local regulations and achieves excellence in the areas of Public Safety, Emergency/Disaster Preparedness, and Airport Certification by planning and conducting an annual tabletop exercise and a full-scale field exercise in compliance with Federal Aviation Regulation (FAR) Part 139.325(g)(4) for FY 2026 and FY 2027.	o	Conduct the FY26 FAR 139-required tabletop exercise	Manage ongoing business effectively through change
Transition the current outdated SAFE Identity Management System (IDMS) to a modern, robust, and sustainable system capable of meeting future credentialing demands and offering a modern customer and signatory experience.	0	Transition to Replacement IDMS NLT June 30, 2026	Use of Technology to Optimize Ongoing Business

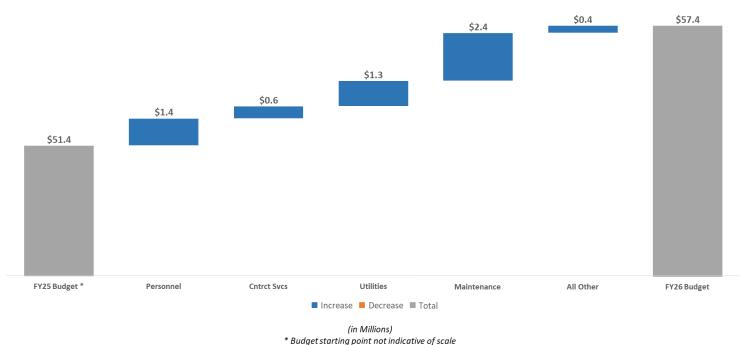
FY 2026 - FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses								
Salaries	7,647	9,044	9,887	842	9.3%	10,298	412	4.2%
Benefits	3,612	3,949	4,559	610	15.4%	4,892	333	7.3%
Subtotal	11,258	12,993	14,446	1,452	11.2%	15,190	745	5.2 %
Less: Capitalized Labor Recharge	(22)	-	(101)	(101)	0.0%	(106)	(5)	5.2%
Less: QHP Labor Recharge		-	-	-	0.0%	-	-	0.0%
Total	11,236	12,993	14,345	1,351	10.4%	15,084	740	5.2 %
Contractual Services	75	288	882	595	206.9%	782	(100)	-11.3%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	18,898	22,669	23,930	1,260	5.6%	26,542	2,612	10.9%
Maintenance	12,764	14,515	16,880	2,365	16.3%	17,840	960	5.7%
Operating Equipment & Systems	5	30	109	79	263.3%	37	(72)	-66.1%
Operating Supplies	95	90	95	5	5.6%	100	5	4.8%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	52	75	84	10	12.7%	88	4	4.7%
Business Development	20	27	27	1	2.9%	27	-	0.0%
Equipment Rentals and Repairs	24	271	354	83	30.5%	336	(17)	-4.9%
Tenant Improvements		-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	31,932	37,964	42,362	4,398	11.6%	45,753	3,392	8.0%
Total Operating Expenses	43,168	50,957	56,706	5,749	11.3%	60,837	4,131	7.3%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	43,168	50,957	56,706	5,749	11.3%	60,837	4,131	7.3%
Equipment Outlay Expenditures	530	460	648	188	40.9%	500	(148)	-22.8%
Total Expenses Incl Equip Outlay	43,698	51,417	57,354	5,937	11.5%	61,337	3,983	6.9%

Major Drivers of FY 2025 Budget & FY 2026 Budget



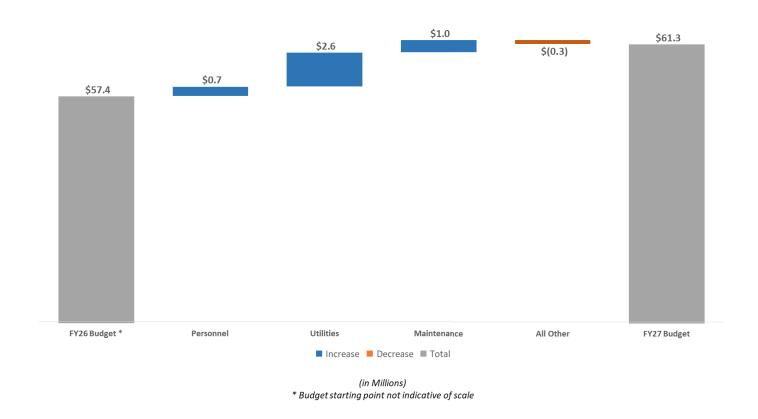
Personnel: Salary Adjustments, Pay for Performance, Contracted Wage increases, and Burden (Benefits and Employer Taxes) for Current Staff. 3 positions transfer in from Airport Design & Construction and 3 new positions.

Contractual Services: Increase driven by GIS moving into FMD

Utilities: Increase driven by electric rates and usage; assuming 10% rate increase beginning Feb 2026 plus higher usage with additional square footage from opening of new T1

Maintenance: Annual repairs driving up overall maintenance expense largely due to the additional square footage with the opening of new T1 as well as contractual increases; largest increases coming from HVAC system (\$1.1M) and Elevator/Escalator repair (\$0.8M); major maintenance driving \$0.3M of increase due to various planned projects in FY26

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, Contracted Wage increases, and Burden (Benefits & Employer Taxes) for Current Staff **Utilities:** Increase driven by electric rates and usage; assuming 10% rate increase beginning Feb 2027 **Maintenance:** Annual repairs driving up overall maintenance expense; largest increases coming from 12kV Distribution Systems (\$0.6M) and

Green Oval painting (\$0.2M); major maintenance driving \$0.3M of increase due to planned projects in FY26

FOCUS AREAS









Fiscal Year 2025 Objectives	Focus Area	Target	Result
By 2025, 100% of staff members will receive invitations to participate in cross-training sessions; enroll in the FMD mentorship program; or seek out SAN University courses, aimed at aligning with New T1 staffing or knowledge transfer requirements. This proactive initiative will improve skills development and cultivate a supportive atmosphere, facilitating the achievement of organizational goals in the upcoming fiscal year.	A	100%	Met 100%
By the end of the second quarter of 2026, FMD will successfully implement a CMMS solution to streamline work order processing and enhance maintenance efficiency. This involves customizing the system and training staff. Progress will be monitored through milestones, aiming for improved work order generation, tracking, and completion, as well as benefits such as improved asset lifespan, better inventory management, and enhanced regulatory compliance.	0	100%	In Progress 30% On Target with of CMMS implementor

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
FMD will conduct a thorough revision of its departmental Standard Operating Procedures (SOP) to establish improved benchmarks and realign standards of operations.	A	75 SOP	Develop workforce and hiring plans for NT1 activation and operation

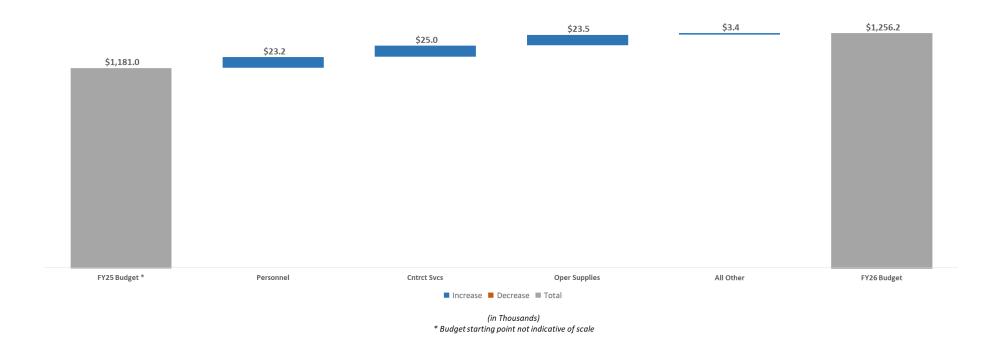
FY 2026 – FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses								
Salaries	405	401	415	14	3.5%	432	17	4.0%
Benefits	253	160	169	9	5.7%	178	9	5.3%
Subtotal	658	561	584	23	4.1%	610	26	4.4%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge		-	-	-	0.0%	-	-	0.0%
Total	658	561	584	23	4.1%	610	26	4.4%
Contractual Services	227	600	625	25	4.2%	281	(344)	-55.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	2	2	2	(1)	-34.8%	1	(1)	-66.7%
Operating Supplies	3	4	27	24	626.7%	1	(26)	-95.4%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	5	7	7	-	0.0%	7	-	0.0%
Business Development	13	7	11	4	62.4%	7	(4)	-36.2%
Equipment Rentals and Repairs	-	-	-	-	0.0%	-	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	250	620	672	52	8.4%	297	(375)	-55.8%
Total Operating Expenses	908	1,181	1,256	75	6.4%	907	(349)	-27.8%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	908	1,181	1,256	75	6.4%	907	(349)	-27.8%
Equipment Outlay Expenditures	18	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	926	1,181	1,256	75	6.4%	907	(349)	-27.8%

