

# **Budget Book Draft**

SAN DIEGO  
COUNTY  
REGIONAL  
AIRPORT  
AUTHORITY

**FY 2022 Proposed Budget &  
FY 2023 Proposed Conceptual Budget**

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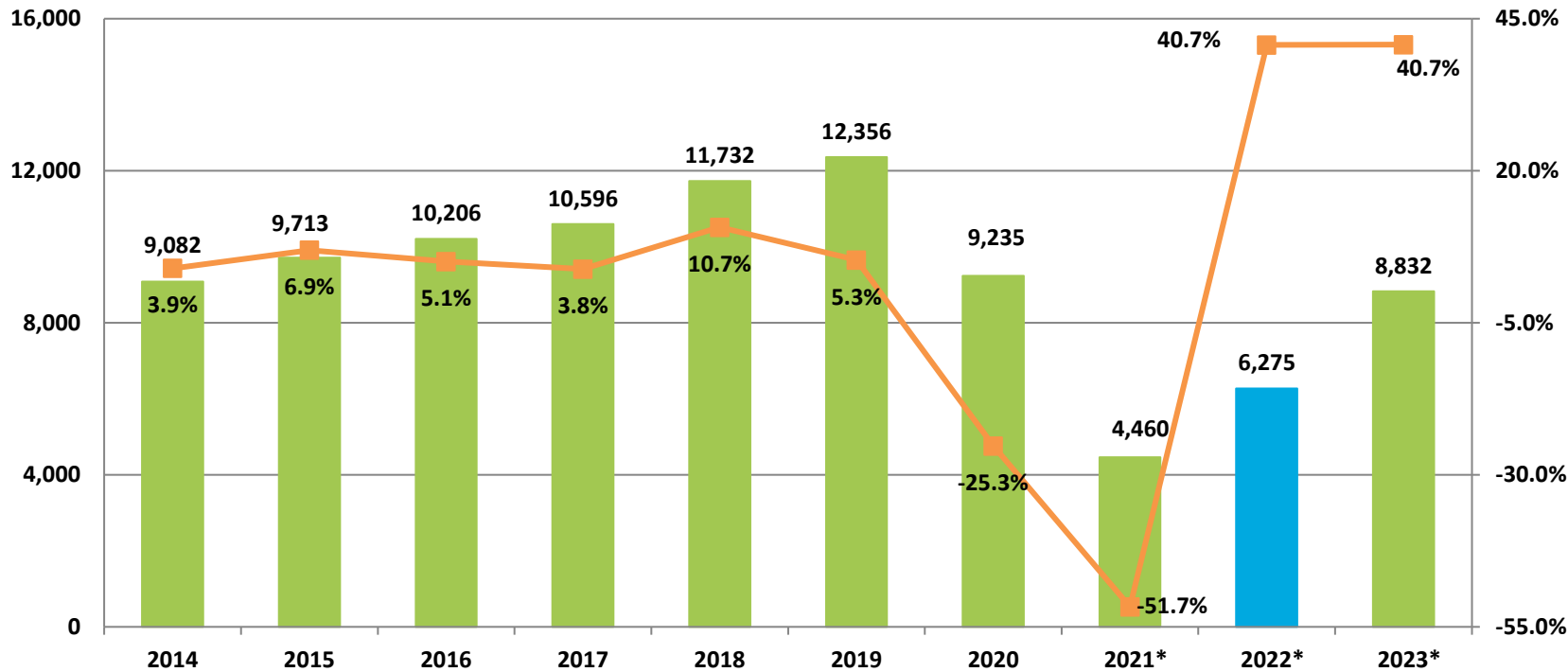


# Revenue Budget Overview

# Annual Enplaned Passenger Traffic

- FY 2022 Proposed Budget of 6.28M, 40.7% increase vs. FY 2021 Forecast of 4.46M and 0.8% decrease vs. FY 21 budget of 6.33M
- FY 2023 Proposed Conceptual Budget of 8.83M, 40.7% increase vs. FY 2022 Budget of 6.28M

(in thousands)

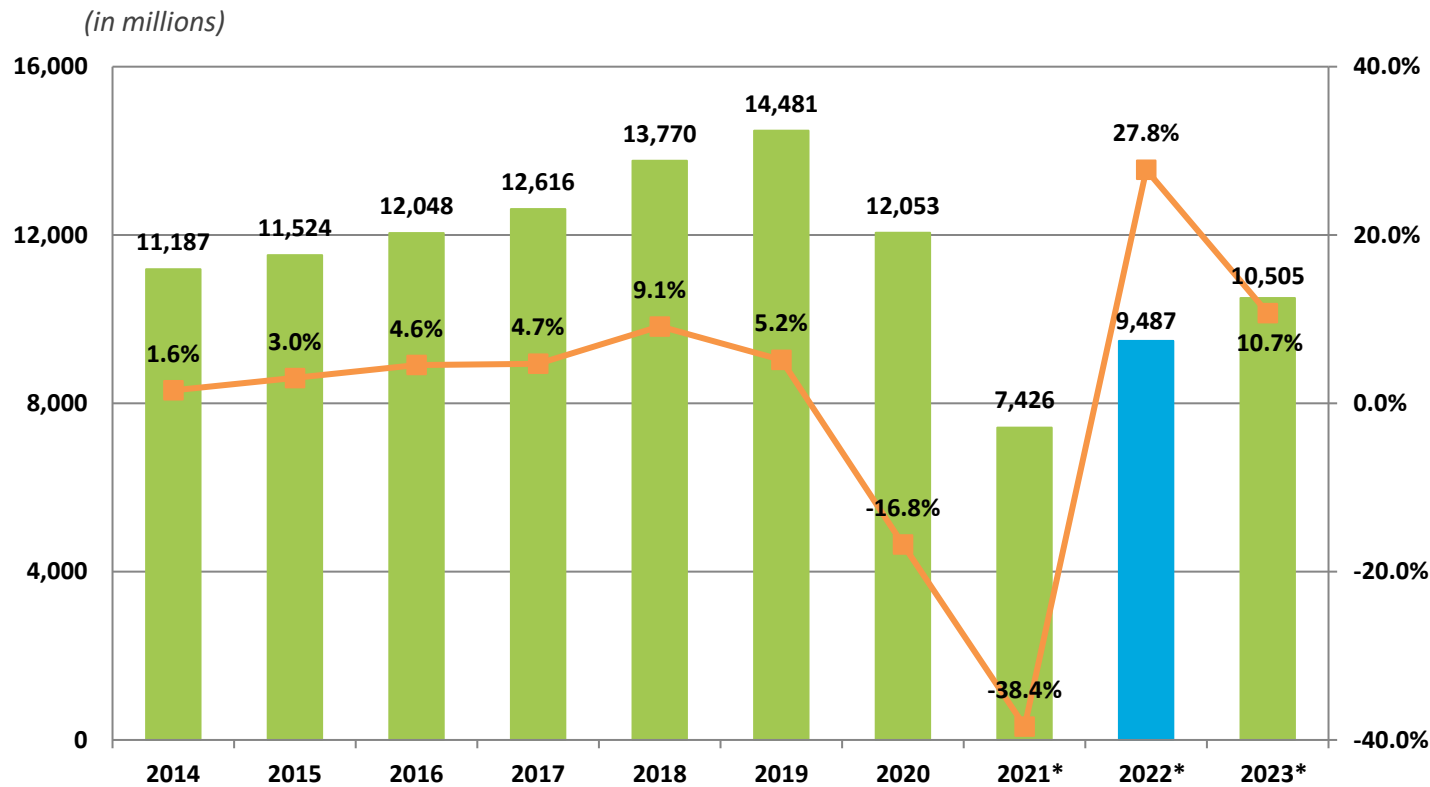


Fiscal Year	Enplaned Passengers	% Change
2014	9,082	3.9%
2015	9,713	6.9%
2016	10,206	5.1%
2017	10,596	3.8%
2018	11,732	10.7%
2019	12,356	5.3%
2020	9,235	-25.3%
2021 <sup>^</sup>	4,460	-51.7%
2022*	6,275	40.7%
2023*	8,832	40.7%

<sup>^</sup> FY 2021 Forecast is 29.5% lower than FY 2021 Budget of 6,329

# Landed Weight

- FY 2022 Proposed Budget of 9.49M, 27.8% increase vs. FY 2021 Forecast of 7.43M and 7.1% decrease vs. FY 21 budget of 10.21M
- FY 2023 Proposed Conceptual Budget of 10.51M, 10.7% increase vs. FY 2022 Budget of 9.49M



Fiscal Year	Landed Weight In million lbs.	% Change
2014	11,187	1.6%
2015	11,524	3.0%
2016	12,048	4.6%
2017	12,616	4.7%
2018	13,770	9.1%
2019	14,481	5.2%
2020	12,053	-16.8%
2021^	7,426	-38.4%
2022*	9,487	27.8%
2023*	10,505	10.7%

^ FY 2021 Forecast is 27.2% lower than FY 2021 Budget of 10,207

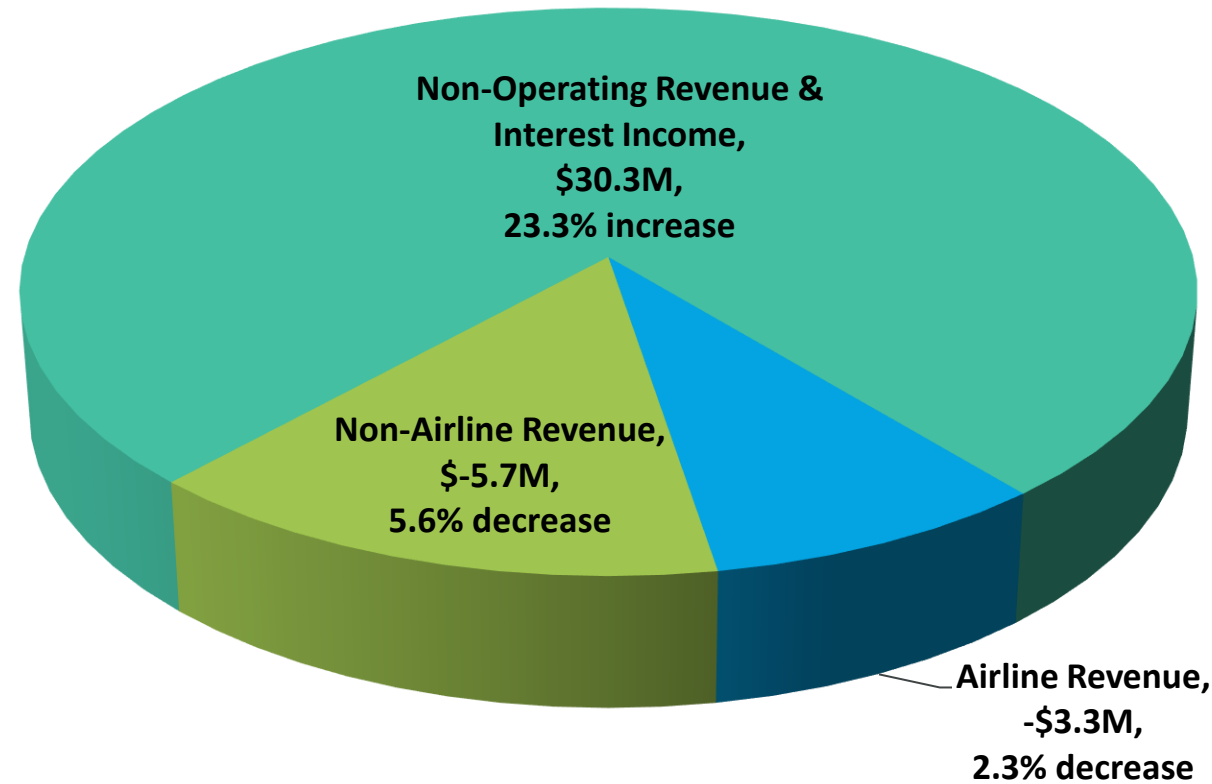
# FY 2022 – FY 2023 Proposed Revenue Budget Summary

(in thousands)

	FY2019 Actuals	FY2020 Actuals	FY2021 Budget	FY2022 Proposed Budget	Inc / (Dec) FY22 vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Revenue</b>									
<b>Airline Revenue</b>									
Landing Fees	\$ 32,848	\$ 33,241	\$ 36,135	\$ 33,619	\$ (2,516)	-7.0%	\$ 54,141	\$ 20,521	61.0%
Aircraft Parking Fees	3,471	8,354	9,034	8,466	(568)	-6.3%	13,535	5,070	59.9%
Building Rentals	96,438	82,453	91,092	93,420	2,328	2.6%	139,297	45,878	49.1%
Common Use Fees	1,408	7,628	7,917	7,927	10	0.1%	11,008	3,080	38.9%
Incentive Program	-	-	-	(2,671)	(2,671)	0.0%	(5,521)	(2,850)	106.7%
Other Aviation Revenue	188	161	91	171	79	86.5%	174	3	2.0%
<b>Total Airline Revenue</b>	<b>134,354</b>	<b>131,838</b>	<b>144,269</b>	<b>140,932</b>	<b>(3,337)</b>	<b>-2.3%</b>	<b>212,634</b>	<b>71,702</b>	<b>50.9%</b>
<b>Non-Airline Revenue</b>									
Terminal Rent Non-Airline	2,163	2,461	2,515	2,608	93	3.7%	2,600	(8)	-0.3%
Terminal Concessions	30,102	24,999	21,237	13,236	(8,002)	-37.7%	18,889	5,654	42.7%
Rental Car License Fees	34,305	26,070	22,718	18,711	(4,007)	-17.6%	24,372	5,661	30.3%
License Fees - Other	6,850	6,175	3,535	4,235	699	19.8%	4,894	659	15.6%
Parking Revenue	46,585	36,440	22,454	26,061	3,607	16.1%	33,599	7,538	28.9%
Ground Transportation Permits and Citations	16,233	14,311	9,662	7,197	(2,465)	-25.5%	13,012	5,815	80.8%
Ground Rentals	20,647	18,925	18,350	22,616	4,266	23.2%	22,751	135	0.6%
Grant Reimbursements	450	301	296	386	90	30.5%	296	(90)	-23.4%
Other Operating Revenue	1,990	1,517	1,070	1,059	(11)	-1.0%	1,065	6	0.6%
<b>Total Non-Airline Revenue</b>	<b>159,325</b>	<b>131,198</b>	<b>101,836</b>	<b>96,108</b>	<b>(5,728)</b>	<b>-5.6%</b>	<b>121,478</b>	<b>25,370</b>	<b>26.4%</b>
<b>Total Operating Revenue</b>	<b>293,679</b>	<b>263,036</b>	<b>246,105</b>	<b>237,040</b>	<b>(9,065)</b>	<b>-3.7%</b>	<b>334,112</b>	<b>97,072</b>	<b>41.0%</b>
<b>Interest Income</b>	<b>16,812</b>	<b>19,690</b>	<b>7,590</b>	<b>10,388</b>	<b>2,798</b>	<b>36.9%</b>	<b>23,273</b>	<b>12,885</b>	<b>124.0%</b>
<b>Non-Operating Revenue</b>									
Passenger Facility Charges	49,198	34,393	24,170	23,962	(209)	-0.9%	33,740	9,778	40.8%
Customer Facility Charges	41,919	30,240	20,739	20,609	(129)	-0.6%	29,098	8,488	41.2%
Quieter Home Program	11,550	12,156	12,181	15,347	3,166	26.0%	13,437	(1,910)	-12.4%
BAB Interest Rebate	4,686	2,089	-	-	-	0.0%	-	-	0.0%
Federal Relief	-	36,895	54,326	80,000	25,674	47.3%	-	(80,000)	-100.0%
Capital Grant Contributions	8,213	4,072	10,912	9,912	(1,000)	-9.2%	29,284	19,372	195.4%
Other Non Operating Revenue	8,211	14,191	(10)	-	10	-100.0%	-	-	0.0%
<b>Total Non-Operating Revenue</b>	<b>123,777</b>	<b>134,037</b>	<b>122,319</b>	<b>149,831</b>	<b>27,511</b>	<b>22.5%</b>	<b>105,559</b>	<b>(44,272)</b>	<b>-29.5%</b>
<b>Total Revenue</b>	<b>\$ 434,268</b>	<b>\$ 416,763</b>	<b>\$ 376,014</b>	<b>\$ 397,258</b>	<b>\$ 21,244</b>	<b>5.6%</b>	<b>\$ 462,943</b>	<b>\$ 65,685</b>	<b>16.5%</b>

# FY 2022 Budget Revenue Increase vs. FY 2021 Budget

**\$21.2M (5.6%)**



**Total FY 2022 Budget is \$397.3M**

# FY 2022 Airline Revenue Decrease

(in thousands)

	FY2021 Budget	FY2022 Proposed Budget	Inc / (Dec) FY22 vs FY21 Budget	% Change
<b>Operating Revenue</b>				
<b>Airline Revenue</b>				
Landing Fees	\$ 36,135	\$ 33,619	\$ (2,516)	-7.0%
Aircraft Parking Fees	9,034	8,466	(568)	-6.3%
Building Rentals	91,092	93,420	2,328	2.6%
Common Use Fees	7,917	7,927	10	0.1%
Incentive Program	-	(2,671)	(2,671)	0.0%
Other Aviation Revenue	91	171	79	86.5%
<b>Total Airline Revenue</b>	<b>144,269</b>	<b>140,932</b>	<b>(3,337)</b>	<b>-2.3%</b>

- **Landing Fees:** decrease of \$2.5M due to use of federal relief funds partially offset by an increase in debt service and bond reserves requirement contributions
- **Aircraft Parking Fees:** decrease of \$0.6M due to decrease in airfield costs
- **Building Rentals:** increase of \$2.3M due to increase in terminal operations expenses, debt service and bond reserves requirement contributions, partially offset by use of federal relief funds
- **Air Service Incentive Program:** decrease of \$2.7M to revenue assuming return to service incentives



# FY 2022 Non-Airline Revenue Decrease

(in thousands)

	FY2021 Budget	FY2022 Proposed Budget	Inc / (Dec) FY22 vs FY21 Budget	% Change
<b>Non-Airline Revenue</b>				
Terminal Rent Non-Airline	2,515	2,608	93	3.7%
Terminal Concessions	21,237	13,236	(8,002)	-37.7%
Rental Car License Fees	22,718	18,711	(4,007)	-17.6%
License Fees - Other	3,535	4,235	699	19.8%
Parking Revenue	22,454	26,061	3,607	16.1%
Ground Transportation Permits and Citations	9,662	7,197	(2,465)	-25.5%
Ground Rentals	18,350	22,616	4,266	23.2%
Grant Reimbursements	296	386	90	30.5%
Other Operating Revenue	1,070	1,059	(11)	-1.0%
<b>Total Non-Airline Revenue</b>	<b>101,836</b>	<b>96,108</b>	<b>(5,728)</b>	<b>-5.6%</b>