Major Drivers of FY 2025 Budget & FY 2026 Budget

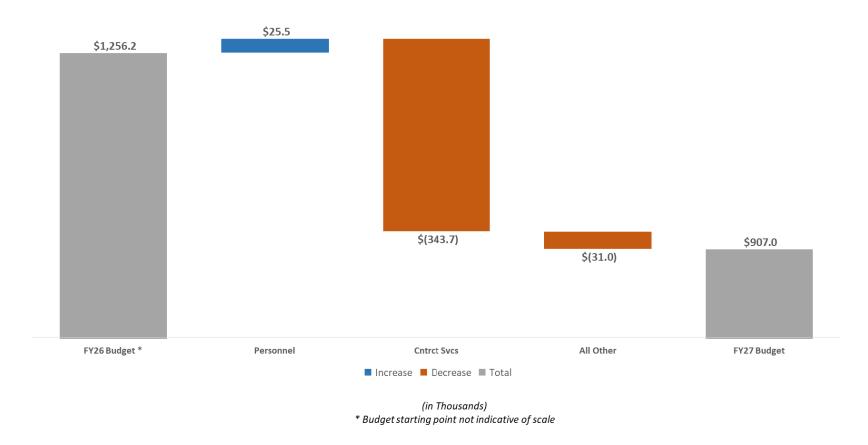


Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff

Contractual Services: Increased budget for consulting to support opening of new T1

Operating Supplies: Increased budget to support a community passenger simulation event to help prepare for opening of new T1

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff **Contractual Services:** Decrease in consulting needs after completion of initial opening phase of new T1

FOCUS AREAS









Fiscal Year 2025 Objectives	Focus Area	Target	Result
Facilitate the activation and opening of the Terminal 1 Parking Plaza's Stage 1 in summer 2024 in close collaboration with Ground Transportation and Revenue Generation & Partnership Development departments to help expand onsite parking supply and improve the customer experience.	A	Go-Live by Late Summer 2024 (Stage 1)	Met
Facilitate the activation and opening of the Terminal 1 Parking Plaza's Stage 2 in summer 2025 in close collaboration with Ground Transportation and Revenue Generation & Partnership Development departments to help expand onsite parking supply and improve the customer experience.	A	Go-Live by 2025 (Stage 2)	In Progress
Develop an Activation Plan for the New Terminal 1, in partnership with Airport Authority departments, airlines, concessions, and other key tenants, which will outline planned familiarization activities, training sessions, system and process trials, and passenger simulations to help operationalize the new terminal facility before its opening.	A	Complete by January 2025	Met

Fiscal Years 2026 & 2027 Objectives		Target	Initiatives
Activate and open the New Terminal 1 facility (Phase 1a), including the associated roadway system and 19 aircraft gates, in close coordination with airlines, concessions, TSA, and other stakeholders.	A	Go-Live by Late Summer 2025	SAN Initiative Airline Moves (Old T1 to New T1) New T1 Grand Opening
Activate and open 3 additional gates in the New Terminal 1 facility.	A	Go-Live by Spring 2026	SAN Initiative Airline Moves (Old T1 to New T1)



Overview

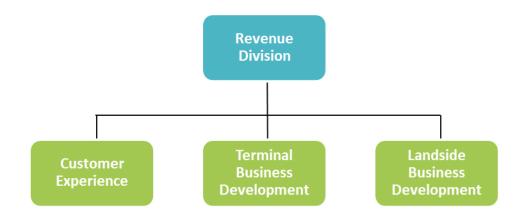
The **Revenue Division** defines and promotes the customer experience for the traveling public and implements revenue management strategies and processes, in order to optimize and maximize airport revenues. The division integrates air service development, marketing, communications, public art, customer service, and landside and terminal business development to identify, evaluate, develop, negotiate, and implement new business opportunities and customer initiatives. In addition, the department engages in a proactive and productive manner with relevant business interests and stakeholders, both on-and off- airport, to spur new experiences, product and service development.

The **Customer Experience** department develops strategic initiatives designed to shape the customer experience at San Diego International Airport. The team integrates air service development, marketing and communications, customer relations, and a robust airport arts program with the singular focus to improve customer satisfaction with SAN. The team collaborates with all Authority and airport stakeholders to create a seamless experience and leverages customer data to drive decisions for improvement.

The **Terminal Business Development (TBD)** department oversees non-airline revenue generation contracts and programs. The department negotiates and manages the business relationships and associated contract execution for concessions, passenger services, and other lessees at the airport. This includes ensuring contractual and operational lease compliance, maximizing revenue opportunities, and ensuring management oversight of tenant activities. In addition, the department is responsible for the assessment, development, and implementation of new business opportunities and programs for the Authority.

The Landside Business Development (LBD) Department at San Diego International Airport is responsible for managing and enhancing all aspects of the airport's landside operations and transportation services. This includes contracting out parking operations, and shuttle and bus services for passengers, and managing the commercial mode operations such as taxis, ride-sharing, and private vehicle access. The department is responsible for the contracting, permitting, and licensing of landside service providers, and facilitating seamless travel experiences for airport guests. Additionally, the department plays a key role in identifying and implementing business development and non-airline revenue opportunities, optimizing the use of airport facilities, and fostering government and community partnerships to support the airport's overall growth and customer satisfaction.

FY 2026 - FY 2027 Organizational Structure



Division Personnel Summary

	FY 2025 Budget	FY 2026 Budget Transfers	FY 2026 Budget New/ (Eliminated)	FY 2026 Budget	FY 2027 Budget New/ (Eliminated)	FY 2027 Conceptual Budget
Revenue Division						
Customer Experience ¹	20	2	5	27	-	27
Landside Business Development ²	-	6	-	6	-	6
Terminal Business Development ³	15	(1)	-	14	-	14
Subtotal	35	7	5	47	-	47

¹ 3 positions transferred from Airside &Terminal Operations and 1 position transferred to Government Relations & Strategy

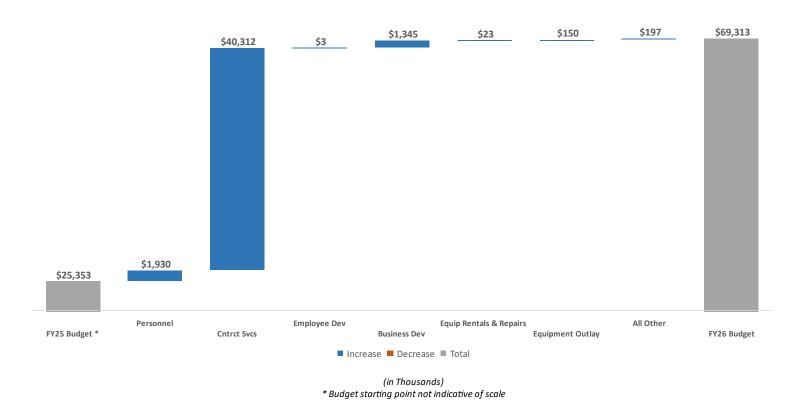
² 5 positions transferred from Aviation Security & Public Safety and 1 position transferred from Terminal Business Development

³ 1 position transferred to Landside Business Development

FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses								,
Salaries	3,762	4,293	5,475	1,182	27.5%	5,767	292	5.3%
Benefits	1,748	1,828	2,576	748	40.9%	2,808	232	9.0%
Subtotal	5,510	6,121	8,051	1,930	31.5%	8,575	524	6.5%
Less: Capitalized Labor Recharge	-	_	-	-	0.0%	(111)	(111)	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	5,510	6,121	8,051	1,930	31.5%	8,465	413	5.1%
Contractual Services	3,678	4,888	45,200	40,312	824.7%	45,794	593	1.3%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	11,026	11,012	11,061	48	0.4%	11,069	9	0.1%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	21	1	142	141	28227.2%	2	(140)	-98.8%
Operating Supplies	7	4	12	7	158.4%	12	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	92	86	89	3	3.8%	89	0	0.2%
Business Development	1,367	2,501	3,845	1,345	53.8%	4,357	512	13.3%
Equipment Rentals and Repairs	165	141	163	23	16.0%	168	5	3.1%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	16,356	18,633	60,512	41,879	224.8%	61,491	979	1.6%
Total Operating Expenses	21,866	24,753	68,563	43,809	177.0%	69,955	1,393	2.0%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	21,866	24,753	68,563	43,809	177.0%	69,955	1,393	2.0%
Equipment Outlay Expenditures	6	600	750	150	25.0%	37	(714)	-95.1%
Total Expenses Incl Equip Outlay	21,872	25,353	69,313	43,959	173.4%	69,992	679	1.0%

Major Drivers of FY 2025 Budget & FY 2026 Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. Net 7 positions transfer in and 5 new positions.

Contractual Services: Includes \$155K for Concessions Quality Assurance Program, \$90K increase for hood/vent cleaning, \$75K parking consultant, \$100K for New T1 grand opening event, \$207K increase for website design

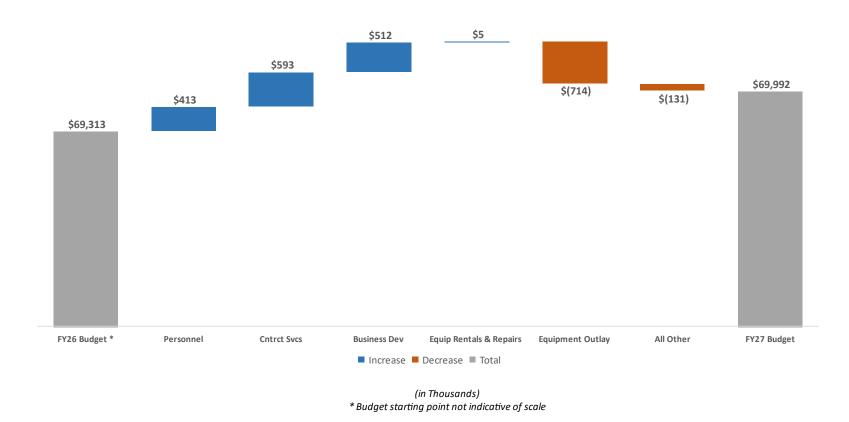
Space Rental: \$434K for the Navy Lease Parcel and \$17K for full year of view lot parcel to support on airport roadway

Operating Equipment: Increases \$98K for additional software

Business Development: \$200K increase for Parking Media Advertising, \$277K for air service advertising and New T1 advertising, \$275K increase for concessions marketing promotional activities

Equipment Outlay: Includes \$600K in Screening Equipment for the Receiving Distribution Center

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff

Contractual Services: Increase \$361K for the Receiving Distribution Center, \$550K for New T1 grand opening event, and decreased consultant usage (\$64K)

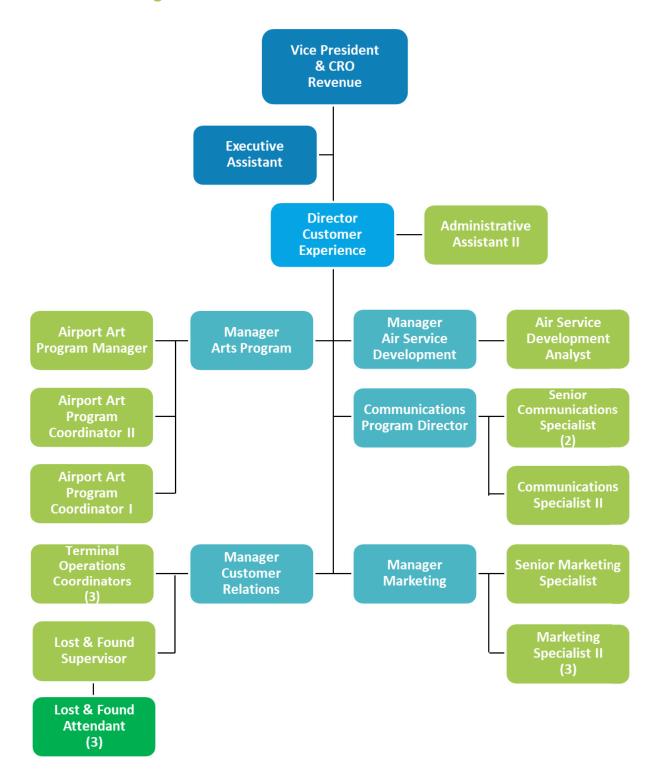
Operating Equipment: Increase \$30K in software for Business Intelligence

Business Development: \$100K parking media advertising, \$141K for air service advertising, and \$100K for New T1 promotional advertising

Equipment Rental & Repairs: Increase \$10K for the property management software

Equipment Outlay: Increases \$150K for New T1 and T2W art cases

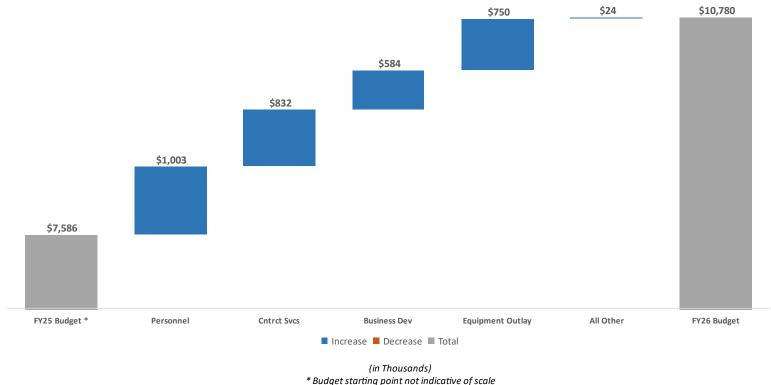
FY 2026 - FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses							•	
Salaries	2,100	2,349	2,938	589	25.1%	3,128	190	6.5%
Benefits	980	1,043	1,456	413	39.6%	1,614	158	10.8%
Subtotal	3,080	3,392	4,394	1,003	29.6%	4,742	348	7.9%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	(111)	(111)	0.0%
Less: QHP Labor Recharge		-	-	-	0.0%	-	-	0.0%
Total	3,080	3,392	4,394	1,003	29.6%	4,631	237	5.4%
Contractual Services	1,355	1,926	2,759	832	43.2%	2,364	(395)	-14.3%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	21	1	6	5	1000.0%	1	(5)	-90.9%
Operating Supplies	4	3	11	8	319.1%	11	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	54	48	50	3	5.6%	50	0	0.3%
Business Development	1,362	2,163	2,748	584	27.0%	2,907	159	5.8%
Equipment Rentals and Repairs	30	54	63	8	15.6%	68	5	7.7%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	2,825	4,194	5,636	1,441	34.4%	5,400	(236)	-4.2%
Total Operating Expenses	5,904	7,586	10,030	2,444	32.2%	10,031	2	0.0%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	5,904	7,586	10,030	2,444	32.2%	10,031	2	0.0%
Equipment Outlay Expenditures	-	-	750	750	0.0%	37	(714)	-95.1%
Total Expenses Incl Equip Outlay	5,904	7,586	10,780	3,194	42.1%	10,068	(712)	-6.6%

Major Drivers of FY 2025 Budget & FY 2026 Budget



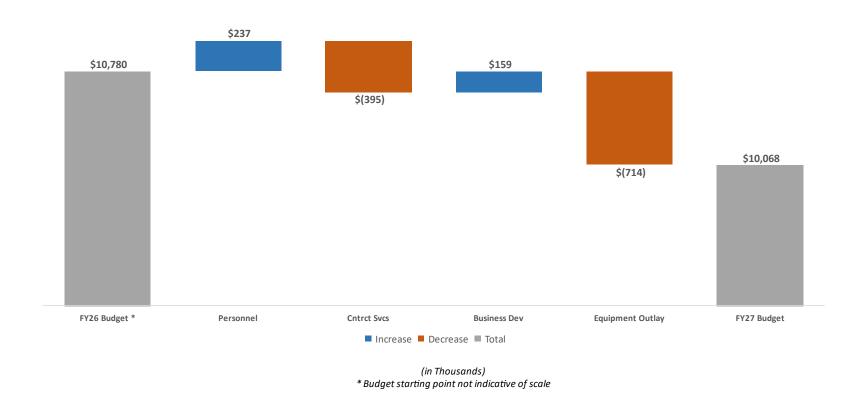
Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 3 positions transfer in from Airside & Terminal Operations and 1 position transfer out to Government Relations & Strategy, and 5 new positions.