- **Terminal Concessions:** decrease of \$8.0M reflecting revenue based on gross sales
- **Rental Car License Fees:** decrease of \$4.0M reflecting revenue based on gross sales
- **Inflight & Ground Handling License Fees:** increase of \$0.7M due to increase in enplanements
- **Parking Revenue:** increase of \$3.6M due to higher transactions per originating passenger (OP) based on current trends
- **Ground Transportation Revenue:** decrease of \$2.5M due to lower transactions per (OP)
- **Ground Rentals:** increase of \$4.3M due to recognition of fuel farm projects cost recovery and opening of Airline Support Building (ASB)

# FY 2022 Interest Income & Non-Operating Revenue Increase

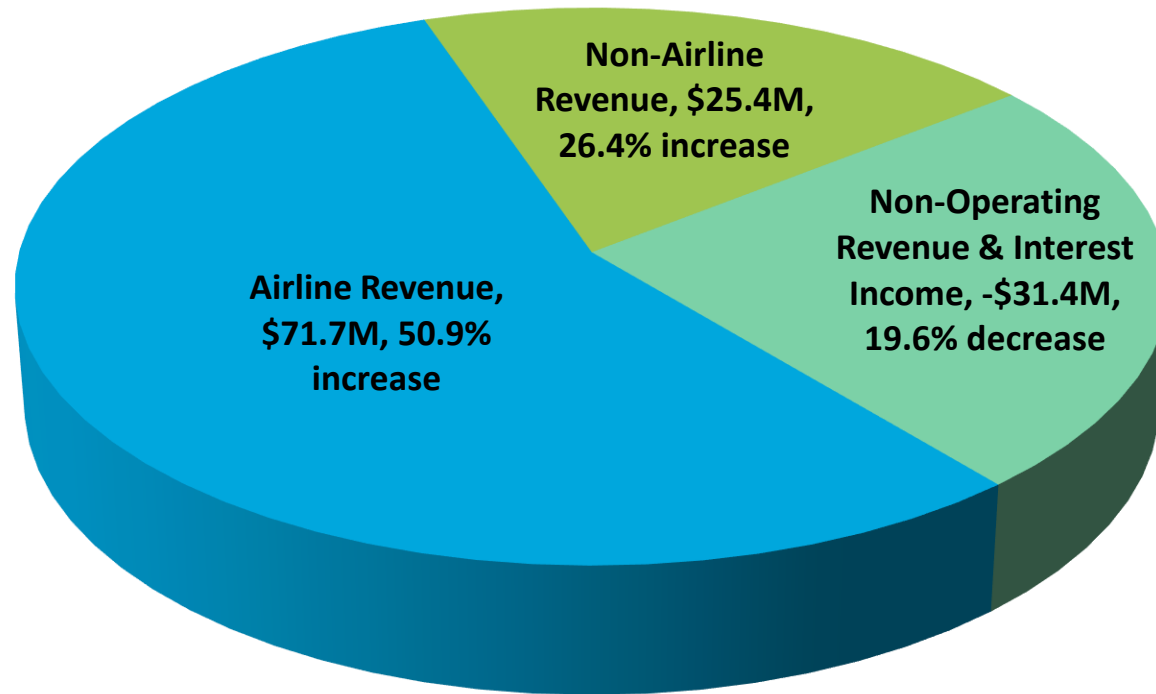
(in thousands)

	FY2021 Budget	FY2022 Proposed Budget	Inc / (Dec) FY22 vs FY21 Budget	% Change
<b>Interest Income</b>	<b>7,590</b>	<b>10,388</b>	<b>2,798</b>	<b>36.9%</b>
<b>Non-Operating Revenue</b>				
Passenger Facility Charges	24,170	23,962	(209)	-0.9%
Customer Facility Charges	20,739	20,609	(129)	-0.6%
Quieter Home Program	12,181	15,347	3,166	26.0%
BAB Interest Rebate	-	-	-	0.0%
Federal Relief	54,326	80,000	25,674	47.3%
Capital Grant Contributions	10,912	9,912	(1,000)	-9.2%
Other Non Operating Revenue	(10)	-	10	-100.0%
<b>Total Non-Operating Revenue</b>	<b>122,319</b>	<b>149,831</b>	<b>27,511</b>	<b>22.5%</b>

- **Interest Income:** net increase of \$2.8M due to increase in cash balances partially offset by lower interest rates.
- **Quieter Home Program (QHP):** increase of \$3.2M due to additional federal relief
- **Federal Relief:** increase of \$25.7M reflecting American Rescue Plan Act of 2021 grant
- **Capital Grant Contributions:** decrease of \$1.0M due to the completion of several projects in 2021 including EMAS replacement and apron rehabilitation

# FY 2023 Budget Revenue Increase vs. FY 2022 Budget

**\$65.7M (16.5%)**



**Total FY 2023 Budget is \$462.9M**

# FY 2023 Airline Revenue Increase

(in thousands)

	FY2022 Proposed Budget	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Revenue</b>				
<b>Airline Revenue</b>				
Landing Fees	\$ 33,619	\$ 54,141	\$ 20,521	61.0%
Aircraft Parking Fees	8,466	13,535	5,070	59.9%
Building Rentals	93,420	139,297	45,878	49.1%
Common Use Fees	7,927	11,008	3,080	38.9%
Incentive Program	(2,671)	(5,521)	(2,850)	106.7%
Other Aviation Revenue	171	174	3	2.0%
<b>Total Airline Revenue</b>	<b>140,932</b>	<b>212,634</b>	<b>71,702</b>	<b>50.9%</b>

- **Landing Fees:** increase of \$20.5M due to increases in airfield operations expenses, debt service and Major Maintenance Fund (MMF) contribution
- **Aircraft Parking Fees:** increase of \$5.1M due to increase in airfield costs
- **Building Rentals:** increase of \$45.9M due to increases in terminal operations expenses, debt service and Major Maintenance Fund (MMF) contribution
- **Common Use Fees:** increase of \$3.1M due to increase in terminal rental rate and common use maintenance
- **Air Service Incentive Program:** increase of \$2.9M in incentive reflecting new destinations incentives

# FY 2023 Non-Airline Revenue Increase

(in thousands)

	FY2022 Proposed Budget	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Non-Airline Revenue</b>				
Terminal Rent Non-Airline	2,608	2,600	(8)	-0.3%
Terminal Concessions	13,236	18,889	5,654	42.7%
Rental Car License Fees	18,711	24,372	5,661	30.3%
License Fees - Other	4,235	4,894	659	15.6%
Parking Revenue	26,061	33,599	7,538	28.9%
Ground Transportation Permits and Citations	7,197	13,012	5,815	80.8%
Ground Rentals	22,616	22,751	135	0.6%
Grant Reimbursements	386	296	(90)	-23.4%
Other Operating Revenue	1,059	1,065	6	0.6%
<b>Total Non-Airline Revenue</b>	<b>96,108</b>	<b>121,478</b>	<b>25,370</b>	<b>26.4%</b>

- **Terminal Concessions:** increase of \$5.7M reflects increase in enplanements
- **Rental Car License Fees:** increase of \$5.7M in reflects increase in enplanement partially offset by decrease in sales per enplanement (SEP)
- **Inflight & Ground Handling License:** increase of \$0.7M due to increase in enplanements
- **Parking Revenue:** increase of \$7.5M due to increase in enplanements partially offset by decrease in transactions per OP
- **Ground Transportation Revenue:** increase of \$5.8M due to increase in enplanements and higher transactions per OP

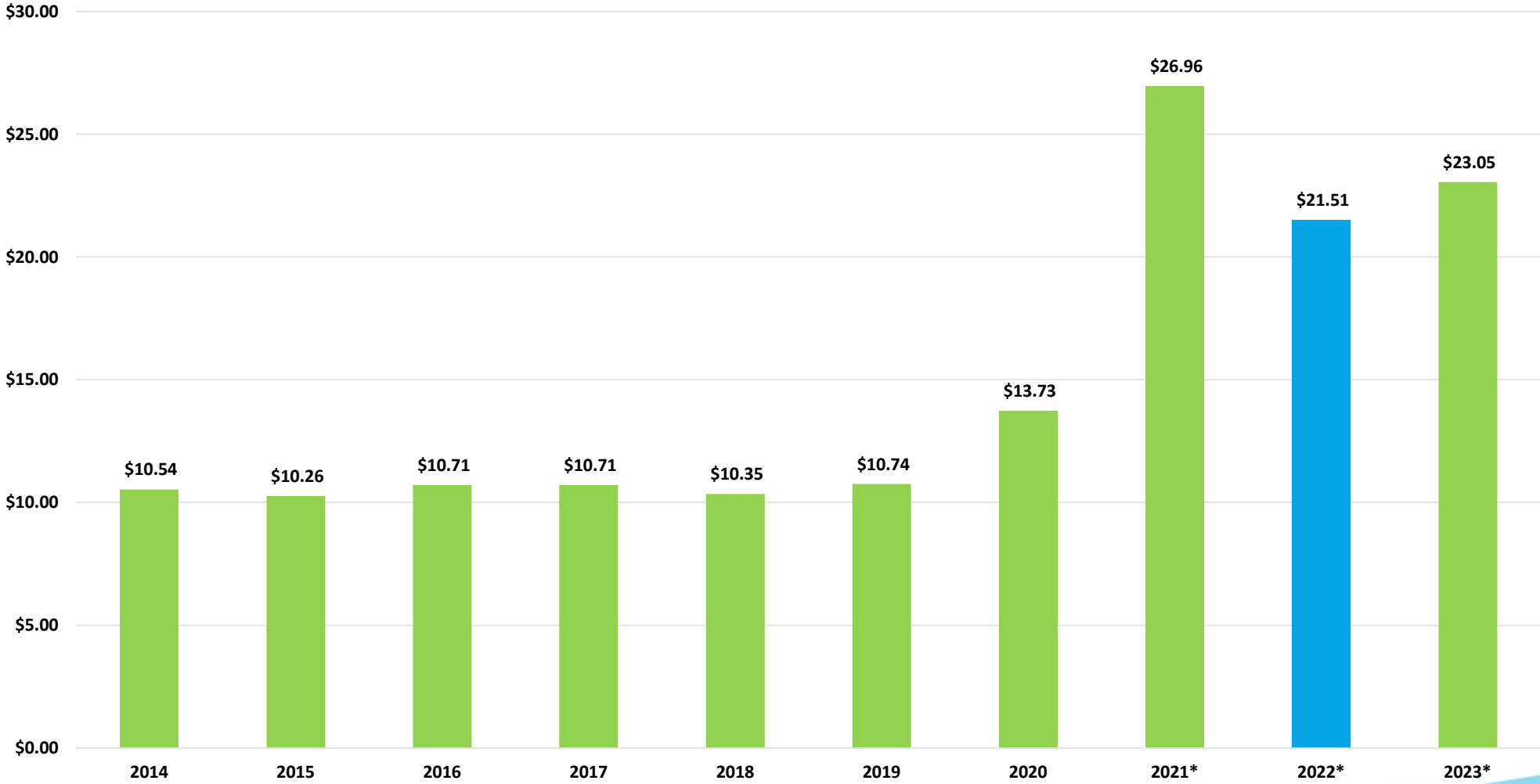
# FY 2023 Interest Income & Non-Operating Revenue Decrease

(in thousands)

	FY2022 Proposed Budget	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Interest Income</b>	<b>10,388</b>	<b>23,273</b>	<b>12,885</b>	<b>124.0%</b>
<b>Non-Operating Revenue</b>				
Passenger Facility Charges	23,962	33,740	9,778	40.8%
Customer Facility Charges	20,609	29,098	8,488	41.2%
Quieter Home Program	15,347	13,437	(1,910)	-12.4%
BAB Interest Rebate	-	-	-	0.0%
Federal Relief	80,000	-	(80,000)	-100.0%
Capital Grant Contributions	9,912	29,284	19,372	195.4%
Other Non Operating Revenue	-	-	-	0.0%
<b>Total Non-Operating Revenue</b>	<b>149,831</b>	<b>105,559</b>	<b>(44,272)</b>	<b>-29.5%</b>
<b>Total Revenue</b>	<b>\$ 397,258</b>	<b>\$ 462,943</b>	<b>\$ 65,685</b>	<b>16.5%</b>

- **Interest Income:** increase of \$12.9M due to anticipated increase in interest rates and anticipated higher balances in bond funds
- **Passenger Facility Charges (PFCs):** increase of \$9.8M due to higher enplanements
- **Customer Facility Charges (CFCs):** increase of \$8.5M due to higher enplanements
- **Quieter Home Program (QHP):** decrease of \$1.9M due to timing of grants
- **Federal Relief:** decrease of \$80.0M
- **Capital Grant Contributions:** increase of \$19.4M reflects the grant funding for New T1 projects

# Airline Cost Per Enplaned Passenger



\* Projected FY 2021, Budgeted FY 2022 & FY 2023

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# Expense Budget Overview

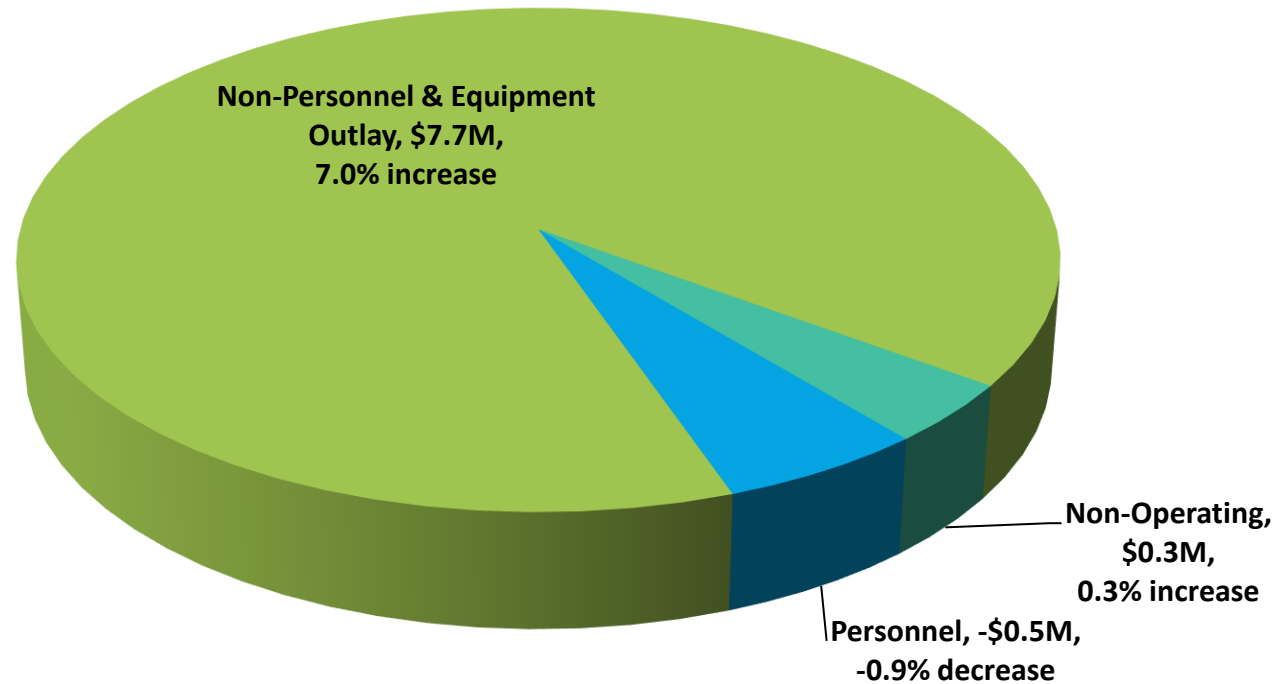


# FY 2022 - FY 2023 Proposed Budget Expense Summary

<i>(In Thousands)</i>	FY2019	FY2020	FY2021	FY2022	Inc / (Dec)	%	FY2023	Inc / (Dec)	%
	Actuals	Actuals	Budget	Proposed Budget	FY22 Budget vs FY21 Budget	Change	Conceptual Budget	FY23 Conceptual vs FY22 Proposed	Change
<b>Operating Expenses</b>									
Salaries	\$ 36,995	\$ 37,159	\$ 37,784	\$ 37,099	\$ (686)	-1.8%	\$ 39,866	\$ 2,768	7.5%
Benefits	17,972	19,533	19,556	20,023	467	2.4%	21,701	1,678	8.4%
<b>Subtotal</b>	54,967	56,692	57,340	57,121	(218)	-0.4%	61,567	4,446	7.8%
Less: Capitalized Labor Recharge	(4,694)	(4,445)	(4,968)	(5,125)	(158)	3.2%	(5,711)	(586)	11.4%
Less: QHP Labor Recharge	(695)	(580)	(532)	(641)	(109)	20.4%	(670)	(30)	4.7%
<b>Total Personnel Costs</b>	<b>49,578</b>	<b>51,667</b>	<b>51,841</b>	<b>51,355</b>	<b>(485)</b>	<b>-0.9%</b>	<b>55,186</b>	<b>3,830</b>	<b>7.5%</b>
Contractual Services	49,903	37,694	29,071	33,128	4,058	14.0%	42,480	9,352	28.2%
Safety and Security	31,397	29,457	34,176	36,385	2,209	6.5%	37,739	1,354	3.7%
Space Rental	10,191	10,207	10,203	10,652	449	4.4%	10,655	3	0.0%
Utilities	13,194	12,748	14,299	14,693	395	2.8%	15,460	766	5.2%
Maintenance	13,436	11,584	12,433	11,342	(1,091)	-8.8%	11,584	242	2.1%
Operating Equipment & Systems	375	336	339	302	(37)	-11.0%	355	53	17.7%
Operating Supplies	656	651	624	618	(6)	-1.0%	686	69	11.1%
Insurance	1,200	1,308	1,558	1,813	254	16.3%	1,994	181	10.0%
Employee Development	1,045	967	806	803	(3)	-0.4%	827	24	3.0%
Business Development	2,630	2,033	1,236	1,849	614	49.7%	2,557	707	38.2%
Equipment Rentals and Repairs	2,853	2,801	3,540	3,952	412	11.6%	4,033	81	2.0%
Tenant Improvements	761	797	340	336	(4)	-1.2%	350	14	4.2%
<b>Total Non-Personnel Costs</b>	<b>127,641</b>	<b>110,584</b>	<b>108,625</b>	<b>115,873</b>	<b>7,249</b>	<b>6.7%</b>	<b>128,719</b>	<b>12,846</b>	<b>11.1%</b>
<b>Total Operating Expenses</b>	<b>177,219</b>	<b>162,251</b>	<b>160,465</b>	<b>167,228</b>	<b>6,763</b>	<b>4.2%</b>	<b>183,904</b>	<b>16,676</b>	<b>10.0%</b>
Joint Studies / Sound Attenuation	14,841	15,451	15,327	17,504	2,177	14.2%	16,763	(741)	-4.2%
Debt Service	97,690	107,530	112,319	110,473	(1,846)	-1.6%	112,503	2,030	1.8%
Legal Settlement Expense	-	10	10	10	-	0.0%	10	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>112,531</b>	<b>122,991</b>	<b>127,655</b>	<b>127,987</b>	<b>331</b>	<b>0.3%</b>	<b>129,276</b>	<b>1,289</b>	<b>1.0%</b>
<b>Total Expenses</b>	<b>289,749</b>	<b>285,242</b>	<b>288,120</b>	<b>295,215</b>	<b>7,095</b>	<b>2.5%</b>	<b>313,180</b>	<b>17,965</b>	<b>6.1%</b>
<b>Equipment Outlay Expenditures</b>	<b>779</b>	<b>1,098</b>	<b>268</b>	<b>686</b>	<b>417</b>	<b>155.4%</b>	<b>620</b>	<b>(65)</b>	<b>-9.5%</b>
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 290,529</b>	<b>\$ 286,340</b>	<b>\$ 288,389</b>	<b>\$ 295,901</b>	<b>\$ 7,512</b>	<b>2.6%</b>	<b>\$ 313,800</b>	<b>\$ 17,900</b>	<b>6.0%</b>