Contractual Services: Includes \$500K due to communications contracts moving to Customer Experience, \$150K Customer Relations golf carts moving to Customer Experience, and \$250K increase of marketing services contract increasing

Business Development: \$450K due to additional international service advertising, \$100K concessions ad campaign (Marketing Fees), and \$100K increase for Volunteer Program

Equipment Outlay: Increase \$750K due to new Art Cases in New T1 and T2

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff **Contractual Services:** Decrease (\$650K) due to grand opening as a one time in FY26, (\$100K) decrease in marketing contract, \$400K increase for parking and concessions loyalty program, and \$24K increase for Fly My Airport program **Business Development:** \$175K increase in concessions marketing program (Marketing Fees), \$30K increase to host AAAE Airport Arts, \$25K

increase in air service advertising, \$23K increase in business travel, and offset by (\$100K) decrease in signage

Equipment Outlay: No other purchases needed in FY27

FOCUS AREAS





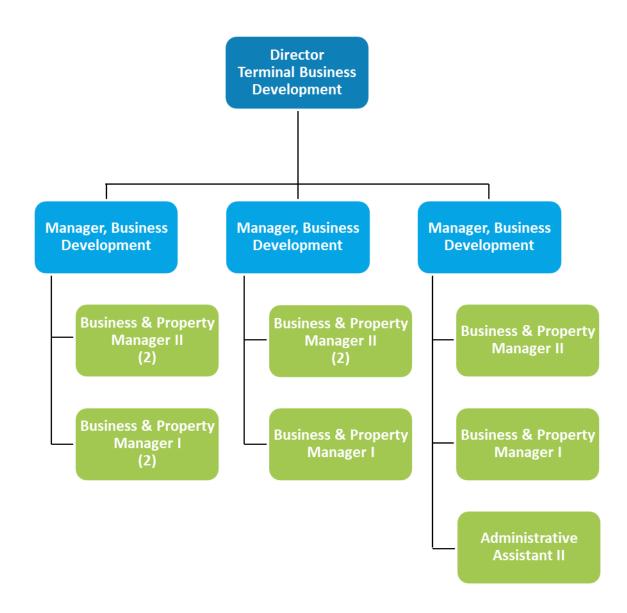




Fiscal Year 2025 Objectives		Target	Result
Execution of NT1 Public Art commissions, performing art stages, Arts Zone, and other Arts projects	A	100%	In Process 50% Complete
Raise community awareness of SAN's nonstop network	0	100%	In Process Annual awareness campaigns
Brand Platform - Deliver and develop assets (photos, videos, graphics) to help organization communicate effectively with stakeholders		100%	In Process Ongoing annually. New brand positioning is being developed CY25
Loyalty program pilot - Explore opportunities & partnerships to create & reward loyalty for goods and services at SAN through existing stakeholder programs		100%	On Hold Budgeted for FY27
Redesign San.org		100%	In Progress 50% Complete; Consultant on board and mid-project; expect delivery 9/2025

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
Develop CX dashboards to identify areas for improvement, make data- driven decisions / investments		100%	Invest/participate in innovation that improves efficiency or enhances revenue
Launch integrated communications plan to promote SAN post New T1 opening	Ū	100%	Define and deliver a seamless, unique, consistent airport and product experience
Transition Lost & Found to Customer Experience with increased level of service	Ū	100%	Invest/participate in innovation that improves efficiency or enhances revenue

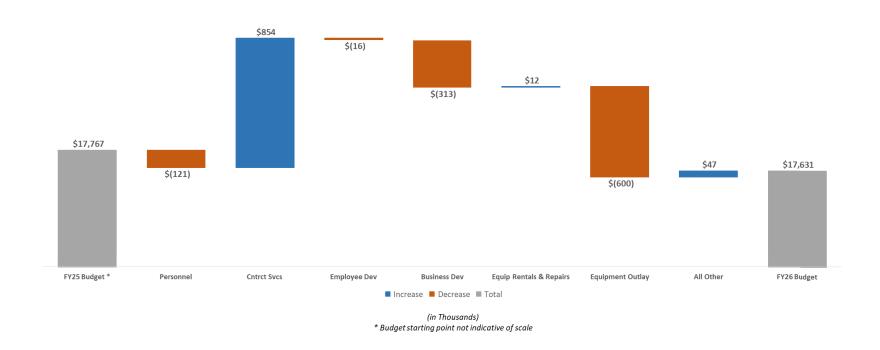
FY 2026 - FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) FY26 Budget vs FY25 Budget	% Change	FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses							•	
Salaries	1,662	1,944	1,828	(116)	-6.0%	1,901	73	4.0%
Benefits	768	785	780	(5)	-0.7%	830	50	6.5%
Subtotal	2,430	2,729	2,608	(121)	-4.5%	2,731	124	4.7%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	2,430	2,729	2,608	(121)	-4.5%	2,731	124	4.7%
Contractual Services	2,323	2,962	3,816	854	28.8%	3,784	(32)	-0.8%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	11,026	11,012	11,061	48	0.4%	11,069	9	0.1%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	-	-	0.0%	-	-	0.0%
Operating Supplies	4	2	1	(1)	-49.0%	1	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	39	38	22	(16)	-40.9%	22	-	0.0%
Business Development	5	337	24	(313)	-92.8%	24	-	0.0%
Equipment Rentals and Repairs	136	87	99	12	14.3%	99	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	13,531	14,438	15,024	585	4.1%	15,000	(24)	-0.2%
Total Operating Expenses	15,962	17,167	17,631	464	2.7%	17,731	100	0.6%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	15,962	17,167	17,631	464	2.7%	17,731	100	0.6%
Equipment Outlay Expenditures	6	600	-	(600)	-100.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	15,968	17,767	17,631	(136)	-0.8%	17,731	100	0.6%

Major Drivers of FY 2025 Budget & FY 2026 Budget

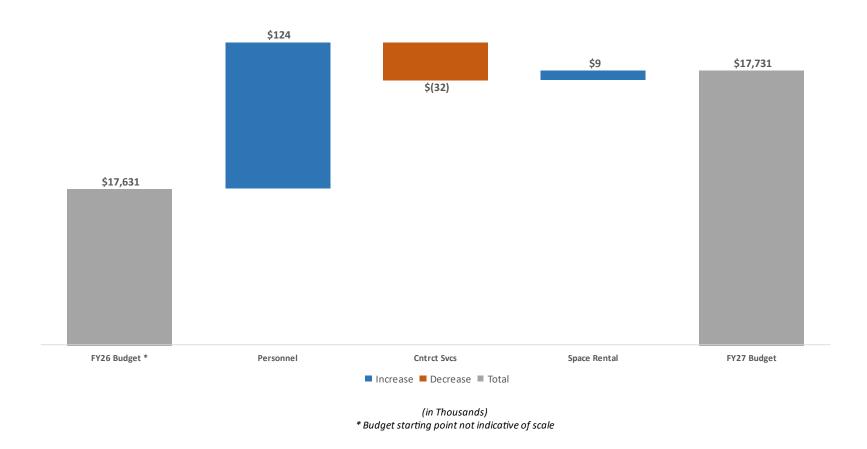


Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 1 position transfer out to Landside Business Development.

Contractual Services: Increases \$579K for the Receiving and Distribution Center (RDC) management fee, increases \$345K for the Quality Assurance Program Service, and increase \$85K in concessions Hood and Vent Cleaning

Business Development: Decrease (\$300K) moved to LBD for parking media purchases, decreased (\$25k) no longer doing the pop-up incubator program, and increase \$16K for business development travel

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff **Contractual Services**: Decrease (\$240K) for the quality assurance program and increased \$157K RDC management fees **Space Rental**: Increase \$9K due to the Navy and encroachment parcels lease

FOCUS AREAS





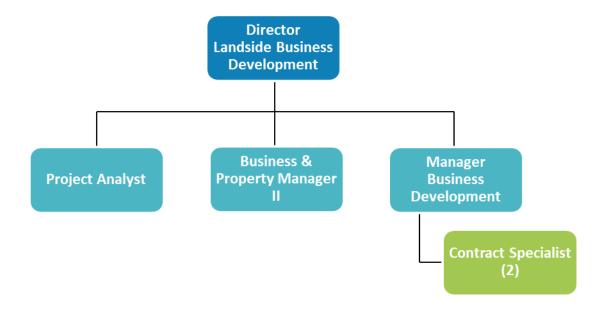




Fiscal Year 2025 Objectives	Focus Area	Target	Result
Open new Terminal 1 Phase 1a restaurant, retail and passenger services concessions	A	Locations designed, permitted and under construction	Met Units under construction
Redevelopment plan for T2 Concessions (food & beverage/ retail locations)	0	Completed initial program evaluation	Met Financial analysis of existing T2W program complete; expanded scope for facility review
Assure accommodation for restaurant/retail and passenger services needs in T2E connector and Stage One renovation	A	100% design connector/60% T2E	Met Completed feedback to connector design and provided advisory support to 60% T2E

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
Open new Terminal 1 Phase 1b restaurant, retail and passenger services concessions	A	Initiate design process	Align facilities to meet demand, both international and domestic
Redevelopment plan for T2 Concessions (food & beverage /retail locations)	0	Secure capital funding, launch PDD, RFP Plan	Define and deliver a seamless, unique and consistent airport and product experience
Evaluate ability to create a 'Small Business Incubator Program' incl. alternative selection process to reduce small business barriers to entry	0	Development of program plan	Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

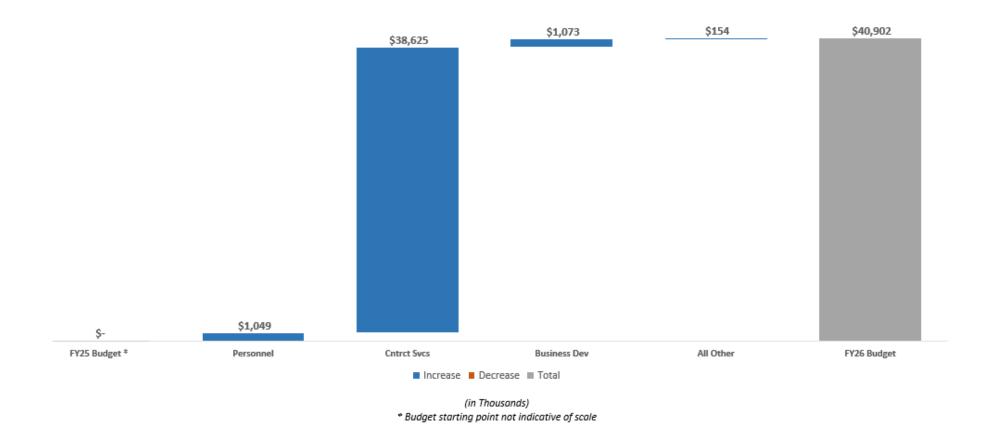
FY 2026 – FY 2027 Organizational Structure



FY 2026 Budget – FY 2027 Conceptual Budget Expense Summary

(In Thousands)	FY2024 Actuals	FY2025 Budget	FY2026 Proposed Budget	Inc / (Dec) % FY26 Budget Change vs FY25 Budget		FY2027 Conceptual Budget	Inc / (Dec) FY27 Conceptual vs FY26 Proposed	% Change
Operating Expenses								
Salaries	-	-	709	709	0.0%	738	29	4.1%
Benefits	-	-	340	340	0.0%	364	24	7.0%
Subtotal	-	-	1,049	1,049	0.0%	1,102	53	5.0%
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Total	-	-	1,049	1,049	0.0%	1,102	53	5.0%
Contractual Services	-	-	38,625	38,625	0.0%	39,646	1,020	2.6%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	-	-	136	136	0.0%	1	(135)	-99.2%
Operating Supplies	-	-	-	-	0.0%	-	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	-	-	16	16	0.0%	16	-	0.0%
Business Development	-	-	1,073	1,073	0.0%	1,426	353	32.9%
Equipment Rentals and Repairs	-	-	2	2	0.0%	2	0	11.8%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
Total Non-Personnel Costs	-	-	39,853	39,853	0.0%	41,091	1,239	3.1%
Total Operating Expenses	-	-	40,902	40,902	0.0%	42,193	1,291	3.2%
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
Total Expenses	-	-	40,902	40,902	0.0%	42,193	1,291	3.2%
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
Total Expenses Incl Equip Outlay	-	-	40,902	40,902	0.0%	42,193	1,291	3.2%

Major Drivers of FY 2025 Budget & FY 2026 Budget

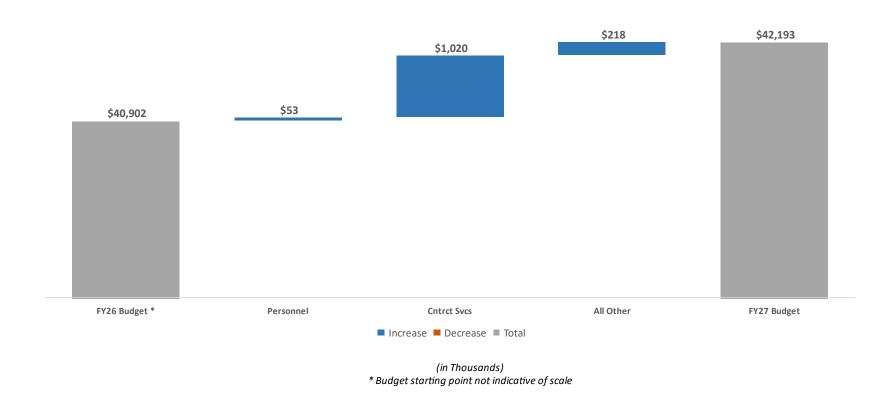


Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits and Employer Taxes) for Current Staff. 5 positions transfer in from Aviation Security & Public Safety and 1 position transfer in from Terminal Business Development.

Contractual Services: Contractual services consists of three main contracts: ACE shuttles and SP+ parking and buses

Business Development: Increase driven by Google Advertising to help drive overall parking revenue

Major Drivers of FY 2026 Budget & FY 2027 Conceptual Budget



Personnel: Salary Adjustments, Pay for Performance, and Burden (Benefits & Employer Taxes) for Current Staff

Contractual Services: Contractual services consist of three main contracts: ACE shuttles and SP+ parking and buses; increase being driven by RCC buses (\$0.7) and SP+ Parking (\$0.3M)

FOCUS AREAS









Fiscal Year 2025 Objectives	Focus Area	Target	Result
Continue progress on implementation of Ground Transportation Ad hoc Committee (GTAC) Specific Actions by collaborating with industry partners, regulatory agencies, and airport stakeholders		100%	Met
Optimize Terminal 1 and Terminal 2 plaza Parking and Revenue Control Systems (PARCS) and Parking Guidance Systems (PGS)		100%	Met
Achieve a reduction in airport traffic on North Harbor Drive by including on-airport roadway in the ADP and engaging stakeholders to address ingress and egress issues	•	100%	Met

Fiscal Years 2026 & 2027 Objectives	Focus Area	Target	Initiatives
Continue TNC GHG program's progress to GGR 10		100%	Develop a plan for transportation to and at the airport that anticipates and responds to technological changes
Optimize - Anticipate and prepare for transportation technology and mode changes	O	100%	Develop a plan for transportation to and at the airport that anticipates and responds to technological changes
Progress on permit for Turo and other App-based transportation modes (e.g. Waymo, Uber-Taxi, micro-mobility, etc.)	Ū	100%	Develop a plan for transportation to and at the airport that anticipates and responds to technological changes.