# FY 2022 Budget Expense Increase vs. FY 2021 Budget

**\$7.5M (2.6%)**



**Total FY 2022 Budget is \$295.9M**

# Major Drivers of FY 2022 Budget

<i>(in thousands)</i>	Total Inc / (Dec) FY22		Expense Category
	Budget vs FY21		
	Budget		
<b>Total Increase in Expenses</b>	\$	<b>7,512</b>	
<b>Personnel:</b>			
Contracted wage increases		362	Salaries & Wages
Retirement and retiree medical		268	Employee Benefits
New T1 support personnel		200	Salaries & Wages
Health insurance		(251)	Employee Benefits
Vacancy savings, net of capitalized labor and overtime		(1,164)	Salaries & Wages
Other, net		100	Salaries & Wages, Employee Benefits
<b>Total Increase / (Decrease) in Personnel</b>		<b>(485)</b>	
<b>Debt Service:</b>			
Principal and interest on revenue bonds		1,067	Debt Service
Cost of issuance and other fees		2,340	Debt Service
Interest and fees on variable rate debt		(1,208)	Debt Service
Amortization on bond premiums		(4,044)	Debt Service
<b>Total Increase / (Decrease) in Debt Service</b>		<b>(1,846)</b>	
<b>Non Personnel:</b>			
<b>New T1 related expenses</b>			
Employee shuttle		2,804	Contractual Services
Valet operations		696	Contractual Services
New T1 support non personnel		445	Contractual Services
Inter terminal shuttle		374	Contractual Services
Security & credentialing cost associated with start of New T1	\$	137	Contractual Services, Safety & Security, Office Supplies

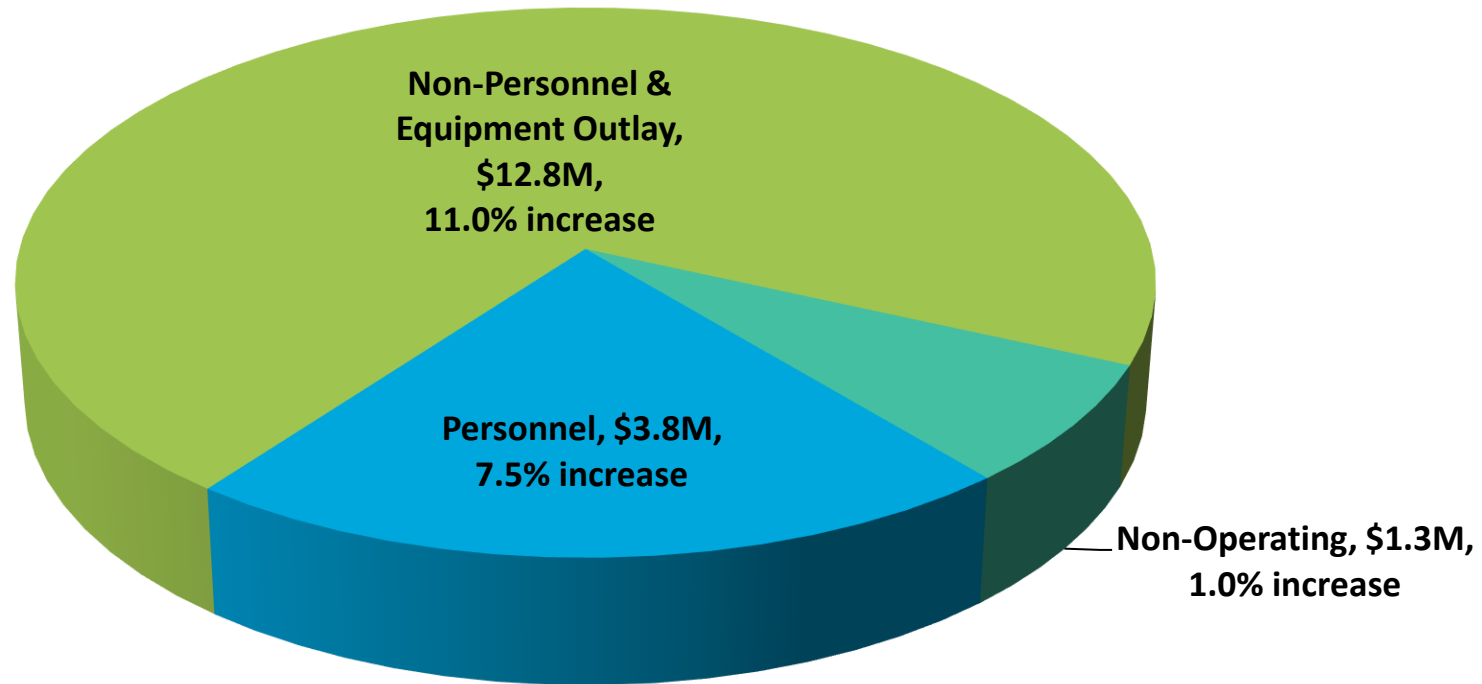
# Major Drivers of FY 2022 Budget

(in thousands)

	Total Inc / (Dec) FY22		Expense Category
	Budget vs FY21		
	Budget		
<b>Safety and Security</b>			
Port District law enforcement - Harbor Police Department	\$	1,481	Safety and Security
Guard services and security equipment		799	Safety and Security
Credential services		(199)	Contractual Services
<b>Terminal and Airside, Landside Operations and Maintenance</b>			
Rental Car Center (RCC) buses		968	Contractual Services
Old Town connector shuttle		475	Contractual Services
Utilities - gas, electric, and water		414	Utilities
Equipment purchases		167	Equipment Outlay
Green oval painting		(346)	Maintenance, Equipment Outlay
Annual and major maintenance and supplies		(495)	Maintenance
Parking and shuttle operations		(1,745)	Contractual Services
<b>Other Operating and Non-Operating Expenses</b>			
Quieter Home Program (QHP)		2,177	QHP Expenses
Air Service Development incentives and advertising		609	Business Development
Space rent		449	Space Rent
Software, licenses, maintenance and support		270	Equipment Rentals and Repair
Insurance		254	Insurance
<b>Other, net</b>		<b>107</b>	
<b>Total Increase / (Decrease)</b>	<b>\$</b>	<b>7,512</b>	

# FY 2023 Budget Expense Increase vs. FY 2022 Budget

**\$17.9M (6.0%)**



**Total FY 2023 Budget is \$313.8M**

# Major Drivers of FY 2023 Budget

<i>(in thousands)</i>	Total Inc / (Dec) FY23 Budget vs FY22		Expense Category
		Budget	
<b>Total Increase in Expenses</b>	\$	<b>17,900</b>	
<b>Personnel:</b>			
Pay-for-Performance and contracted wage increases		1,454	Salaries & Wages
Retirement and retiree medical		802	Employee Benefits
Health insurance		670	Employee Benefits
Vacancies recruitment, net of capitalized labor and overtime		398	Salaries & Wages
New T1 support personnel		300	Salaries & Wages
Other, net		207	Employee Benefits
<b>Total Increase / (Decrease) in Personnel</b>		<b>3,830</b>	
<b>Debt Service:</b>			
Principal and interest on revenue bonds		1,655	Debt Service
Amortization on bond premiums		427	Debt Service
Other, net		(53)	Debt Service
<b>Total Increase / (Decrease) in Debt Service</b>		<b>2,030</b>	
<b>Non Personnel:</b>			
<b>New T1 related expenses</b>			
New T1 support non personnel	\$	1,200	Contractual Services

# Major Drivers of FY 2023 Budget

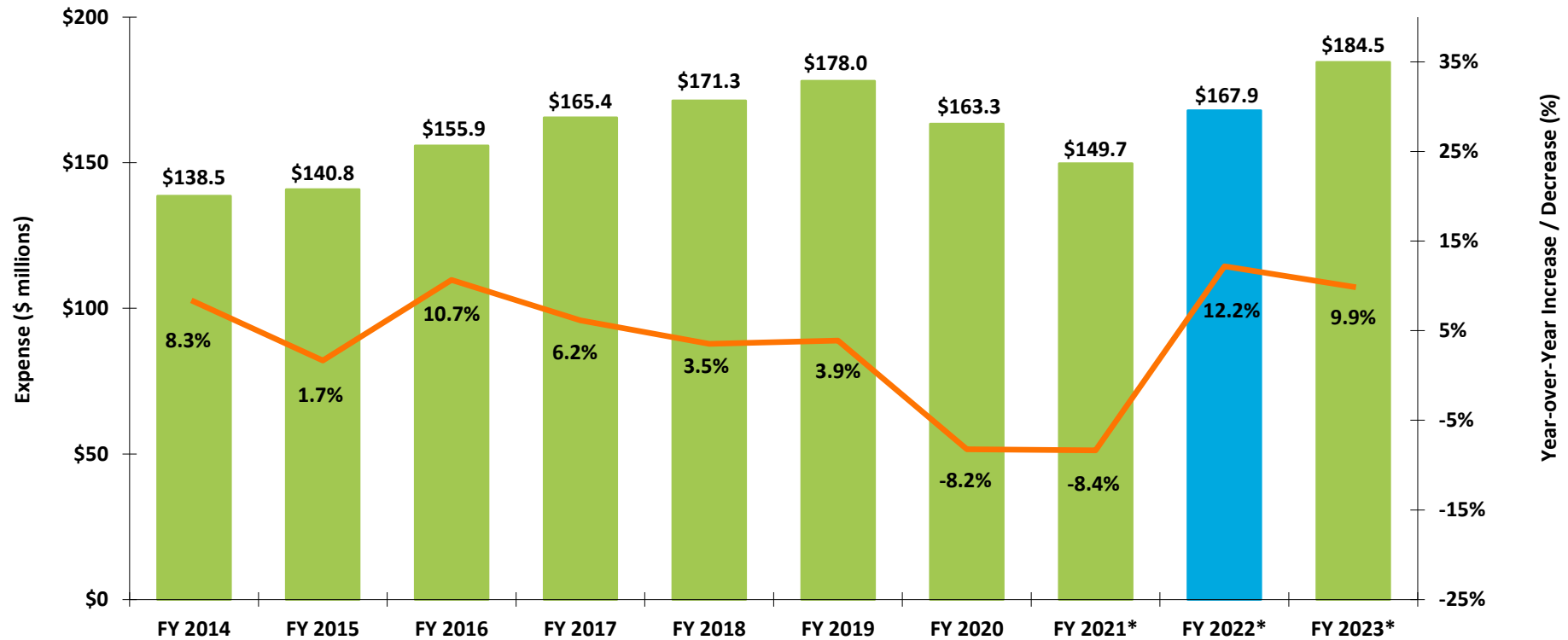
(in thousands)

	Total Inc / (Dec) FY23 Budget vs FY22		Expense Category
	Budget		
<b>Safety and Security</b>			
Port District law enforcement - Harbor Police Department	\$	937	Safety and Security
Aircraft Rescue and Fire Fight (ARFF)		261	Safety and Security
Guard services and security equipment		118	Safety and Security
<b>Terminal and Landside Operations</b>			
Shuttle Operations (includes Old Town Connector Shuttle)		2,978	Contractual Services
Rental Car Center (RCC) buses		2,344	Contractual Services
Parking operations		1,689	Contractual Services
Utilities - gas, electric, and water		741	Utilities
Terminal operations and improvements		528	Contractual Services
Annual and major maintenance and supplies		396	Maintenance
Green oval painting		(404)	Maintenance, Equipment Outlay
<b>Other Operating and Non-Operating Expenses</b>			
Air Service Development incentives		401	Business Development
Marketing consultant, advertising, and promotional activities		260	Business Development, Contractual Services
Credit card fees		213	Contractual Services
Insurance		181	Insurance
<b>Other, net</b>		<b>198</b>	
<b>Total Increase / (Decrease)</b>	<b>\$</b>	<b>17,900</b>	

# Total Operating Expenses

(incl. Equipment Outlay)

FY 2014 – FY 2023



\* Projected FY 2021, Budgeted FY 2022 & FY 2023  
FY22 Budget is 4.5% higher than FY21 Budget



# Executive Division



## Executive Division

### Overview

The **Executive Division** provides leadership and direction to Authority staff in accomplishing the twelve-member 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** works to foster a cooperative and collaborative relationship among Authority employees, airlines, various business partners, relevant government agencies and stakeholder groups. The Executive Office coordinates and oversees the overall day-to-day operations and development of San Diego International Airport.

The Executive Office also coordinates technical and staff support to the Authority Board; 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 to limit 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.

## Executive Division

The **Talent, Culture & Capability (TCC)** department provides talent and workforce strategic planning that guides and supports effective business decisions, enhances organizational capabilities, and creates a culture of inclusion. The department manages talent acquisition while advancing employee diversity, equity, and inclusion, performance management, learning & development, compensation and benefits, employee and labor relations, HR data/technology, Safety, and Organizational Development. Through these services, the department assures continued organizational development, workforce engagement, and optimization.

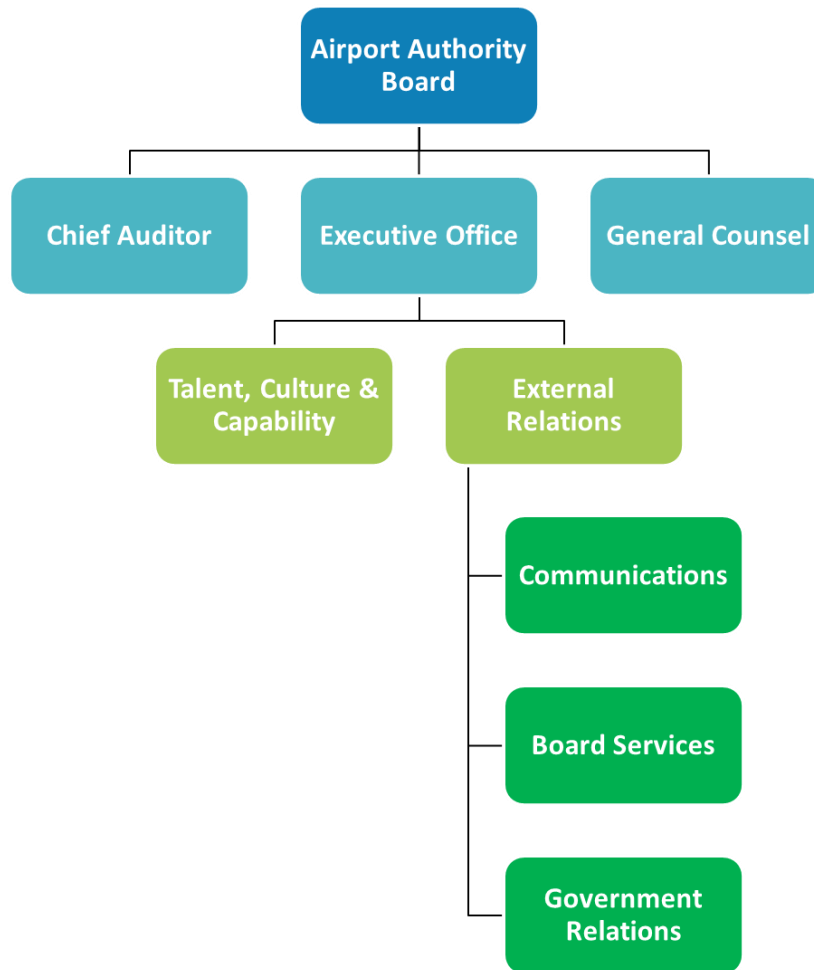
The **Communications** department develops and executes strategies for all communications and is the Airport Authority's designated point of contact for the media. Through public relations and community engagement programs, the department builds external relationships with various constituencies, including community and business leaders, the traveling public, and airport stakeholders. Department efforts are all aimed at helping shape public opinion on issues impacting the credibility, image, and reputation of the Airport Authority. The department also include the Records and Information Management team, responsible for establishing and maintaining the Authority's records program and coordinating public records requests.

The **Board Services** department 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. The department is also responsible for maintaining Authority Codes and Policies; coordinates communications with the Board of Directors, executive and senior staff; serves as the office of record for Authority contracts, deeds and leases; manages Conflict of Interest Filings, AB 1234 Ethics filings and other filings required by the Political Reform Act; and manages the Authority's lobbyist program.

The **Government Relations** department develops and oversees policy initiatives and objectives designed to represent and protect the Authority's interests with local, state, and federal agencies and constituents. 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.