Capital Program Budget Fiscal Years 2026-2030



Capital Program Overview

- 5 Year Program
- Reviewed by the Capital Improvement Program Oversight Committee (CIPOC)
- Approved by the Board annually
- Managed by the Executive Leadership Team CEO & Vice Presidents
- Current Capital Program \$4.26 Billion
 - FY 2025-2029 Capital Improvement Program (CIP) \$430.04 Million
 - New T1 \$3.83 Billion



Proposed New FY 2026 - 2030 CIP Projects

Description	Expected Start Date	Estin	nated Budget
Terminal 2 East Connector	January 2028	\$	180,000
Terminal 2 East Lounge	July 2026	\$	24,000
Perimeter Fencing Enhancements & PIDS Realignment	July 2026	\$	21,373
Airport IT Rooms Remediation	December 2025	\$	6,310
Acquire Transit Buses (5)	July 2027	\$	4,350
Terminal 2 West Revenue Optimization	April 2026	\$	3,400
Access Control System Modernization	July 2025	\$	2,230
Chilled Water Pipe Insulation - CUP	April 2026	\$	881
		\$	242,544



Proposed FY 2026 - 2030 Capital Program Budget Summary

	New T1	CIP	Total
FY 2025 - 2029 Capital Program Budget	\$ 3,834,300	\$ 430,039	\$ 4,264,339
Closeouts and Adjustments New Projects	-	15,965 242,544	15,965 242,544
FY 2026 - 2030 Capital Program Budget	\$ 3,834,300	\$ 688,547	\$ 4,522,847



Proposed FY 2026 - 2030 Capital Program Projects Locations

Location	New T1	CIP	Total
Terminal	\$2,964,670	\$340,036	\$3,304,706
Landside	409,525	155,090	564,615
Airside	353,309	112,564	465,873
Administrative	106,796	80,858	187,653
Total	\$3,834,300	\$688,547	\$4,522,847



Proposed FY 2026 - 2030 Capital Program Sources of Funds

Funding Source	New T1	CIP	Total
Airport Revenue Bonds	\$3,198,295	\$292,423	\$3,490,718
Airport Cash	312,023	245,633	557,657
Federal Grants	310,490	60,520	371,009
Major Maintenance Fund	-	84,786	84,786
Other	13,491	5,000	18,491
Passenger Facility Charges	-	185	185
Total	\$3,834,300	\$688,547	\$4,522,847





Plan of Finance Fiscal Years 2026 - 2030



General Airport Revenue Bonds Outstanding

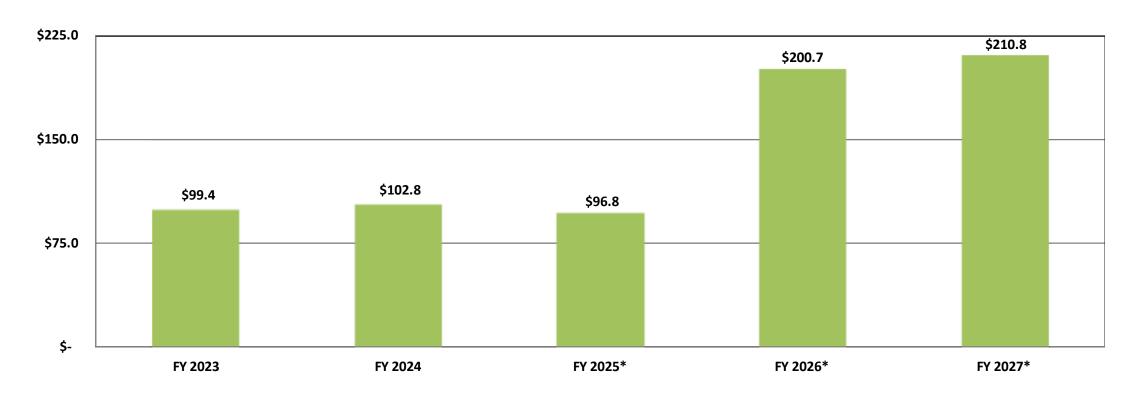
Series	Lien	Principal Outstanding (Millions) ¹	Maturity	Major Funded Projects			
2017 Bonds	Subordinate	\$255.1	2025 - 2047	T2W Parking Plaza and T2W FIS			
2019 Bonds	Subordinate	\$442.1	2025-2049	Refunded 2010C bonds and New Money for Airport Support Facilities, Stormwater management, New T1 programatic documents, RON parking and Baggage Handling upgrades			
2020 Bonds	Subordinate	\$181.2	2025-2049	Refunded 2010A/B bonds. 2010 bonds funded Green Build, T2E project, concessions infrastructure			
2021 Bonds	Subordinate	\$1,862.9	2026-2056	All New T1 Program projects (\$1,585m), refunding of 2013A and 2013B (\$357m) senior Bonds, expansion of T2E, concessions infrastructure, new 12kV system, Washington St parking and access improvements, north side utilities infrastructure			
2023 Bonds	Senior	\$1,059.8	2028-2058	All New T1 Program projects (\$782mm), repay revolving obligations (\$80.4m), and tender 2021C bonds (\$27.5m)			
Total Current [Debt	\$3,801.1					
New T1 additional Bond requirements		\$925.2	2028-2060	All New T1 projects			
Total Anticipated	Total Anticipated Debt \$4,882.7						



1 Total debt excludes balance sheet amounts relating to premium and discount received or paid during debt issuance. These amounts are amortized over the life of the bonds.

General Airport Revenue Bond (GARB) Debt Service

(in millions)





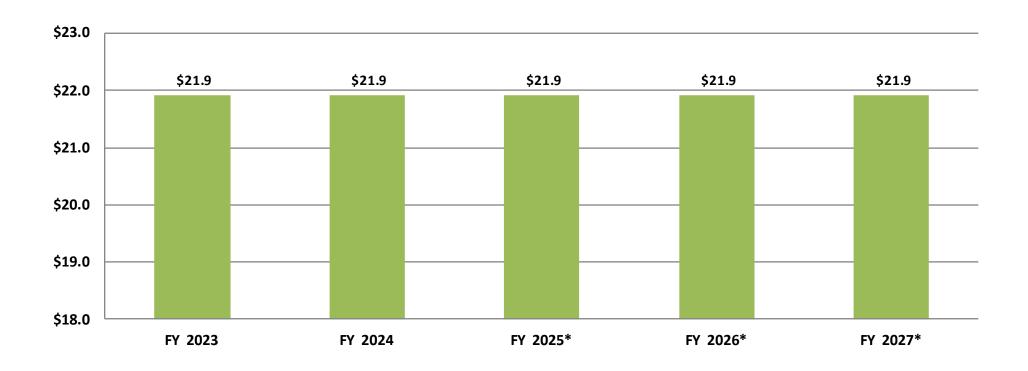
Special Facilities Bond Debt Outstanding

Series	Lien	Principal Outstanding (Millions) ¹	Maturity	Major Funded Projects
2014 Bonds	Senior	\$262.0	2025 - 2043	Rental Car Center (RCC)
Total		\$262.0		



Special Facilities Debt Service for RCC

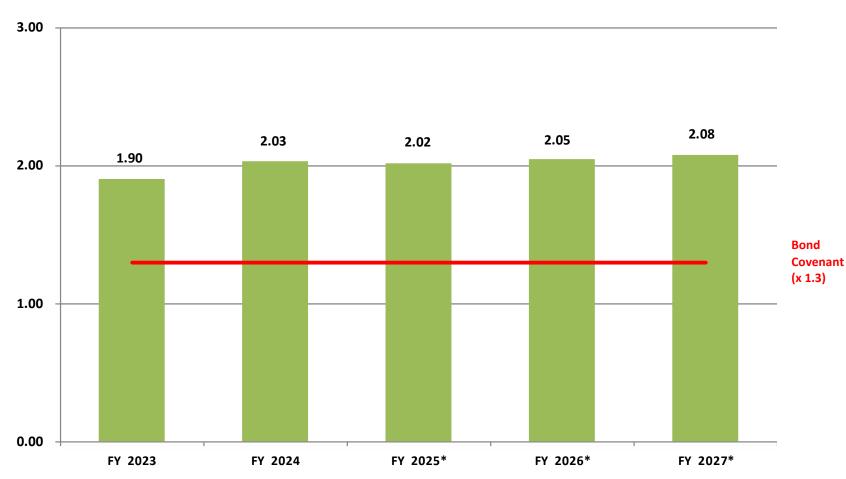
(in millions)





Special Facilities Debt Service Coverage

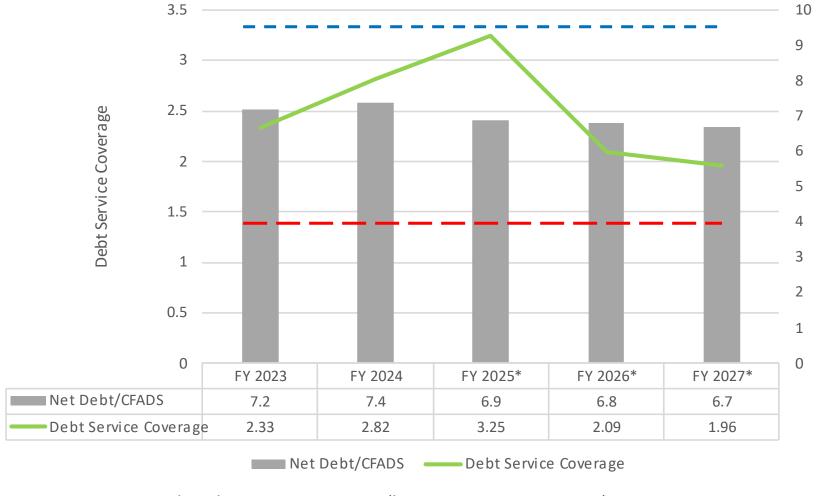
(Ratio of CFC Revenue over Debt Service)







Plan of Finance Metrics



Cash Flow Available for Debt Service

Net Debt to

(Net Debt to CFADS)



Debt Policy target ratio: 8-11x (line represents upper range)

Debt Policy target ratio: 1.4x coverage





Authority Position Salary Range

Classification Title	 /linimum	Maximum
Accountant	\$ 61,680	\$ 98,688
Accounting Manager	\$ 94,615	\$ 156,114
Accounting Technician	\$ 51,790	\$ 82,865
Administrative Assistant I	\$ 40,532	\$ 64,852
Administrative Assistant II	\$ 49,402	\$ 79,042
Administrative Services Manager	\$ 63,387	\$ 101,419
Air Service Analyst	\$ 80,888	\$ 129,421
Air Service Program Manager	\$ 75,331	\$ 120,530
Aircraft Noise Specialist	\$ 57,494	\$ 91,990
Airport Art Program Coordinator I	\$ 55,004	\$ 88,006
Airport Art Program Coordinator II	\$ 56,892	\$ 91,026
Airport Art Program Manager	\$ 83,574	\$ 133,718
Airport Coordinator Center Special	\$ 52,097	\$ 83,354
Airport Properties Operations Coord	\$ 72,605	\$ 116,167
Airside & Terminal Res System Manager	\$ 85,106	\$ 140,424
Airside Operations Duty Manager I	\$ 56,578	\$ 90,526
Airside Operations Duty Manager II	\$ 73,227	\$ 117,243
App Development Analyst	\$ 78,001	\$ 124,801
Asset Manager	\$ 91,685	\$ 151,281
Assistant Airport Planner	\$ 57,690	\$ 92,303
Assistant Authority Clerk I	\$ 55,185	\$ 88,400
Assistant Authority Clerk II	\$ 65,243	\$ 104,389
Assistant Environmental Specialist	\$ 56,616	\$ 90,585
Assistant General Counsel	\$ 186,563	\$ 326,485
Associate Airport Planner	\$ 71,696	\$ 114,714
Associate Asset Manager	\$ 72,480	\$ 115,969
Associate Engineer	\$ 68,587	\$ 109,738
Associate Environmental Specialist	\$ 69,556	\$ 111,289
Associate General Counsel I	\$ 77,154	\$ 123,446
Associate General Counsel II	\$ 116,776	\$ 204,358
Associate General Counsel III	\$ 141,556	\$ 247,724
Auditor	\$ 58,741	\$ 93,985
Authority Clerk	\$ 128,824	\$ 225,442
Aviation System Program Specialist	\$ 102,035	\$ 163,257
Business Intelligence Specialist I	\$ 55,860	\$ 89,376
Business Intelligence Specialist II	\$ 70,373	\$ 112,597
Business Systems Analyst	\$ 76,013	\$ 121,621
Communication Specialist I	\$ 52,484	\$ 83,974

Classification Title	Minimum	Maximum
Communication Specialist II	\$ 60,685	\$ 97,097
Construction Contract Manager	\$ 117,456	\$ 193,120
Construction Inspector	\$ 58,837	\$ 94,139
Construction Manager	\$ 105,624	\$ 174,279
Construction Safety Program Manager	\$ 87,877	\$ 144,997
Contract Specialist	\$ 74,601	\$ 126,823
Corporate Information Assistant	\$ 38,771	\$ 62,034
Cost Analyst	\$ 69,476	\$ 111,162
Customer Experience Specialist I	\$ 49,800	\$ 63,700
Customer Experience Specialist II	\$ 56,900	\$ 70,300
Customer Relations Manager	\$ 78,002	\$ 124,802
Cyber Security Specialist	\$ 91,899	\$ 147,039
Data Engineer	\$ 92,701	\$ 148,322
Data Quality Analyst	\$ 62,946	\$ 100,714
Data Warehouse Architect	\$ 88,765	\$ 142,025
Data Warehouse Manager	\$ 114,261	\$ 182,818
Database Administrator	\$ 94,005	\$ 150,407
Deputy Authority Clerk	\$ 81,554	\$ 130,486
Director, Capital Financial Planning & Airline Relations	\$ 137,951	\$ 241,415
Director Business Intelligence	\$ 133,231	\$ 233,153
Director, Accounting	\$ 134,562	\$ 235,484
Director, Airport Design & Construction	\$ 151,577	\$ 265,259
Director, Airport Planning & Environmental Affairs	\$ 132,117	\$ 231,205
Director, Aviation Security & Public Safety	\$ 121,811	\$ 213,169
Director, Communications	\$ 116,236	\$ 203,413
Director, Facilities Management	\$ 127,883	\$ 223,796
Director, Financial Planning & Budget	\$ 137,951	\$ 241,415
Director, Government Relations	\$ 132,217	\$ 231,381
Director, Ground Transportation	\$ 113,460	\$ 198,556
Director, Human Resources	\$ 136,218	\$ 238,382
Director, Information & Technology Services	\$ 142,670	\$ 249,672
Director, Marketing Air Service Development	\$ 118,547	\$ 207,618
Director, Procurement	\$ 124,967	\$ 218,693
Director, Revenue Management	\$ 121,564	\$ 212,738
Director, Terminal & Air Operations	\$ 134,049	\$ 234,587
Document Control Coordinator	\$ 56,524	\$ 90,439
Document Control Manager	\$ 102,331	\$ 163,730
Engineering Technician	\$ 56,513	\$ 90,420
Executive Assistant	\$ 62,741	\$ 100,385
External Relations Specialist	\$ 68,231	\$ 109,169