## Executive Division

### FY 2022 – FY 2023 Organizational Structure



### Division Personnel Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget Transfers	FY 2022 Budget New/ (Eliminated) ^	FY 2022 Budget	FY 2023 Budget New/ (Eliminated) ^	FY 2023 Conceptual Budget
<b>Executive</b>							
Board Services	5	5	-	-	5	-	5
Chief Auditor	7	7	-	-	7	-	7
Communications	8	10	-	-	10	-	10
Executive Office	2	2	-	-	2	-	2
General Counsel	6	6	-	-	6	-	6
Government Relations	2	2	-	-	2	-	2
Talent, Culture & Capability	20	18	-	-	18	-	18
<b>Total Authorized Positions</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>50</b>

^ There are no new position in FY 2022 and FY 2023

## Executive Division

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 4,902	\$ 5,044	\$ 4,969	\$ (75)	-1.5%	\$ 5,150	\$ 181	3.6%
Overtime	1	-	-	-	0.0%	-	-	0.0%
Benefits	2,409	2,380	2,438	58	2.4%	2,562	125	5.1%
<b>Subtotal</b>	<b>7,311</b>	<b>7,424</b>	<b>7,407</b>	<b>(17)</b>	<b>-0.2%</b>	<b>7,712</b>	<b>305</b>	<b>4.1%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>7,311</b>	<b>7,424</b>	<b>7,407</b>	<b>(17)</b>	<b>-0.2%</b>	<b>7,712</b>	<b>305</b>	<b>4.1%</b>
Contractual Services	1,855	1,407	1,533	125	8.9%	1,560	27	1.8%
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	30	14	32	18	124.6%	55	23	71.9%
Operating Supplies	34	23	23	(0)	-0.6%	23	0	0.4%
Insurance	1	1	1	-	0.0%	1	-	0.0%
Employee Development	326	277	269	(8)	-2.8%	296	27	10.2%
Business Development	542	493	504	11	2.3%	494	(10)	-2.0%
Equipment Rentals and Repairs	64	97	238	141	145.6%	245	7	3.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>2,853</b>	<b>2,312</b>	<b>2,600</b>	<b>288</b>	<b>12.4%</b>	<b>2,675</b>	<b>75</b>	<b>2.9%</b>
<b>Total Operating Expenses</b>	<b>10,164</b>	<b>9,737</b>	<b>10,007</b>	<b>270</b>	<b>2.8%</b>	<b>10,387</b>	<b>380</b>	<b>3.8%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	10	10	10	-	0.0%	10	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>0.0%</b>	<b>10</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>10,174</b>	<b>9,747</b>	<b>10,017</b>	<b>270</b>	<b>2.8%</b>	<b>10,397</b>	<b>380</b>	<b>3.8%</b>
Equipment Outlay Expenditures	187	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 10,361</b>	<b>\$ 9,747</b>	<b>\$ 10,017</b>	<b>\$ 270</b>	<b>2.8%</b>	<b>\$ 10,397</b>	<b>\$ 380</b>	<b>3.8%</b>

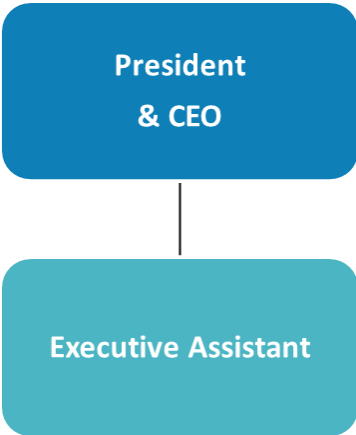
## Executive Division

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 9,747	\$ 10,017
<b>Personnel Costs</b>		
Burden (benefits & employer taxes) for current staff	58	125
Salary adjustments and pay for performance	(75)	181
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(17)</b>	<b>305</b>
<b>Non-Personnel Costs</b>		
Human resources software	123	5
Government and public relations consultants	69	25
Authority-wide trainings	43	-
Agenda preparation and Form 700 automation	-	23
Other, net	53	22
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>288</b>	<b>75</b>
<b>Total Increase / (Decrease)</b>	<b>270</b>	<b>380</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 10,017</b>	<b>\$ 10,397</b>

**Executive Division – Executive Office**

**FY 2022 – FY 2023 Organizational Structure**



*No personnel changes in FY 2023.*

## Executive Division – Executive Office

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 426	\$ 433	\$ 468	\$ 35	8.2%	\$ 483	\$ 15	3.2%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	184	153	185	32	21.0%	192	7	3.8%
<b>Subtotal</b>	<b>610</b>	<b>586</b>	<b>653</b>	<b>68</b>	<b>11.5%</b>	<b>675</b>	<b>22</b>	<b>3.4%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>610</b>	<b>586</b>	<b>653</b>	<b>68</b>	<b>11.5%</b>	<b>675</b>	<b>22</b>	<b>3.4%</b>
Contractual Services	9	0	20	20	6666.7%	20	-	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	4	2	2	-	0.0%	2	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	15	12	21	10	86.1%	17	(5)	-21.9%
Business Development	160	148	188	40	26.7%	165	(23)	-12.0%
Equipment Rentals and Repairs	-	-	-	-	0.0%	-	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>188</b>	<b>162</b>	<b>232</b>	<b>69</b>	<b>42.8%</b>	<b>204</b>	<b>(27)</b>	<b>-11.8%</b>
<b>Total Operating Expenses</b>	<b>798</b>	<b>748</b>	<b>885</b>	<b>137</b>	<b>18.3%</b>	<b>880</b>	<b>(5)</b>	<b>-0.6%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>798</b>	<b>748</b>	<b>885</b>	<b>137</b>	<b>18.3%</b>	<b>880</b>	<b>(5)</b>	<b>-0.6%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 798</b>	<b>\$ 748</b>	<b>\$ 885</b>	<b>\$ 137</b>	<b>18.3%</b>	<b>\$ 880</b>	<b>\$ (5)</b>	<b>-0.6%</b>



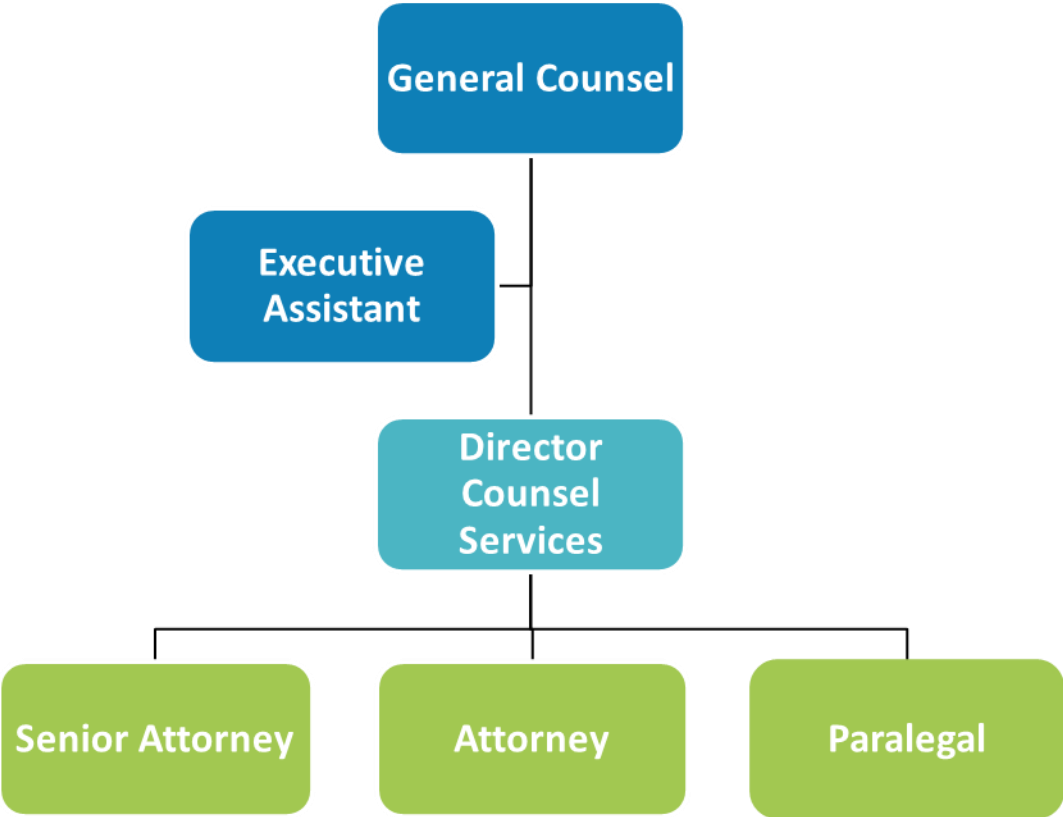
## Executive Division – Executive Office

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 748	\$ 885
<b>Personnel Costs</b>		
Salary adjustments and pay for performance	35	15
Burden (benefits & employer taxes) for current staff	32	7
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>68</b>	<b>22</b>
<b>Non-Personnel Costs</b>		
Travel and conference fees	44	(19)
Other, net	26	(9)
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>69</b>	<b>(27)</b>
<b>Total Increase / (Decrease)</b>	<b>137</b>	<b>(5)</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 885</b>	<b>\$ 880</b>

**Executive Division – General Counsel**

**FY 2022 – FY 2023 Organizational Structure**



*No personnel changes in FY 2023.*

## Executive Division – General Counsel

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 896	\$ 907	\$ 923	\$ 17	1.8%	\$ 956	\$ 33	3.5%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	416	434	409	(25)	-5.7%	425	16	4.0%
<b>Subtotal</b>	<b>1,312</b>	<b>1,340</b>	<b>1,332</b>	<b>(8)</b>	<b>-0.6%</b>	<b>1,381</b>	<b>49</b>	<b>3.7%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,312</b>	<b>1,340</b>	<b>1,332</b>	<b>(8)</b>	<b>-0.6%</b>	<b>1,381</b>	<b>49</b>	<b>3.7%</b>
Contractual Services	611	599	575	(24)	-4.0%	575	-	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	1	11	29	18	161.4%	29	-	0.0%
Operating Supplies	3	2	2	-	0.0%	2	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	54	48	34	(14)	-28.5%	39	5	14.6%
Business Development	9	5	6	1	9.8%	6	-	0.0%
Equipment Rentals and Repairs	-	-	-	-	0.0%	-	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>678</b>	<b>665</b>	<b>645</b>	<b>(19)</b>	<b>-2.9%</b>	<b>650</b>	<b>5</b>	<b>0.8%</b>
<b>Total Operating Expenses</b>	<b>1,990</b>	<b>2,005</b>	<b>1,977</b>	<b>(28)</b>	<b>-1.4%</b>	<b>2,031</b>	<b>54</b>	<b>2.7%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	10	10	10	-	0.0%	10	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>0.0%</b>	<b>10</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>2,000</b>	<b>2,015</b>	<b>1,987</b>	<b>(28)</b>	<b>-1.4%</b>	<b>2,041</b>	<b>54</b>	<b>2.7%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 2,000</b>	<b>\$ 2,015</b>	<b>\$ 1,987</b>	<b>\$ (28)</b>	<b>-1.4%</b>	<b>\$ 2,041</b>	<b>\$ 54</b>	<b>2.7%</b>

## Executive Division – General Counsel

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 2,015	\$ 1,987
<b>Personnel Costs</b>		
Salary adjustments and pay for performance	17	33
Burden (benefits & employer taxes) for current staff	(25)	16
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(8)</b>	<b>49</b>
<b>Non-Personnel Costs</b>		
Law publications	(14)	5
Other, net	(6)	-
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>(19)</b>	<b>5</b>
<b>Total Increase / (Decrease)</b>	<b>(28)</b>	<b>54</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 1,987</b>	<b>\$ 2,041</b>

## Executive Division – General Counsel

### FY 2021 Progress Report

1. Defend the ADP EIR to allow the ADP construction to move forward.

**Progress:** In progress. Court to set briefing schedule.

**Strategic Goal:**

- Operations, grow and efficiently manage capacity for future demand, both landside and airside, including international facilities.

**Strategic Initiative:**

- 1B. Advance the ADP

2. Streamline and improve internal environmental review processes.

**Progress:** Complete. Worked with Planning Department to design and implement new process to ensure compliance with environmental laws.

**Strategic Goal:**

- Customer, exceed our customers' expectations by introducing innovative service and facility enhancements.

**Strategic Initiative:**

- 2C. Manage ongoing business effectively through change

3. Provide timely and effective legal and strategic advice.

**Progress:** On target.

**Strategic Goal:**

- Employee, develop leaders and a workforce aligned to the needs of our Strategic Plan and an inclusive environment that reflects the diversity of our community.

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

## Executive Division – General Counsel

### FY 2022 – FY 2023 Goals

1. Defend the ADP EIR and assist in advancing the ADP.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Defend the Part 150 and any challenges related to noise.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3C. Continue to focus on programs to reduce noise impacts

3. Provide timely legal advice to address the quickly changing environment due to COVID-19 impacts.

**Strategic Plan Focus Area:**

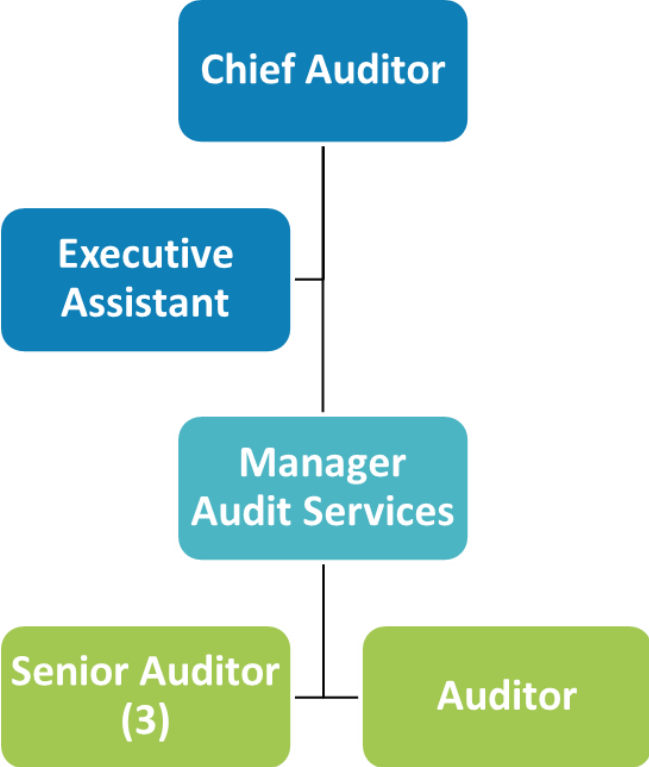
- Transform the Customer Experience

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

**Executive Division – Chief Auditor**

**FY 2022 – FY 2023 Organizational Structure**



*No personnel changes in FY 2023*

## Executive Division – Chief Auditor

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 785	\$ 792	\$ 794	\$ 2	0.3%	\$ 824	\$ 30	3.7%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	382	387	394	7	1.7%	414	20	5.0%
<b>Subtotal</b>	<b>1,167</b>	<b>1,179</b>	<b>1,188</b>	<b>9</b>	<b>0.7%</b>	<b>1,238</b>	<b>50</b>	<b>4.2%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,167</b>	<b>1,179</b>	<b>1,188</b>	<b>9</b>	<b>0.7%</b>	<b>1,238</b>	<b>50</b>	<b>4.2%</b>
Contractual Services	8	20	20	-	0.0%	20	-	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	1	1	-	(1)	-100.0%	1	1	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	12	17	14	(3)	-18.1%	19	5	38.7%
Business Development	5	4	4	-	0.0%	4	-	0.0%
Equipment Rentals and Repairs	7	8	17	10	126.0%	19	2	11.6%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>33</b>	<b>49</b>	<b>56</b>	<b>7</b>	<b>13.5%</b>	<b>63</b>	<b>8</b>	<b>13.9%</b>
<b>Total Operating Expenses</b>	<b>1,199</b>	<b>1,228</b>	<b>1,244</b>	<b>15</b>	<b>1.2%</b>	<b>1,301</b>	<b>57</b>	<b>4.6%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>1,199</b>	<b>1,228</b>	<b>1,244</b>	<b>15</b>	<b>1.2%</b>	<b>1,301</b>	<b>57</b>	<b>4.6%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 1,199</b>	<b>\$ 1,228</b>	<b>\$ 1,244</b>	<b>\$ 15</b>	<b>1.2%</b>	<b>\$ 1,301</b>	<b>\$ 57</b>	<b>4.6%</b>



## Executive Division – Chief Auditor

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 1,228	\$ 1,244
<b>Personnel Costs</b>		
Burden (benefits & employer taxes) for current staff	7	20
Salary adjustments and pay for performance	2	30
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>9</b>	<b>50</b>
<b>Non-Personnel Costs</b>		
Auditing software	9	2
Other, net	(3)	6
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>7</b>	<b>8</b>
<b>Total Increase / (Decrease)</b>	<b>15</b>	<b>57</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 1,244</b>	<b>\$ 1,301</b>

## Executive Division – Chief Auditor

### FY 2021 Progress Report

1. Conduct audits that focus on the key risk areas of the Authority and its business partners.

**Progress:** The department developed a risk assessment objectively ranking auditable areas, and developed an Audit Plan based on the risk assessment scoring. The Board approved the Audit Plan before the beginning of the fiscal year.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

2. Achieve a department utilization rate equal to 70% for audit staff (excludes the Chief Auditor).

**Progress:** As of December 31, 2020, the department had a utilization rate of 70%.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

3. Provide workable audit recommendations that help improve the Authority's operations, with 95% of audit recommendations agreed to by management.

**Progress:** As of March 31, 2021, management has agreed to 100% of the recommendations.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

4. Perform audit work in an efficient manner. Complete 80% of all audits within budgeted time, as established in the annual Audit Plan approved by the Board.

**Progress:** As of March 31, 2021, 100% of audit and consulting engagements have been completed within budget.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

5. Conduct audit engagements in a manner that meets the expectations of the customer. Achieve an internal customer satisfaction ratio of 4.0 on a scale of 1 to 5, with 1 being very dissatisfied and 5 being very satisfied.

**Progress:** As of March 31, 2021, we have achieved an internal customer satisfaction rating of 4.5.

## Executive Division – Chief Auditor

### Strategic Plan Focus Area:

- Transform the Customer Experience

### Strategic Initiative:

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

6. Provide tools and training for staff to ensure adequacy and effectiveness of audits.

**Progress:** As of December 31, 2020, 100% of staff met their Continuing Professional Education (CPE) requirements.

### Strategic Goal:

- Employee, develop leaders and a workforce aligned to the needs of our Strategic Plan and an inclusive environment that reflects the diversity of our community.