Classification Title	Minimum	Maximum
Facilities Commissioning Coordinator	\$ 82,748	\$ 132,397
Financial Analyst I	\$ 64,022	\$ 102,435
Financial Analyst II	\$ 77,169	\$ 123,471
GIS/CAD Systems Manager	\$ 95,715	\$ 157,930
Ground Transportation Specialist	\$ 59,219	\$ 94,751
Help Desk Technician	\$ 44,547	\$ 71,275
HR Business Partner I	\$ 63,432	\$ 101,491
HR Business Partner II	\$ 79,426	\$ 127,082
HRIS Analyst I	\$ 48,343	\$ 77,348
HRIS Analyst II	\$ 73,494	\$ 117,590
Human Resources Analyst I	\$ 57,690	\$ 92,303
Human Resources Analyst II	\$ 68,184	\$ 109,095
Human Resources Assistant II	\$ 44,824	\$ 71,718
I&TS Project Coordinator	\$ 85,153	\$ 136,245
Inspector, Planner & Estimator	\$ 104,475	\$ 167,159
IT Project Manager	\$ 102,075	\$ 168,424
ITS Administrator	\$ 68,330	\$ 109,329
ITS Engineer	\$ 81,463	\$ 130,340
ITS Sr Engineer	\$ 97,181	\$ 155,489
L&D Specialist	\$ 63,178	\$ 101,085
Labor Compliance Supervisor	\$ 78,910	\$ 126,256
Labor Compliance Technician I	\$ 48,915	\$ 78,265
Labor Compliance Technician II	\$ 60,779	\$ 97,247
Maintenance Project Inspector	\$ 54,664	\$ 87,462
Maintenance Project Inspector II	\$ 60,130	\$ 96,208
Maintenance Projects Planner	\$ 73,195	\$ 117,111
Management Analyst	\$ 63,179	\$ 101,086
Manager, Air Service Development	\$ 110,115	\$ 181,691
Manager, Aircraft Noise	\$ 86,222	\$ 146,578
Manager, Airport Finance	\$ 102,944	\$ 175,006
Manager, Airport Planning	\$ 98,521	\$ 167,485
Manager, Airside Operations	\$ 99,104	\$ 168,476
Manager, Arts Program	\$ 88,583	\$ 141,733
Manager, Audit Services	\$ 101,594	\$ 172,710
Manager, Aviation Security & Law Enforcement	\$ 93,273	\$ 158,563
Manager, Business Intelligence	\$ 113,063	\$ 180,901
Manager, Contracts	\$ 103,036	\$ 170,009
Manager, Emergency Preparations & Public Safety	\$ 107,501	\$ 182,752
Manager, Energy & Water Management	\$ 79,093	\$ 134,458
Manager, Environmental Affairs	\$ 101,398	\$ 167,306

Classification Title	Minimum	Maximum
Manager, Facilities and Asset Management Systems	\$ 97,278	\$ 155,645
Manager, Facilities Management	\$ 84,317	\$ 143,338
Manager, Ground Transportation	\$ 92,889	\$ 157,911
Manager, HR Operations	\$ 100,406	\$ 160,650
Manager, Infrastructure Operations	\$ 107,804	\$ 183,267
Manager, Insurance & Construction Risk	\$ 102,819	\$ 174,793
Manager, Marketing	\$ 103,907	\$ 176,643
Manager, Procurement & Contract Services	\$ 97,631	\$ 165,972
Manager, Safety & Labor Compliance	\$ 92,181	\$ 156,709
Manager, Small Business Development	\$ 90,959	\$ 154,631
Manager, Terminal Operations	\$ 89,194	\$ 151,629
Marketing Specialist I	\$ 51,178	\$ 81,884
Marketing Specialist II	\$ 64,385	\$ 103,015
Manager, Business & Systems Application	\$ 113,263	\$ 192,547
Manager, Government & Community Relations	\$ 104,581	\$ 172,558
Manager, Service Desk & IT Terminal Operations	\$ 98,459	\$ 167,379
Manager. HR Business Partnerships	\$ 101,001	\$ 171,703
Paralegal	\$ 66,212	\$ 105,940
Payroll Specialist	\$ 66,145	\$ 105,831
P-Card Program Analyst	\$ 47,881	\$ 76,610
Procurement Analyst I	\$ 51,545	\$ 82,471
Procurement Analyst II	\$ 59,845	\$ 95,752
Procurement Coordinator	\$ 44,922	\$ 71,876
Program Manager	\$ 103,823	\$ 181,689
Program Manager Concessions	\$ 106,378	\$ 186,161
Program Manager for Engineering & Construction	\$ 121,617	\$ 212,829
Project Analyst	\$ 67,649	\$ 108,238
Project Assistant	\$ 52,076	\$ 83,321
Project Manager	\$ 101,636	\$ 172,781
Quality Control Coordinator	\$ 64,678	\$ 103,485
Quieter Home Program Coordinator	\$ 66,131	\$ 105,810
Records & Info Management Specialist I	\$ 48,696	\$ 77,914
Records & Info Management Specialist II	\$ 56,524	\$ 90,439
Risk Management Analyst I	\$ 55,766	\$ 89,226
Risk Management Analyst II	\$ 67,658	\$ 108,252
Safety Analyst I	\$ 57,795	\$ 92,472
Safety Analyst II	\$ 64,943	\$ 103,908
Security & Emergency Response Coordinator	\$ 53,175	\$ 85,080
Security & Public Safety Analyst I	\$ 64,575	\$ 103,320
Security & Public Safety Analyst II	\$ 73,906	\$ 118,249

Classification Title	Minimum	Maximum
Security Specialist I	\$ 49,434	\$ 79,094
Security Specialist II	\$ 60,128	\$ 96,204
Sr Accountant	\$ 74,036	\$ 118,458
Sr Airport Planner	\$ 82,434	\$ 131,894
Sr Auditor	\$ 74,272	\$ 122,549
Sr Business Intelligence Specialist	\$ 86,891	\$ 139,025
Sr Construction Inspector	\$ 69,833	\$ 111,733
Sr Cost Analyst	\$ 78,085	\$ 124,936
Sr Customer Experience Specialist	\$ 69,000	\$ 88,700
Sr Database Administrator	\$ 99,342	\$ 158,948
Sr Director of Operational Readiness	\$ 151,231	\$ 264,655
Sr Financial Analyst	\$ 81,719	\$ 134,837
Sr HR Business Partner	\$ 102,771	\$ 169,571
Sr HRIS Analyst	\$ 79,749	\$ 127,599
Sr Human Resources Analyst	\$ 84,157	\$ 134,651
Sr L&D Specialist	\$ 78,970	\$ 126,352
Sr Management Analyst	\$ 71,282	\$ 114,051
Sr Manager, IT	\$ 119,198	\$ 208,597
Sr Procurement Analyst	\$ 78,727	\$ 125,964
Sr Safety Specialist	\$ 85,959	\$ 141,832
Sr Security & Public Safety Analyst	\$ 90,430	\$ 144,689
Sr Security Specialist	\$ 79,090	\$ 126,543
Sr Systems Support Analyst	\$ 85,686	\$ 137,097
Sr Talent Acquisition Partner	\$ 77,066	\$ 123,306
Small Bus Dev Program Coord	\$ 55,199	\$ 88,318
Small Business Development Program Manager	\$ 78,382	\$ 125,411
Sr Aircraft Noise Specialist	\$ 82,964	\$ 132,742
Sr Airport Communication Center Specialist	\$ 58,979	\$ 94,367
Sr Airside Operations Duty Manager	\$ 82,550	\$ 132,080
Sr Applications Dev Analyst	\$ 96,554	\$ 154,487
Sr Communication Specialist	\$ 75,156	\$ 120,249
Sr Director, External Relation	\$ 151,473	\$ 265,079
Sr Engineering Tech BIM/CAD II	\$ 71,169	\$ 113,871
Sr Engineering Technician	\$ 64,699	\$ 103,519
Sr Environmental Specialist	\$ 82,964	\$ 132,742
Sr Maintenance Project Inspect	\$ 67,839	\$ 108,543
Sr Manager, Construction Services	\$ 124,444	\$ 217,776
Sr Marketing Specialist	\$ 88,505	\$ 141,608
Sr Terminal Operations Coordinator	\$ 73,929	\$ 118,286
Sr Risk Management Analyst	\$ 81,599	\$ 130,558

Classification Title	N	/linimum	Maximum
Staff Assistant	\$	49,402	\$ 79,042
Strategic Planning Outreach Coordinator	\$	49,402	\$ 79,042
Systems Support Analyst I	\$	59,552	\$ 95,282
Systems Support Analyst II	\$	71,695	\$ 114,711
Talent Acquisition Partner I	\$	50,004	\$ 80,007
Talent Acquisition Partner II	\$	66,317	\$ 106,108
Technical Coordinator	\$	74,787	\$ 119,659
Terminal Operations Coordinator	\$	64,182	\$ 102,691
Vice Presidents	\$	187,546	\$ 337,582