### Strategic Initiative:

- 4F. Train and develop business driven, agile and collaborative capabilities

## Executive Division – Chief Auditor

### FY 2022 – FY 2023 Goals

1. Conduct audits that focus on the key risk areas of the Authority and its business partners.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

2. Achieve a department utilization rate equal to 70% for audit staff (excludes the Chief Auditor).

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

3. Provide workable audit recommendations that help improve the Authority's operations, with 95% of audit recommendations agreed to by management.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

4. Perform audit work in an efficient manner. Complete 75% of all audit and consulting engagements within budgeted time, as established in the annual Audit Plan approved by the Board.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

5. 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.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

## Executive Division – Chief Auditor

6. Provide tools and training for staff to ensure adequate and effective audit and consulting engagements.

**Strategic Plan Focus Area:**

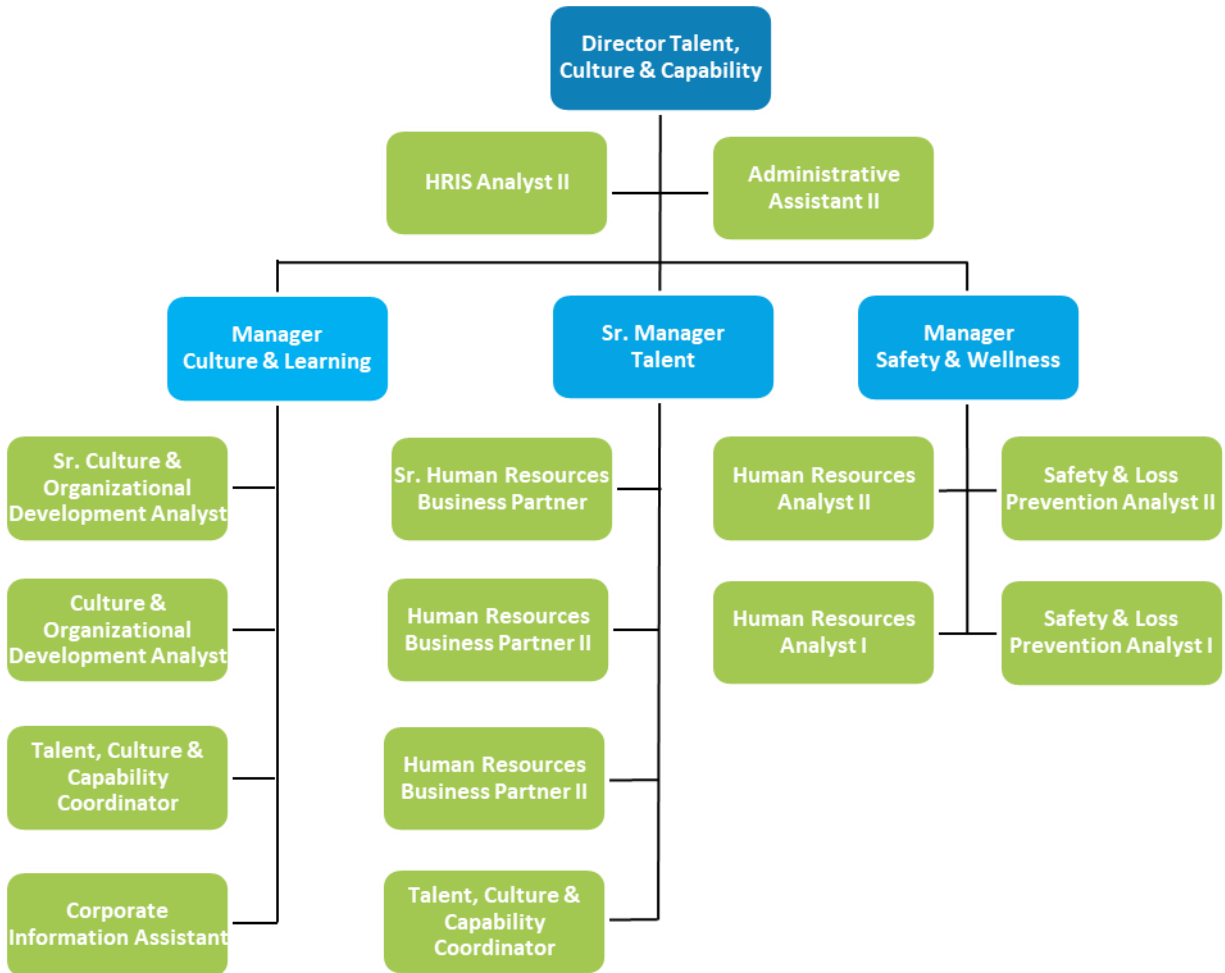
- Optimize Ongoing Business

**Strategic Initiative:**

- F. Train and develop business driven, agile and collaborative capabilities

# Executive Division – Talent, Culture & Capability

## FY 2022 – FY 2023 Organizational Structure



*No personnel changes in FY 2023.*

## Executive Division – Talent, Culture & Capability

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 1,497	\$ 1,484	\$ 1,422	\$ (62)	-4.2%	\$ 1,471	\$ 49	3.5%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	771	688	737	49	7.1%	780	42	5.7%
<b>Subtotal</b>	<b>2,268</b>	<b>2,172</b>	<b>2,159</b>	<b>(13)</b>	<b>-0.6%</b>	<b>2,251</b>	<b>91</b>	<b>4.2%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>2,268</b>	<b>2,172</b>	<b>2,159</b>	<b>(13)</b>	<b>-0.6%</b>	<b>2,251</b>	<b>91</b>	<b>4.2%</b>
Contractual Services	461	269	340	71	26.2%	342	2	0.7%
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	21	3	3	-	0.0%	3	-	0.0%
Operating Supplies	20	13	13	-	0.0%	13	-	0.0%
Insurance	1	1	1	-	0.0%	1	-	0.0%
Employee Development	204	151	147	(4)	-2.8%	167	20	13.8%
Business Development	31	16	21	5	27.4%	22	1	4.8%
Equipment Rentals and Repairs	47	76	205	129	170.1%	210	5	2.4%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>785</b>	<b>529</b>	<b>730</b>	<b>200</b>	<b>37.8%</b>	<b>758</b>	<b>28</b>	<b>3.9%</b>
<b>Total Operating Expenses</b>	<b>3,053</b>	<b>2,702</b>	<b>2,889</b>	<b>187</b>	<b>6.9%</b>	<b>3,009</b>	<b>120</b>	<b>4.2%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>3,053</b>	<b>2,702</b>	<b>2,889</b>	<b>187</b>	<b>6.9%</b>	<b>3,009</b>	<b>120</b>	<b>4.2%</b>
Equipment Outlay Expenditures	79	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 3,132</b>	<b>\$ 2,702</b>	<b>\$ 2,889</b>	<b>\$ 187</b>	<b>6.9%</b>	<b>\$ 3,009</b>	<b>\$ 120</b>	<b>4.2%</b>

## Executive Division – Talent, Culture & Capability

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 2,702	\$ 2,882
<b>Personnel Costs</b>		
Burden (benefits & employer taxes) for current staff	47	42
Salary adjustments and pay for performance	(67)	49
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(20)</b>	<b>91</b>
<b>Non-Personnel Costs</b>		
Human resources software	123	5
Authority-wide trainings	43	-
Other, net	35	23
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>200</b>	<b>28</b>
<b>Total Increase / (Decrease)</b>	<b>180</b>	<b>120</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 2,882</b>	<b>\$ 3,002</b>



## Executive Division – Talent, Culture & Capability

### FY 2021 Progress Report

1. Develop and refine workforce planning practices to anticipate and effectively address staffing and resource needs throughout the execution of the Airport Development Plan.

**Progress:** Workforce planning strategy continues to address the needs of the ADP. Management and TCC identified future staffing needs based on milestones within the development phases. The next step is to continue working with Finance through the budget process to further refine the workforce plan and ensure alignment with future phases.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 4E. Determine innovative, flexible organizational staffing needs that reflect the ADP and capital program

2. Assess and implement any recommendations resulting from an external Compensation Study to ensure the Authority's total rewards package remains competitive in the labor market.

**Progress:** We continue to evaluate market data and implement best-in-class options that our current economic constraints will support.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 4D. Develop compensation and benefits programs for a multi-generational workforce that recognize individual strategic contributions

3. Execute diversity and wellness program plans to foster inclusion, employee wellness, and a commitment to our brand promise.

**Progress:** Due to the pandemic, the Wellness Program refocused priorities and delivered virtual fitness, wellbeing, and mindfulness training to team members through a virtual platform. We also provided employees flexible work schedules through telecommuting to balance the pandemic's impact on team members and their family including allowing employees to transfer work equipment home to foster ergonomic and workplace safety while working remotely.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 4C. Attract a new generation of diverse employees and leaders

## Executive Division – Talent, Culture & Capability

### FY 2022 – FY 2023 Goals

1. Refine workforce planning practices to anticipate and effectively address staffing and resource needs throughout the execution of the Airport Development Plan

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 4E. Determine innovative, flexible organizational staffing needs that reflect the ADP and capital program

2. Assess and implement best-in-class practices in compensation and total rewards to assure the Authority remains competitive externally and internally equitable.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 4D. Develop compensation and benefits programs for a multi-generational workforce that recognize individual strategic contributions

3. Establish Diversity, Equity, and Inclusion Employee Committee, to create a workforce that is as diverse as the population the Airport Authority serves and a culture where everyone feels welcome and valued for the differences they bring.

**Strategic Plan Focus Area:**

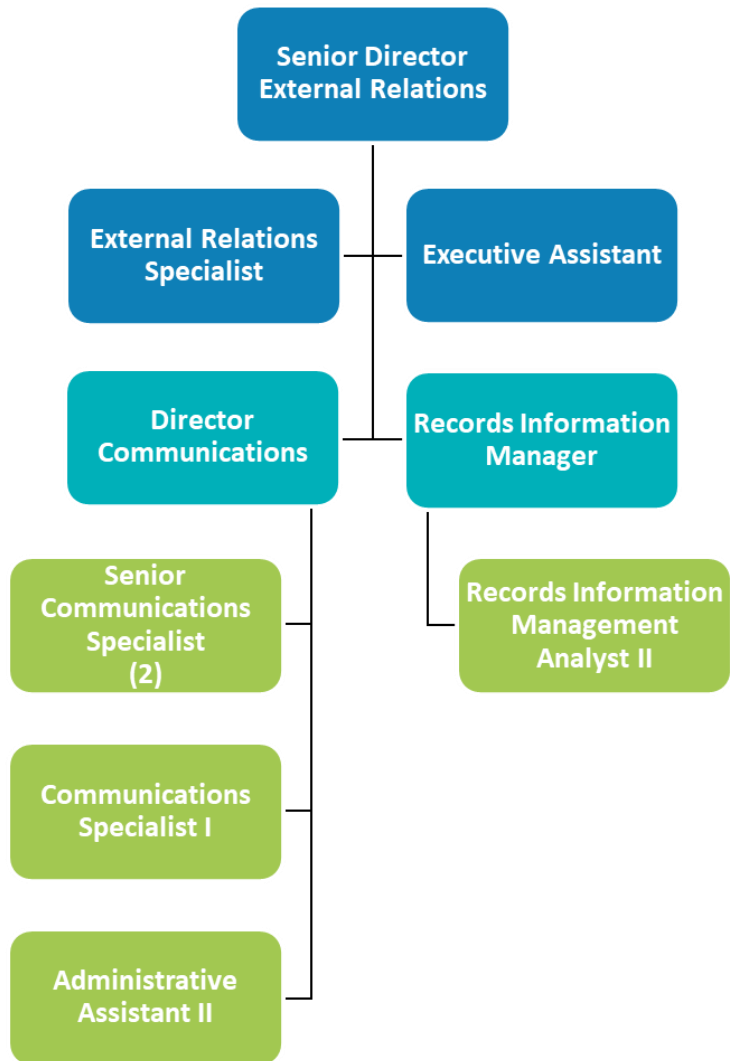
- Transform the Customer Experience

**Strategic Initiative:**

- 4C. Attract a new generation of diverse employees and leaders

# Executive Division – Communications

## FY 2022 – FY 2023 Organizational Structure



*No personnel changes in FY 2023.*

## Executive Division – Communications

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020	FY2021	FY2022	Inc / (Dec)	%	FY2023	Inc / (Dec)	%
	Actuals	Budget	Budget	FY22 Budget	Change	Conceptual	FY23 Conceptual	Change
				vs FY21 Budget		Budget	vs FY22 Budget	
<b>Operating Expenses</b>								
Salaries & Wages	\$ 722	\$ 858	\$ 791	\$ (67)	-7.8%	\$ 823	\$ 32	4.0%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	337	413	410	(3)	-0.8%	434	24	5.8%
<b>Subtotal</b>	<b>1,059</b>	<b>1,272</b>	<b>1,201</b>	<b>(70)</b>	<b>-5.5%</b>	<b>1,257</b>	<b>56</b>	<b>4.6%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,059</b>	<b>1,272</b>	<b>1,201</b>	<b>(70)</b>	<b>-5.5%</b>	<b>1,257</b>	<b>56</b>	<b>4.6%</b>
Contractual Services	252	65	45	(20)	-30.8%	70	25	55.6%
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	1	1	-	0.0%	1	-	0.0%
Operating Supplies	5	3	3	-	0.0%	3	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	14	21	21	-	0.0%	21	-	0.0%
Business Development	124	84	82	(2)	-2.1%	87	4	5.4%
Equipment Rentals and Repairs	-	-	-	-	0.0%	-	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>404</b>	<b>173</b>	<b>151</b>	<b>(22)</b>	<b>-12.6%</b>	<b>181</b>	<b>29</b>	<b>19.5%</b>
<b>Total Operating Expenses</b>	<b>1,463</b>	<b>1,445</b>	<b>1,353</b>	<b>(92)</b>	<b>-6.4%</b>	<b>1,438</b>	<b>85</b>	<b>6.3%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>1,463</b>	<b>1,445</b>	<b>1,353</b>	<b>(92)</b>	<b>-6.4%</b>	<b>1,438</b>	<b>85</b>	<b>6.3%</b>
Equipment Outlay Expenditures	108	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 1,571</b>	<b>\$ 1,445</b>	<b>\$ 1,353</b>	<b>\$ (92)</b>	<b>-6.4%</b>	<b>\$ 1,438</b>	<b>\$ 85</b>	<b>6.3%</b>

## Executive Division – Communications

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 1,445	\$ 1,353
<b>Personnel Costs</b>		
Salary adjustments and pay for performance	(67)	32
Burden (benefits & employer taxes) for current staff	(3)	24
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(70)</b>	<b>56</b>
<b>Non-Personnel Costs</b>		
ECMS consultant	(40)	-
Public Relations consultant	25	25
Other, net	(7)	4
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>(22)</b>	<b>29</b>
<b>Total Increase / (Decrease)</b>	<b>(92)</b>	<b>85</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 1,353</b>	<b>\$ 1,438</b>

## Executive Division – Communications

### FY 2021 Progress Report

1. Increase outreach and operationalize engagement with economic development corporations, business organizations and trade organizations, to embed SAN as a key stakeholder in developing the regional economy.

**Progress:** Progress has been made toward this goal. The Airport Authority is now a member of all the regional economic development corporations. SAN news releases and other key communications are routinely shared with regional partners, such as EDCs, Chambers and tourism/hospitality groups, including the SDTA. These partners then share our news with their audiences via newsletters and social media.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN’s role in economic growth

2. Develop core group of external SAN brand ambassadors, enabling them to carry SAN’s economic and ADP messaging more broadly throughout the region.

**Progress:** Significant progress has been made toward this goal. SAN news releases and other key communications are routinely shared with regional partners, such as EDCs, Chambers and tourism/hospitality groups, including the SDTA. These partners then share our news with their audiences via newsletters and social media.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 3B. Solicit champions to tell our story

3. Secure fair, balanced and positive media coverage from local, regional, national and trade outlets on several Airport Authority programs and initiatives, including the ADP, other development projects, sustainability, small business development and innovation, among others. Continue to hone the Airport Authority’s social media outreach to ensure we are reaching key audiences with news about the Authority’s major initiatives and programs.

**Progress:** There was substantial progress toward this goal, with a marked increase in the number of proactively pitched media opportunities. The increase is a direct result of more aggressive and innovative techniques developed over the past two years, including targeted pitches, relationship building and comprehensive outreach strategies aimed at both larger and smaller outlets.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 3E. Raise awareness of significant projects through unpaid media opportunities

## Executive Division – Communications

4. Complete migration of Authority’s electronic content management system from Open Text 10.5 to Open Text 16.5, and train staff on Open Text 16.5 to ensure a sustainable electronic records management program.

**Progress:** The migration has been completed, and Open Text 16.5 is operational throughout the Authority, including the reorganization of millions of folders and files. Work is underway to decommission Open Text 10.5 to deploy those server resources to other mission critical projects.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

## Executive Division – Communications

### FY 2022 – FY 2023 Goals

1. Develop comprehensive ADP outreach plan to communicate the economic, customer, and environmental benefits of a new terminal 1.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

2. Build upon the previous successes with unpaid and social media to share the contributions of the airport to the economy (including small business, capital projects, and Innovation Lab), air services, and COVID-19 recovery.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 3E. Raise awareness of significant projects through unpaid media opportunities

3. Further evolve the Sustainability Report to align with the Operational Strategic Plan goals.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth

4. Partner with I&TS to expand the functionality of Open Text 16.5 for all of its users.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

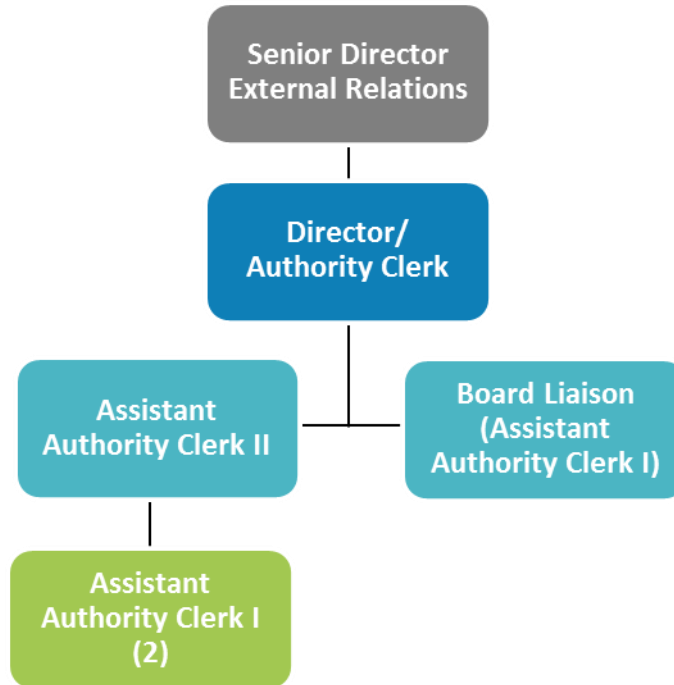
**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue



## Executive Division – Board Services

### FY 2022 – FY 2023 Organizational Structure



*Position in grey resides in the Communications department and is shown for structural purpose.*

*No personnel changes in FY 2023.*

## Executive Division – Board Services

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 319	\$ 316	\$ 316	\$ -	0.0%	\$ 328	\$ 13	4.0%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	180	173	169	(3)	-2.0%	178	9	5.2%
<b>Subtotal</b>	<b>499</b>	<b>488</b>	<b>485</b>	<b>(3)</b>	<b>-0.7%</b>	<b>506</b>	<b>21</b>	<b>4.4%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>499</b>	<b>488</b>	<b>485</b>	<b>(3)</b>	<b>-0.7%</b>	<b>506</b>	<b>21</b>	<b>4.4%</b>
Contractual Services	84	92	127	35	38.3%	127	-	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%	23	23	0.0%
Operating Supplies	1	2	2	-	0.0%	2	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	15	20	20	-	0.0%	20	-	0.0%
Business Development	31	42	32	(10)	-24.0%	32	-	0.0%
Equipment Rentals and Repairs	10	13	15	2	15.4%	15	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>141</b>	<b>168</b>	<b>195</b>	<b>27</b>	<b>16.0%</b>	<b>218</b>	<b>23</b>	<b>11.8%</b>
<b>Total Operating Expenses</b>	<b>641</b>	<b>657</b>	<b>680</b>	<b>24</b>	<b>3.6%</b>	<b>725</b>	<b>44</b>	<b>6.5%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>641</b>	<b>657</b>	<b>680</b>	<b>24</b>	<b>3.6%</b>	<b>725</b>	<b>44</b>	<b>6.5%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 641</b>	<b>\$ 657</b>	<b>\$ 680</b>	<b>\$ 24</b>	<b>3.6%</b>	<b>\$ 725</b>	<b>\$ 44</b>	<b>6.5%</b>

## Executive Division – Board Services

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 657	\$ 680
<b>Personnel Costs</b>		
Salary adjustments and pay for performance	-	13
Burden (benefits & employer taxes) for current staff	(3)	9
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(3)</b>	<b>21</b>
<b>Non-Personnel Costs</b>		
Webcasts for Board Meetings	15	-
Agenda preparation and Form 700 automation	-	23
Other, net	12	-
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>27</b>	<b>23</b>
<b>Total Increase / (Decrease)</b>	<b>24</b>	<b>44</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 680</b>	<b>\$ 725</b>

## Executive Division – Board Services

### FY 2021 Progress Report

1. Implement a system to facilitate the electronic filing of Form 700 for Designated Filers.

**Progress:** Project not funded due to COVID-19

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

2. Begin providing closed captions of all ALUC and Board Meetings.

**Progress:** Amended current agreement to provide closed captioning on request.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

## Executive Division – Board Services

### FY 2022 – FY 2023 Goals

1. Convert Avigation Easements from hard copy to electronic and store in the ECMS to provide ready access to Authority employees.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

2. Implement a system to facilitate the electronic filing of Form 700 for Designated Filers.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

3. Provide access to onboarding documents and Board Member materials online.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

**Executive Division – Government Relations**

**FY 2022 – FY 2023 Organizational Structure**



*Position in grey resides in the Communications department and is shown for structural purpose.*

*No personnel changes in FY 2023.*

## Executive Division – Government Relations

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 257	\$ 255	\$ 255	\$ -	0.0%	\$ 265	\$ 10	4.0%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	138	132	133	2	1.2%	139	6	4.6%
<b>Subtotal</b>	<b>395</b>	<b>387</b>	<b>388</b>	<b>2</b>	<b>0.4%</b>	<b>404</b>	<b>16</b>	<b>4.2%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>395</b>	<b>387</b>	<b>388</b>	<b>2</b>	<b>0.4%</b>	<b>404</b>	<b>16</b>	<b>4.2%</b>
Contractual Services	429	362	406	44	12.1%	406	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	1	1	1	-	0.0%	1	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	13	9	12	3	36.1%	14	2	12.4%
Business Development	182	194	172	(22)	-11.1%	179	7	4.0%
Equipment Rentals and Repairs	-	-	-	-	0.0%	-	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>625</b>	<b>566</b>	<b>591</b>	<b>26</b>	<b>4.5%</b>	<b>600</b>	<b>9</b>	<b>1.5%</b>
<b>Total Operating Expenses</b>	<b>1,020</b>	<b>952</b>	<b>980</b>	<b>27</b>	<b>2.8%</b>	<b>1,004</b>	<b>25</b>	<b>2.5%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>1,020</b>	<b>952</b>	<b>980</b>	<b>27</b>	<b>2.8%</b>	<b>1,004</b>	<b>25</b>	<b>2.5%</b>
<b>Equipment Outlay Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 1,020</b>	<b>\$ 952</b>	<b>\$ 980</b>	<b>\$ 27</b>	<b>2.8%</b>	<b>\$ 1,004</b>	<b>\$ 25</b>	<b>2.5%</b>

## Executive Division – Government Relations

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 952	\$ 980
<b>Personnel Costs</b>		
Salary adjustments and pay for performance	-	10
Burden (benefits & employer taxes) for current staff	2	6
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>2</b>	<b>16</b>
<b>Non-Personnel Costs</b>		
Government relations consultants	44	-
Authority memberships	(16)	4
Other, net	(3)	5
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>26</b>	<b>9</b>
<b>Total Increase / (Decrease)</b>	<b>27</b>	<b>25</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 980</b>	<b>\$ 1,004</b>



## Executive Division – Government Relations

### FY 2021 Progress Report

1. Communicate with and obtain support from the region’s elected officials and community leaders for the Airport Authority, San Diego International Airport, the Airport Development Plan and related environmental documents (NEPA/Coastal Development Permits), and other airport improvement projects. These efforts will include (a) working with other regional agencies and jurisdictions to obtain support and coordinate multi-jurisdictional planning activities; and (b) ensuring that leaders are well-informed of the importance and specific economic impact of SDIA to the San Diego region.

**Progress:** Throughout this fiscal year, the Government Relations team has directly engaged many elected officials and community leaders through a systemic program of outreach intended to brief key stakeholders on: (a) the impacts of the COVID-19 pandemic on the Airport Authority and San Diego International Airport (SDIA); and (b) updates on the Airport Development Plan, including associated environmental entitlement processes. There has also been sustained engagement with multiple key agencies, including the City of San Diego, the San Diego Unified Port District, and the San Diego Association of Governments, to coordinate on multi-jurisdictional planning activities and Airport Authority priorities. As planning begins for the return of travel post-pandemic, the team has also engaged key stakeholders on the economic impact of SDIA to the region.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN’s role in economic growth

2. Advocate for funding for the Airport Authority and its projects at the Federal and State level, including: (a) seeking relief funding and other assistance related to the COVID-19 pandemic; (b) pursuing an increase in the Passenger Facility Charge limit; (c) seeking inclusion of Authority projects in eligibility criteria for grant programs and other funding mechanisms that may be included in legislation; (d) seeking substantial grant funding for the Quieter Home Program; and (e) identifying, submitting applications, and obtaining letters of support for grant opportunities.

**Progress:** The Government Relations team’s highest priority has been obtaining relief funding from Federal and State sources. After successfully obtaining \$91 million in funding from the CARES Act at the end of the previous fiscal year, the focus was on seeking additional funding, which culminated in an allocation of approximately \$19 million in the December Congressional appropriations legislation. As of this writing, the team continues to be highly focused on additional appropriation of funding from Congress in the third COVID-19 relief package currently under consideration. The Authority was successful in obtaining the substantial Quieter Home Program funding during this fiscal year and the Government Relations team is continuing its efforts to seek additional funds for this priority program. As the Congress begins consideration of infrastructure legislation in the coming year, the team continues its push for increasing the limit on the Passenger Facility Charge.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2D. Implement a sustainable 20 year capital plan

## Executive Division – Government Relations

### FY 2022 – FY 2023 Goals

1. Communicate with and obtain support from the region’s elected officials and community leaders for the Airport Authority, San Diego International Airport, the Airport Development Plan and related environmental documents (NEPA/Coastal Development Permits), and other airport improvement projects. These efforts will include (a) working with other regional agencies and jurisdictions to obtain support and coordinate multi-jurisdictional planning activities; and (b) ensuring that leaders are well-informed of the importance and specific economic impact of SDIA to the San Diego region.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN’s role in economic growth

2. Advocate for funding for the Airport Authority and its projects at the Federal and State level, including: (a) seeking relief funding and other assistance related to the COVID-19 pandemic; (b) pursuing an increase in the Passenger Facility Charge limit; (c) seeking inclusion of Authority projects in eligibility criteria for grant programs and other funding mechanisms that may be included in legislation; (d) seeking substantial grant funding for the Quieter Home Program; and (e) identifying, submitting applications, and obtaining letters of support for grant opportunities.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2D. Implement a sustainable 20 year capital plan

# Development Division



## Development Division

### Overview

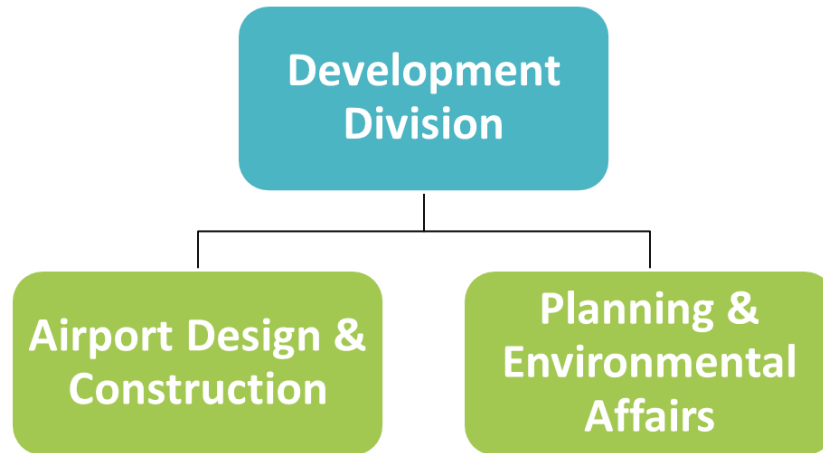
The **Development Division** is responsible for long-term airport facility and infrastructure planning, infrastructure design and construction, and compliance with legislative mandates for environmental and land-use matters. The legislative compliance includes local, state and federal environmental laws, 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 Airport Development Plan 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), Geographical Information System (GIS), and Lease plans; 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 & Environmental Affairs** department manages airport land use compatibility and master planning, environmental compliance, sustainability initiatives, and noise mitigation programs for the Airport Authority. The department conducts all short and long-range planning, including preparing and maintaining the airport master 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 residential sound insulation efforts ("Quieter Home Program"). 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.

## Development Division

### FY 2022 – FY 2023 Organizational Structure



### Division Personnel Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget Transfers	FY 2022 Budget New/ (Eliminated) ^	FY 2022 Budget	FY 2023 Budget New/ (Eliminated) ^	FY 2023 Conceptual Budget
<b>Development</b>							
Airport Design & Construction	49	48	-	-	48	-	48
Planning and Environmental Affairs	29	29	-	-	29	-	29
<b>Total Authorized Positions</b>	<b>78</b>	<b>77</b>	-	-	<b>77</b>	-	<b>77</b>

^ There are no new position in FY 2022 and FY 2023

## Development Division

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 6,573	\$ 6,540	\$ 6,759	\$ 218	3.3%	\$ 7,295	\$ 537	7.9%
Overtime	4	5	5	(0)	0.0%	-	(5)	-100.0%
Benefits	2,675	3,375	3,576	201	6.0%	3,918	342	9.6%
<b>Subtotal</b>	<b>9,253</b>	<b>9,920</b>	<b>10,340</b>	<b>420</b>	<b>4.2%</b>	<b>11,214</b>	<b>874</b>	<b>8.4%</b>
Less: Capitalized Labor Recharge	(4,410)	(4,968)	(5,125)	(158)	3.2%	(5,711)	(586)	11.4%
Less: QHP Labor Recharge	(580)	(532)	(641)	(109)	20.4%	(670)	(30)	4.7%
<b>Total Personnel Costs</b>	<b>4,263</b>	<b>4,421</b>	<b>4,574</b>	<b>153</b>	<b>3.5%</b>	<b>4,832</b>	<b>258</b>	<b>5.6%</b>
Contractual Services	3,790	3,287	3,201	(86)	-2.6%	3,258	57	1.8%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	30	26	10	(17)	-63.6%	10	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	1,255	1,446	1,450	5	0.3%	1,453	3	0.2%
Operating Equipment & Systems	6	7	7	-	0.0%	7	-	0.0%
Operating Supplies	103	96	64	(32)	-32.8%	74	10	14.7%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	160	192	192	(0)	-0.1%	193	1	0.7%
Business Development	133	141	112	(29)	-20.5%	107	(5)	-4.7%
Equipment Rentals and Repairs	289	250	254	4	1.6%	254	-	0.0%
Tenant Improvements	697	340	336	(4)	-1.2%	350	14	4.2%
<b>Total Non-Personnel Costs</b>	<b>6,463</b>	<b>5,784</b>	<b>5,625</b>	<b>(159)</b>	<b>-2.7%</b>	<b>5,705</b>	<b>80</b>	<b>1.4%</b>
<b>Total Operating Expenses</b>	<b>10,726</b>	<b>10,205</b>	<b>10,199</b>	<b>(6)</b>	<b>-0.1%</b>	<b>10,537</b>	<b>338</b>	<b>3.3%</b>
Joint Studies / Sound Attenuation	15,451	15,327	17,504	2,177	14.2%	16,763	(741)	-4.2%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>		<b>15,327</b>	<b>17,504</b>	<b>2,177</b>	<b>14.2%</b>	<b>16,763</b>	<b>(741)</b>	<b>-4.2%</b>
<b>Total Expenses</b>	<b>10,726</b>	<b>25,531</b>	<b>27,703</b>	<b>2,171</b>	<b>8.5%</b>	<b>27,300</b>	<b>(403)</b>	<b>-1.5%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 10,726</b>	<b>\$ 25,531</b>	<b>\$ 27,703</b>	<b>\$ 2,171</b>	<b>8.5%</b>	<b>\$ 27,300</b>	<b>\$ (403)</b>	<b>-1.5%</b>

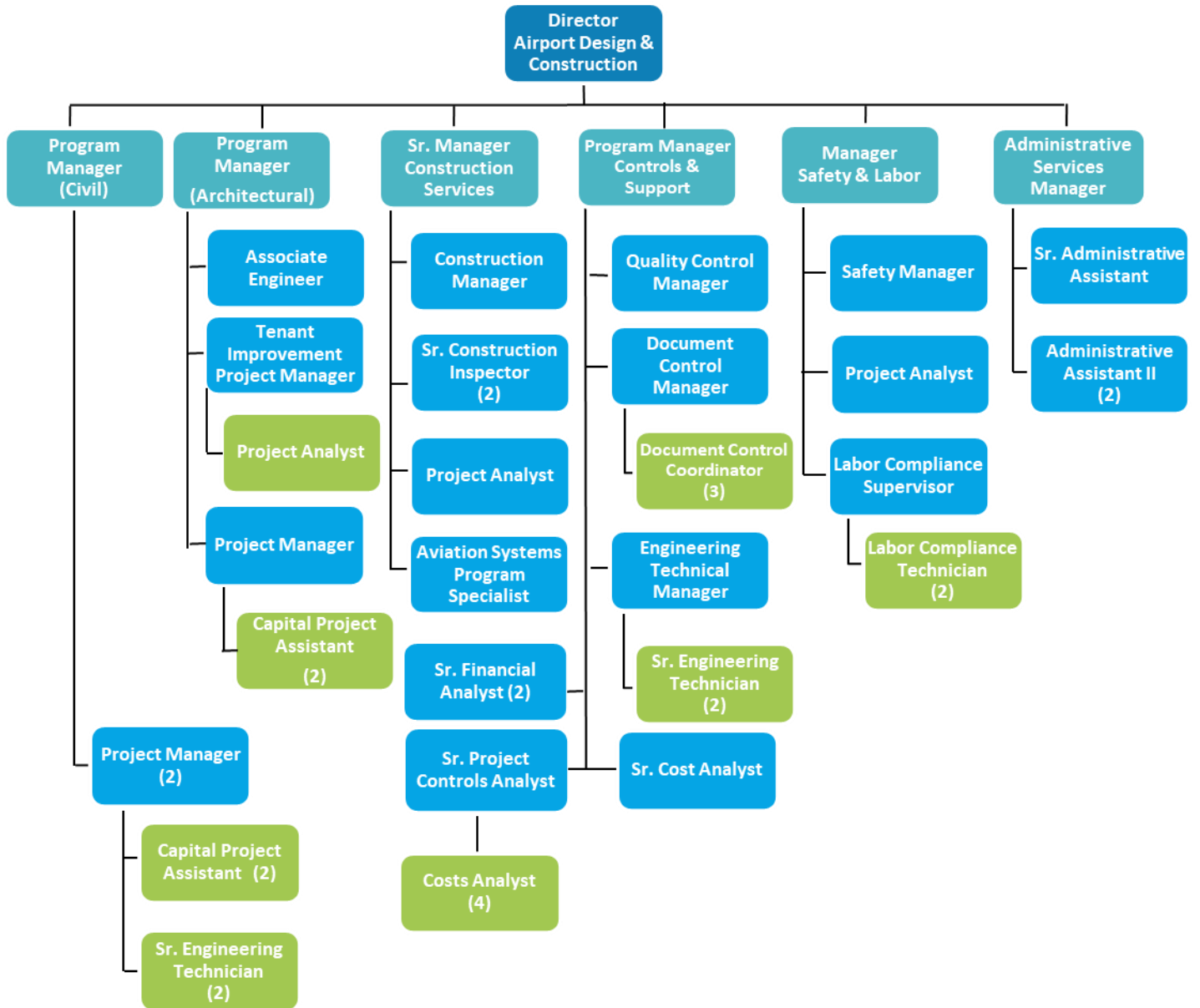
## Development Division

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 25,531	\$ 27,703
<b>Personnel Costs</b>		
Salary adjustments and pay for performance	218	532
Burden (benefits & employer taxes) for current staff	201	342
Capitalization	(267)	(616)
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>153</b>	<b>258</b>
<b>Non-Personnel Costs</b>		
Quieter Home Program	2,177	(741)
Airport Land Use Compatibility Plans	100	65
Professional services	(210)	32
Other, net	(49)	(17)
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>2,018</b>	<b>(661)</b>
<b>Total Increase / (Decrease)</b>	<b>2,171</b>	<b>(403)</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 27,703</b>	<b>\$ 27,300</b>

# Development Division – Airport Design & Construction

## FY 2022 – FY 2023 Organizational Structure



*No personnel changes in FY 2023.*



## Development Division – Airport Design & Construction

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 3,878	\$ 3,894	\$ 4,021	\$ 126	3.2%	\$ 4,448	\$ 427	10.6%
Overtime	4	5	5	(0)	0.0%	-	(5)	-100.0%
Benefits	1,400	2,093	2,187	94	4.5%	2,450	263	12.0%
<b>Subtotal</b>	<b>5,282</b>	<b>5,992</b>	<b>6,213</b>	<b>221</b>	<b>3.7%</b>	<b>6,898</b>	<b>685</b>	<b>11.0%</b>
Less: Capitalized Labor Recharge	(4,405)	(4,968)	(5,125)	(158)	3.2%	(5,711)	(586)	11.4%
Less: QHP Labor Recharge	(39)	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>839</b>	<b>1,025</b>	<b>1,087</b>	<b>63</b>	<b>6.1%</b>	<b>1,186</b>	<b>99</b>	<b>9.1%</b>
Contractual Services	532	537	483	(53)	-10.0%	475	(8)	-1.6%
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	2	5	5	-	0.0%	5	-	0.0%
Operating Supplies	29	66	35	(32)	-47.7%	44	10	27.5%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	34	31	31	(1)	-1.9%	31	-	0.0%
Business Development	11	27	17	(10)	-36.7%	25	8	47.6%
Equipment Rentals and Repairs	92	92	96	4	4.5%	96	-	0.0%
Tenant Improvements	697	340	336	(4)	-1.2%	350	14	4.2%
<b>Total Non-Personnel Costs</b>	<b>1,397</b>	<b>1,098</b>	<b>1,002</b>	<b>(96)</b>	<b>-8.7%</b>	<b>1,026</b>	<b>24</b>	<b>2.4%</b>
<b>Total Operating Expenses</b>	<b>2,235</b>	<b>2,123</b>	<b>2,090</b>	<b>(33)</b>	<b>-1.6%</b>	<b>2,213</b>	<b>123</b>	<b>5.9%</b>
Joint Studies / Sound Attenuation	-	100	100	-	0.0%	100	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>0.0%</b>	<b>100</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>2,235</b>	<b>2,223</b>	<b>2,190</b>	<b>(33)</b>	<b>-1.5%</b>	<b>2,313</b>	<b>123</b>	<b>5.6%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 2,235</b>	<b>\$ 2,223</b>	<b>\$ 2,190</b>	<b>\$ (33)</b>	<b>-1.5%</b>	<b>\$ 2,313</b>	<b>\$ 123</b>	<b>5.6%</b>

## Development Division – Airport Design & Construction

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 2,223	\$ 2,190
<b>Personnel Costs</b>		
Salary adjustments and pay for performance	126	422
Burden (benefits & employer taxes) for current staff	94	263
Capitalization	(158)	(586)
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>63</b>	<b>99</b>
<b>Non-Personnel Costs</b>		
Aerial photos	20	(40)
Operating supplies	(32)	10
Professional services	(67)	32
Other, net	(17)	22
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>(96)</b>	<b>24</b>
<b>Total Increase / (Decrease)</b>	<b>(33)</b>	<b>123</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 2,190</b>	<b>\$ 2,313</b>

## Development Division – Airport Design & Construction

### FY 2021 Progress Report

1. Based on the Board certification of the EIR (January 9, 2020) for the Airport Development Program (ADP Phase 1) and the approved program budget of \$3B, complete the procurement process to select the Design-Build partner necessary to deliver the ADP Phase 1 (Terminal 1 Replacement) on the schedule yet to be set by the Board.

Measures of success:

- Over the course of the procurement/program validation for the ADP Phase 1, proactively manage the schedule to ensure all milestone dates are met
- Begin the validation of planning criteria, program requirements, and associated budget with the Design-Build team
- Complete the procurement phase of the ADP Design-Build contracts in March 2021

**Progress:**

- The procurement for the New T1 was completed in September 2021. For various reasons outside the control of the Airport Authority, milestone dates associated with Board approval of the ADP Phase 1 Validation Amendment have been delayed by more than four months. The Validation Phase is planned for completion/Board Approval of the Maximum Contract Price (MCP) in July of 2021.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. ADC will progress the Airport Support Facilities (ASF) project and the first phase of the Storm Water Capture System on time and within the Board approved budget while achieving project milestones necessary to complete all phases by January 2021.

Measures of success:

- Over the course of the ASF project, proactively manage the schedule to ensure all milestone schedule dates are met
- Over the course of the ASF project, proactively manage the Board approved budget and limit additional scope, preserving program reserve funds to protect end of project savings
- Maintain an efficient, lean and cost effective staff that will result in a staff budget cost within the program budget

**Progress:**

- The ASF project milestone dates were met, and all elements of the project were completed on time. The project is in the close-out phase and the end of project savings is in the process of being confirmed. The Program Management staffing was managed effectively, within the allocated budget.

**Strategic Plan Focus Area:**

- Advance the ADP

## Development Division – Airport Design & Construction

### Strategic Initiative:

- 2A. Align facilities to meet demand, both international and domestic
3. ADC will complete phase 2 and begin phase 3 of the Hydrant Fueling system on time and within the Board approved budget, while achieving project milestones necessary to start construction of the new Terminal 1, by November 2021.

#### Measures of success:

- Over the course of the Hydrant Fueling projects, proactively manage the schedule to ensure all milestone schedule dates are met
- Over the course of the Hydrant Fueling projects, proactively manage the Board approved budget and limit additional scope, preserving program reserve funds to protect end of project savings
- Maintain an efficient, lean and cost effective staff that will result in a staff budget cost within the program budget

### Progress:

- Hydrant Fueling infrastructure and associated fuel transmission lines were installed to gates 46-51, on schedule and within the Board approved budget. The Airport Fueling Operations (AFO) building was completed on time and within the Board approved budget. The West Fuel Truck Loading Facility has had a delay to the start of construction related to approval from the California Coastal Commission. This delay will be mitigated by the Design-Build team for the New Terminal 1 project, by January 2022.

### Strategic Plan Focus Area:

- Advance the ADP

### Strategic Initiative:

- 2A. Align facilities to meet demand, both international and domestic
4. Throughout the year, continue to develop an efficient high performing ADC team while managing both the CIP/ADP. Ensuring robust communications for ADC employees and stakeholders (internal and external) to enhance the community's (public, professional, tenants and employees), understanding of the Authority's active projects, initiatives, and ADC team culture.

#### Measures of success:

- Timely completion of quarterly ADC CIPOC reports and briefings to the Board and senior management
- Timely completion of monthly construction progress updates
- Timely completion of program updates for Aviation Matters
- Timely completion of weekly updates to the President/CEO for the Board report
- Provide ADC jobsite tours for internal/external Stakeholders
- Provide communication of ADC program to external community groups
- Provide communication of ADC workplace culture to potential employees (internal/external)

## Development Division – Airport Design & Construction

### Progress:

- Program updates and communications have been modified to accommodate telecommuting protocols and the lack of group meetings.

### Strategic Plan Focus Area:

- Optimize Ongoing Business

### Strategic Initiative:

- 4A. Create an effective succession and transition plan for ongoing leadership changes

## Development Division – Airport Design & Construction

### FY 2022 – FY 2023 Goals

1. Based on the Board Approval of the Terminal and Roadways Contract (September 2020) for the Airport Development Program (ADP Phase 1) and the approved program budget of \$3B, ADC will complete the Validation Phase for Board approval of the Maximum Contract Price (MCP) to deliver the ADP Phase 1 (Terminal 1 Replacement) on the schedule approved by the Board.

Measures of success:

- Over the course of the program validation for the ADP Phase 1, proactively manage the schedule to ensure all milestone dates are met and the Maximum Contract Price is approved by the Board
- Manage program requirements, and associated budget with the Design-Build team to complete the design and establish a schedule to arrive at a Guaranteed Maximum Price (GMP) that is less than the MCP

#### **Strategic Plan Focus Area:**

- Advance the ADP

#### **Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. ADC will progress the New Authority Administration Building project and GMP/contract approval on time and within the Board approved budget/schedule while achieving project milestones necessary to complete all phases by the beginning of Fall 2023.

Measures of success:

- Over the course of the Authority Administration Building project, proactively manage the schedule to ensure all milestone schedule dates are met
- Over the course of the Authority Administration Building project, proactively manage the Board approved budget and limit additional scope, preserving program reserve funds to protect end of project savings
- Maintain an efficient, lean and cost-effective staff that will result in a staff budget cost within the program budget

#### **Strategic Plan Focus Area:**

- Transform the Customer Experience

#### **Strategic Initiative:**

- 4C. Attract a new generation of diverse employees and leaders

3. ADC will complete phase 3 of the Hydrant Fueling system on time and within the Board approved budget, while achieving project milestones and project coordination necessary to start construction of the New Terminal 1, by January 2022.

Measures of success:

- Over the course of the Hydrant Fueling projects, proactively manage the schedule to ensure all milestone schedule dates are met

## Development Division – Airport Design & Construction

- Over the course of the Hydrant Fueling projects, proactively manage the Board approved budget and limit additional scope, preserving program reserve funds to protect end of project savings
- Maintain an efficient, lean and cost-effective staff that will result in a staff budget cost within the program budget

### **Strategic Plan Focus Area:**

- Advance the ADP

### **Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

4. Throughout the year, continue to develop an efficient high performing ADC team while managing both the CIP/ADP. Ensuring robust communications for ADC employees and stakeholders (internal and external) to enhance the community's (public, professional, tenants and employees), understanding of the Authority's active projects, initiatives, and ADC team culture.

#### Measures of success:

- Timely completion of quarterly ADC CIPOC reports and briefings to the Board and senior management
- Timely completion of monthly construction progress updates
- Timely completion of program updates for Aviation Matters
- Timely completion of weekly updates to the President/CEO for the Board report
- Provide ADC jobsite tours for internal/external Stakeholders
- Provide communication of ADC program to external community groups
- Provide communication of ADC workplace culture to potential employees (internal/external)
- Provide Hybrid office/telecommuting work culture that leverages experience from COVID-19

### **Strategic Plan Focus Area:**

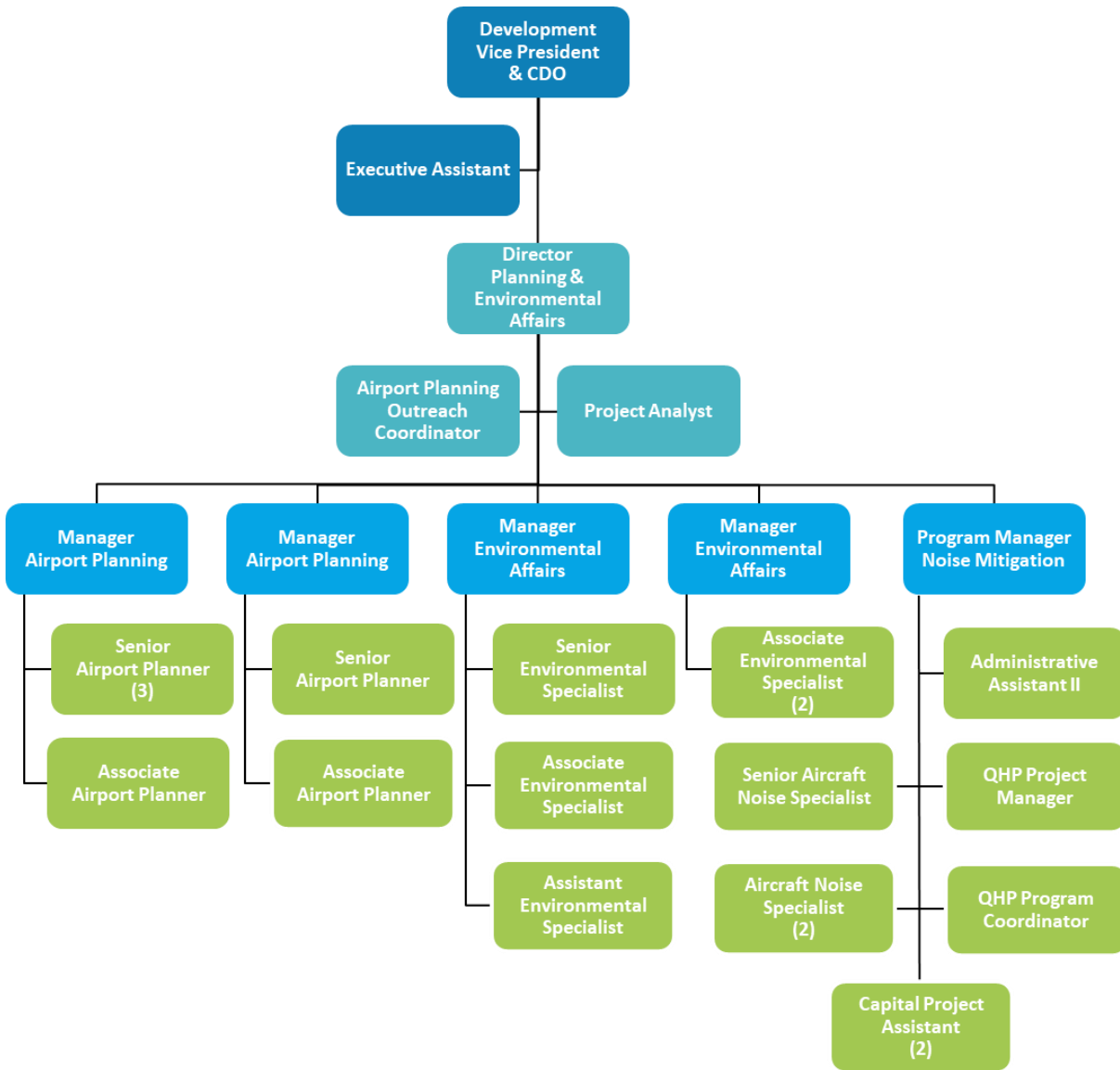
- Optimize Ongoing Business

### **Strategic Initiative:**

- 4A. Create an effective succession and transition plan for ongoing leadership changes

# Development Division – Planning & Environmental Affairs

## FY 2022 – FY 2023 Organizational Structure



*No personnel changes in FY 2023.*



## Development Division – Planning & Environmental Affairs

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 2,695	\$ 2,646	\$ 2,738	\$ 92	3.5%	\$ 2,847	\$ 110	4.0%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	1,275	1,282	1,389	107	8.4%	1,469	79	5.7%
<b>Subtotal</b>	<b>3,970</b>	<b>3,928</b>	<b>4,127</b>	<b>199</b>	<b>5.1%</b>	<b>4,316</b>	<b>189</b>	<b>4.6%</b>
Less: Capitalized Labor Recharge	(5)	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	(541)	(532)	(641)	(109)	20.4%	(670)	(30)	4.7%
<b>Total Personnel Costs</b>	<b>3,424</b>	<b>3,396</b>	<b>3,487</b>	<b>90</b>	<b>2.7%</b>	<b>3,646</b>	<b>159</b>	<b>4.6%</b>
Contractual Services	3,259	2,750	2,718	(32)	-1.2%	2,783	65	2.4%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	30	26	10	(17)	-63.6%	10	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	1,255	1,446	1,450	5	0.3%	1,453	3	0.2%
Operating Equipment & Systems	4	2	2	-	0.0%	2	-	0.0%
Operating Supplies	73	30	30	-	0.0%	30	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	126	161	161	1	0.3%	163	1	0.9%
Business Development	122	113	95	(19)	-16.6%	81	(14)	-14.3%
Equipment Rentals and Repairs	197	158	158	-	0.0%	158	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>5,066</b>	<b>4,686</b>	<b>4,623</b>	<b>(63)</b>	<b>-1.3%</b>	<b>4,679</b>	<b>56</b>	<b>1.2%</b>
<b>Total Operating Expenses</b>	<b>8,490</b>	<b>8,082</b>	<b>8,110</b>	<b>27</b>	<b>0.3%</b>	<b>8,324</b>	<b>215</b>	<b>2.6%</b>
Joint Studies / Sound Attenuation	15,451	15,227	17,404	2,177	14.3%	16,663	(741)	-4.3%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>15,451</b>	<b>15,227</b>	<b>17,404</b>	<b>2,177</b>	<b>14.3%</b>	<b>16,663</b>	<b>(741)</b>	<b>-4.3%</b>
<b>Total Expenses</b>	<b>23,941</b>	<b>23,309</b>	<b>25,513</b>	<b>2,204</b>	<b>9.5%</b>	<b>24,987</b>	<b>(526)</b>	<b>-2.1%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 23,941</b>	<b>\$ 23,309</b>	<b>\$ 25,513</b>	<b>\$ 2,204</b>	<b>9.5%</b>	<b>\$ 24,987</b>	<b>\$ (526)</b>	<b>-2.1%</b>

## Development Division – Planning & Environmental Affairs

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 23,309	\$ 25,513
<b>Personnel Costs</b>		
Burden (benefits & employer taxes) for current staff	107	79
Salary adjustments and pay for performance	92	110
Capitalization	(109)	(30)
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>90</b>	<b>159</b>
<b>Non-Personnel Costs</b>		
Quieter Home Program	2,177	(741)
Airport Land Use Compatibility Plans	100	65
Professional Services	(42)	65
Professional services	(143)	-
Other, net	(21)	(9)
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>2,114</b>	<b>(685)</b>
<b>Total Increase / (Decrease)</b>	<b>2,204</b>	<b>(526)</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 25,513</b>	<b>\$ 24,987</b>

## Development Division – Planning & Environmental Affairs

### FY 2021 Progress Report

1. Complete federal environmental and state coastal review processes for the Airport Development Plan by May 2021.

**Progress:** During Fiscal Year 2021, the Planning & Environmental Affairs Department, in coordination with the Federal Aviation Administration, initiated the environmental review process under the National Environmental Policy Act (NEPA). Despite being delayed due to COVID impacts, an Administrative Draft Environmental Assessment (EA) for the proposed Airport Development Plan (ADP) was completed. In addition, multiple Coastal Development Permit applications for ADP project components were successfully submitted to the California Coastal Commission.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Engage the City of San Diego, Port District of San Diego, developers, and surrounding communities to solicit feedback on the SDIA Airport Land Use Compatibility Plan update by June 2021.

**Progress:** During Fiscal Year 2021, the Planning & Environmental Affairs Department continued to provide guidance to the City of San Diego and the Port of San Diego on the current Airport Land Use Compatibility Plan (ALUCP) for San Diego International Airport; however, the formal process to begin updating SAN's ALUCP was delayed due to the COVID pandemic. Authority staff was also successful during the year in finalizing the Naval Air Station North Island ALUCP, which was the last of the ALUCPs to be established for the region's 16 airports.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3C. Continue to focus on programs to reduce noise impacts

3. Ensure compliance with National Pollution Discharge Elimination System (NPDES) permits for stormwater runoff associated with the development of the Airport Support Facilities and other capital improvements, including progress towards the Airport Authority's Water Quality Improvement Plan goals for copper and zinc by June 2021.

**Progress:** During Fiscal Year 2021, the Planning & Environmental Affairs Department led implementation of the Authority's comprehensive Water Stewardship Plan, which seeks to conserve water, improve local water quality, and increase resilience to flooding. In addition, the Authority completed development of a new storm water cistern on the Airport's northside and installed new infiltration basins around the Airline Support Building on the southside.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2B. Complete and begin implementation of the Sustainability Management Plan

## Development Division – Planning & Environmental Affairs

4. Facilitate Ground Support Equipment (GSE) emissions reductions by supporting the procurement of renewable diesel and installation of airside charging infrastructure by June 2021.

**Progress:** During Fiscal Year 2021, the Planning & Environmental Affairs Department partnered with San Diego Gas & Electric and American Airlines to replace 16 airside charging ports around Terminal 2 with more modern, efficient equipment. This helped inform the submittal of a \$3.2 million grant application to the FAA during the year for 78 additional charging ports for the terminal, which would be nearly a 200% increase from the existing network.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2B. Complete and begin implementation of the Sustainability Management Plan

5. Continue increased pace of QHP insulating 400 homes during FY 2021, while continuing to engage the community on updating the Part 150 Noise Compatibility Program.

**Progress:** During Fiscal Year 2021, the Planning & Environmental Affairs Department successfully completed about 400 dwelling units through SAN's residential sound insulation program - "The Quieter Home Program" - despite construction interruptions due to the COVID pandemic. Also, the Airport Authority's Part 150 Study (or Noise Compatibility Program), which was guided by a citizen advisory committee and a technical advisory committee, resulted in new recommendations on potential ways to reduce aircraft noise in surrounding communities.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3C. Continue to focus on programs to reduce noise impacts

## Development Division – Planning & Environmental Affairs

### FY 2022 – FY 2023 Goals

1. Complete the federal environmental and state coastal review processes for the Airport Development Plan during FY 2022.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Engage the City of San Diego, Port District of San Diego, developers, and surrounding communities to solicit feedback on the SDIA Airport Land use Compatibility Plan update during FY 2022.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3C. Continue to focus on programs to reduce noise impacts

3. Ensure compliance with the National Pollution Discharge Elimination System (NPDES) permits for stormwater runoff associated with the development of numerous airport facilities during FY 2022, as well as continue progress towards the Airport Authority’s Water Quality Improvement Plan FY 2026 goals for copper and zinc.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2B. Complete and begin implementation of the Sustainability Management Plan

4. Facilitate Ground Support Equipment (GSE) emission reductions by supporting the procurement of renewable diesel and installation of airside charging infrastructure during FY 2022.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2B. Complete and begin implementation of the Sustainability Management Plan

5. Continue the increased pace of annual residential sound insulation (400 dwelling units) through the “Quieter Home Program” and start the non-residential program by completing one property during FY 2022.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3C. Continue to focus on programs to reduce noise impacts

# Finance Division



## Finance Division

### Overview

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

The **Accounting** department is responsible for maintenance, reporting and management of all General Ledger accounts and provides cost accounting services in support of 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 **Airline Relations** department negotiates and manages airline and airfield lease and operating agreements to assure effective utilization and management of Authority resources. The department calculates, assess and collects rates, fees and charges; and negotiates landing fees and other revenue from airline, and cargo operators.

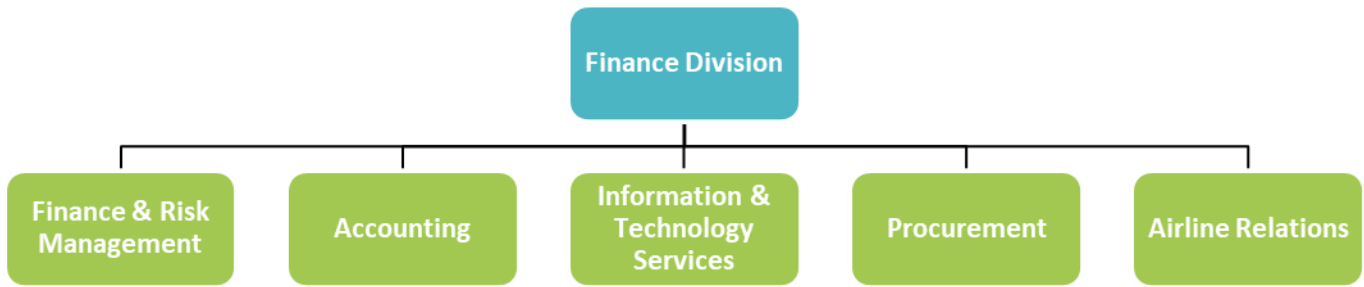
The **Finance & Risk Management** department develops and administers the Operating and Capital Budgets and strives to maintain a fiscally sound and sustainable organization that conforms to financial management best practices. It provides for beneficial treasury management; forecasts revenue and expenditures; maintains the Authority's insurance programs; manages Authority investments and cash; administers Grants, PFCs and CFCs revenue; maintains an effective debt management program; and delivers financial advisory services to all Authority departments.

The **Information & Technology Services (ITS)** department operates the Authority's information technology infrastructure, including hardware, software and communications technology and provides the strategic direction for all Information Technology decisions for the Authority. The department provides information technology services including internet services, desktop computing, websites, telephone connection and hosted system services to all Authority departments. ITS provides the airlines with Flight Information Display System (FIDS), Wi-Fi, paging, common use services (CUSS kiosks, CUPPS workstations) at the elevated departure roadway, gates and ticket counters.

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 researches product and service resources, provides business outreach and education; and manages solicitations, price and contract negotiations and contract awards in a legal, ethical and transparent manner. The department also manages the Procurement card program (P-card); shipping, receiving, and surplus; and warehouse operations.

## Finance Division

### FY 2022 – FY 2023 Organizational Structure



### Division Personnel Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget Transfers	FY 2022 Budget New/ (Eliminated) ^	FY 2022 Budget	FY 2023 Budget New/ (Eliminated) ^	FY 2023 Conceptual Budget
<b>Finance &amp; Asset Management</b>							
Airline Relations	4	4	-	-	4	-	4
Accounting	12	12	-	-	12	-	12
Information & Technology Services	29	29	-	-	29	-	29
Procurement	12	12	-	-	12	-	12
Finance & Risk Management	19	19	-	-	19	-	19
<b>Total Authorized Positions</b>	<b>76</b>	<b>76</b>	-	-	<b>76</b>	-	<b>76</b>

^ There are no new position in FY 2022 and FY 2023



## Finance Division

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$6,606	\$6,527	\$5,946	(\$581)	-8.9%	\$6,648	\$702	11.8%
Overtime	80	152	152	-	0.0%	150	(2)	-1.3%
Benefits	4,557	3,362	3,748	386	11.5%	4,021	273	7.3%
<b>Subtotal</b>	<b>11,243</b>	<b>10,041</b>	<b>9,846</b>	<b>(195)</b>	<b>-1.9%</b>	<b>10,819</b>	<b>973</b>	<b>9.9%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs *</b>	<b>11,243</b>	<b>10,041</b>	<b>9,846</b>	<b>(195)</b>	<b>-1.9%</b>	<b>10,819</b>	<b>973</b>	<b>9.9%</b>
Contractual Services ^	3,061	3,046	3,418	372	12.2%	4,901	1,483	43.4%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	598	654	634	(20)	-3.0%	659	25	3.9%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	156	176	124	(52)	-29.6%	123	(1)	-0.8%
Operating Supplies	131	132	119	(14)	-10.2%	133	14	11.8%
Insurance	1,307	1,557	1,812	254	16.3%	1,993	181	10.0%
Employee Development	135	85	78	(6)	-7.4%	84	5	6.7%
Business Development	436	41	81	40	97.0%	86	5	6.3%
Equipment Rentals and Repairs	2,037	2,347	2,315	(32)	-1.4%	2,437	122	5.3%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>7,861</b>	<b>8,038</b>	<b>8,581</b>	<b>543</b>	<b>6.8%</b>	<b>10,416</b>	<b>1,835</b>	<b>21.4%</b>
<b>Total Operating Expenses</b>	<b>19,104</b>	<b>18,079</b>	<b>18,427</b>	<b>348</b>	<b>1.9%</b>	<b>21,235</b>	<b>2,808</b>	<b>15.2%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>19,104</b>	<b>18,079</b>	<b>18,427</b>	<b>348</b>	<b>1.9%</b>	<b>21,235</b>	<b>2,808</b>	<b>15.2%</b>
<b>Equipment Outlay Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$19,104</b>	<b>\$18,079</b>	<b>\$18,427</b>	<b>\$348</b>	<b>1.9%</b>	<b>\$21,235</b>	<b>\$2,808</b>	<b>15.2%</b>

\* Personnel costs include vacancy savings and costs related to the start of New T1

^ Contractual services expenses include costs related to the start of New T1

## Finance Division

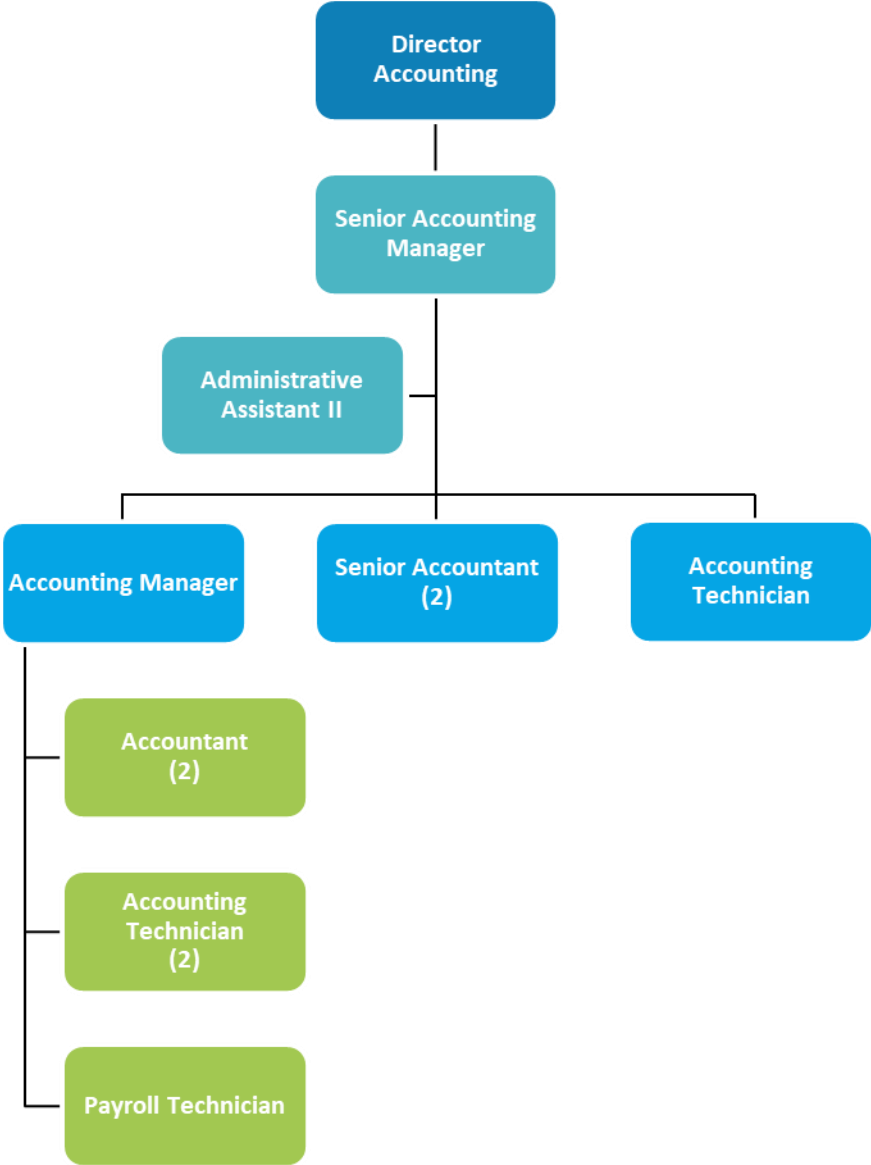
### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	<b>\$ 18,079</b>	<b>\$ 18,427</b>
<b>Personnel Costs</b>		
Burden (benefits & employer taxes) for current staff	386	273
Salary adjustments and pay for performance	(581)	700
<b>Total Increase / (Decrease) in Personnel Costs *</b>	<b>(195)</b>	<b>973</b>
<b>Non-Personnel Costs</b>		
Expenses associated with the start of ADP	400	1,200
Insurance premiums	254	181
IT licenses, maintenance and support	93	112
Credit card fees	8	213
Copier machine leases and charges	(114)	10
Other, net	(99)	119
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>543</b>	<b>1,835</b>
<b>Total Increase / (Decrease)</b>	<b>348</b>	<b>2,808</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 18,427</b>	<b>\$ 21,235</b>

\* Personnel costs include vacancy savings and costs related to the start of ADP

Finance Division – Accounting

FY 2022 – FY 2023 Organizational Structure



*No personnel changes in FY 2023.*

## Finance Division – Accounting

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020	FY2021	FY2022	Inc / (Dec)	%	FY2023	Inc / (Dec)	%
	Actuals	Budget	Budget	FY22 Budget	Change	Conceptual	FY23 Conceptual	Change
				vs FY21 Budget		Budget	vs FY22 Budget	
<b>Operating Expenses</b>								
Salaries & Wages	\$ 994	\$ 991	\$ 969	\$ (22)	-2.2%	\$ 1,008	\$ 39	4.0%
Overtime	-	2	2	-	0.0%	-	(2)	-100.0%
Benefits	495	532	511	(21)	-3.9%	540	29	5.7%
<b>Subtotal</b>	<b>1,489</b>	<b>1,525</b>	<b>1,482</b>	<b>(43)</b>	<b>-2.8%</b>	<b>1,548</b>	<b>66</b>	<b>4.4%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,490</b>	<b>1,525</b>	<b>1,482</b>	<b>(43)</b>	<b>-2.8%</b>	<b>1,548</b>	<b>66</b>	<b>4.4%</b>
Contractual Services	195	152	177	25	16.3%	207	30	16.7%
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	1	-	3	3	0.0%	2	(1)	-33.3%
Operating Supplies	6	10	4	(7)	-65.0%	4	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	9	4	8	4	82.2%	11	3	30.5%
Business Development	397	16	56	40	260.0%	56	1	1.1%
Equipment Rentals and Repairs	-	-	-	-	0.0%	-	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>608</b>	<b>182</b>	<b>248</b>	<b>65</b>	<b>35.9%</b>	<b>279</b>	<b>32</b>	<b>12.8%</b>
<b>Total Operating Expenses</b>	<b>2,097</b>	<b>1,708</b>	<b>1,730</b>	<b>22</b>	<b>1.3%</b>	<b>1,828</b>	<b>98</b>	<b>5.6%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>2,097</b>	<b>1,708</b>	<b>1,730</b>	<b>22</b>	<b>1.3%</b>	<b>1,828</b>	<b>98</b>	<b>5.6%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 2,097</b>	<b>\$ 1,708</b>	<b>\$ 1,730</b>	<b>\$ 22</b>	<b>1.3%</b>	<b>\$ 1,828</b>	<b>\$ 98</b>	<b>5.6%</b>

## Finance Division – Accounting

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 1,708	\$ 1,730
<b>Personnel Costs</b>		
Burden (benefits & employer taxes) for current staff	(21)	29
Salary adjustments and pay for performance	(22)	37
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(43)</b>	<b>66</b>
<b>Non-Personnel Costs</b>		
Allowance for bad debt	40	-
Auditing & actuarial services	25	30
Other, net	1	2
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>65</b>	<b>32</b>
<b>Total Increase / (Decrease)</b>	<b>22</b>	<b>98</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 1,730</b>	<b>\$ 1,828</b>

## Finance Division – Accounting

### FY 2021 Progress Report

1. Implementation of GASB Statement No. 87, *Leases* for the fiscal year ending June 30, 2021, including collaborating with the Finance Budget team to work through the implications on the budget and rate setting.

**Progress:** At the onset of the COVID-19 pandemic the Government Accounting Standards Board postponed the effective date of its Statement No. 87, *Leases* by 18 months. The new effective date for the Authority is fiscal year ending June 30, 2022. Staff continues to gather, evaluate and compute all Authority leases in preparation for the FY 2022 implementation.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2D. Implement a sustainable 20 year capital plan

2. Provide innovative solutions to improve efficiency of accounting functions and support organizational priorities.

- ADP job cost set up and coding
- Automation of accounts payable processing
- Develop improved methods for processing concessions data gathering and billing
- Assist with implementation of workforce management software

**Progress:** Accounting, in collaboration with other departments has worked to establish a detailed coding methodology to carefully track and record the New T1 projects costs.

In response to the COVID-19 pandemic, the Accounting Department quickly adopted to remote processing which required developing methods to complete accounting processes electronically. This required close collaboration with all departments across the Authority. Next steps are to evaluate additional software options to utilize AI to further automate processes.

The Accounts Receivable Statistics Module of the ERP was set up to gain additional functionality and increase data analytics capabilities.

Accounting staff assisted with the set-up of workforce management system, with implementation anticipated in late FY21.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

3. Continued excellence in financial reporting and stringent internal controls that result in a clean audit with no findings.

**Progress:** The FY 2020 audit was completed on time and with no findings.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2D. Implement a sustainable 20 year capital plan

## Finance Division – Accounting

### FY 2022 – FY 2023 Goals

1. 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.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2D. Implement a sustainable 20 year capital plan

2. Provide innovative solutions that support the optimization of business processes and improve the ability to efficiently operate remotely through the automation of accounts payable processes.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

3. Implementation of GASB Statement No. 87, *Leases* for the fiscal year ending June 30, 2022.

**Strategic Plan Focus Area:**

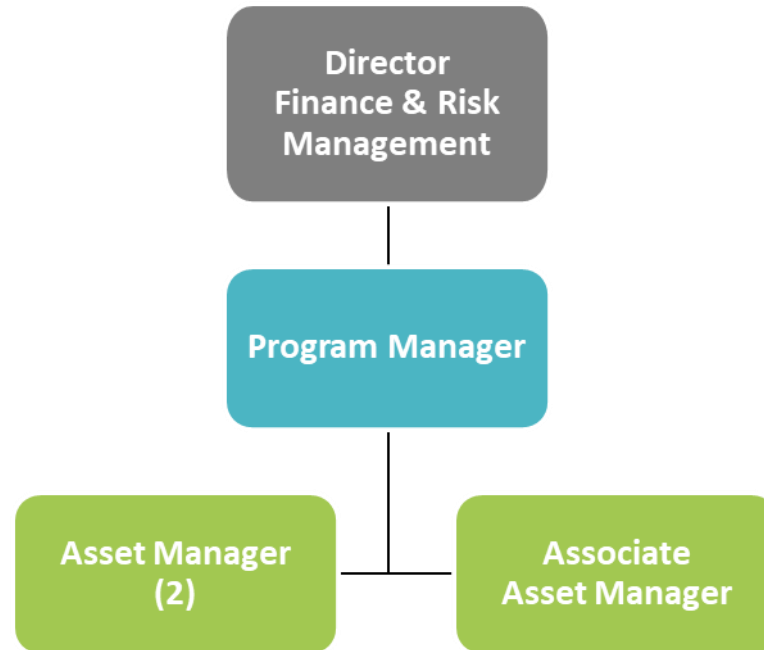
- Optimize Ongoing Business

**Strategic Initiative:**

- 2D. Implement a sustainable 20 year capital plan

## Finance Division – Airline Relations

### FY 2022 - FY 2023 Organizational Structure



*Position in grey resides in Finance & Risk Management department and is shown for structural purposes.*

*No personnel changes in FY 2023.*



## Finance Division – Airline Relations

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 332	\$ 322	\$ 322	\$ -	0.0%	\$ 335	\$ 13	4.0%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	164	150	146	(4)	-2.7%	155	9	6.1%
<b>Subtotal</b>	<b>496</b>	<b>472</b>	<b>468</b>	<b>(4)</b>	<b>-0.9%</b>	<b>490</b>	<b>22</b>	<b>4.7%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>496</b>	<b>472</b>	<b>468</b>	<b>(4)</b>	<b>-0.9%</b>	<b>490</b>	<b>22</b>	<b>4.7%</b>
Contractual Services	41	-	-	-	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	1	2	1	(1)	-33.3%	1	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	3	1	1	-	0.0%	1	-	0.0%
Business Development	9	4	4	-	0.0%	4	-	0.0%
Equipment Rentals and Repairs	-	-	-	-	0.0%	-	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>55</b>	<b>7</b>	<b>7</b>	<b>(1)</b>	<b>-7.1%</b>	<b>7</b>	<b>-</b>	<b>0.0%</b>
<b>Total Operating Expenses</b>	<b>551</b>	<b>480</b>	<b>475</b>	<b>(5)</b>	<b>-1.0%</b>	<b>497</b>	<b>22</b>	<b>4.6%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>551</b>	<b>480</b>	<b>475</b>	<b>(5)</b>	<b>-1.0%</b>	<b>497</b>	<b>22</b>	<b>4.6%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 551</b>	<b>\$ 480</b>	<b>\$ 475</b>	<b>\$ (5)</b>	<b>-1.0%</b>	<b>\$ 497</b>	<b>\$ 22</b>	<b>4.6%</b>

## Finance Division – Airline Relations

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 480	\$ 475
<b>Personnel Costs</b>		
Salary adjustments and pay for performance	-	13
Burden (benefits & employer taxes) for current staff	(4)	9
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(4)</b>	<b>22</b>
<b>Non-Personnel Costs</b>		
Other, net	(1)	-
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>(1)</b>	<b>-</b>
<b>Total Increase / (Decrease)</b>	<b>(5)</b>	<b>22</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 475</b>	<b>\$ 497</b>

## Finance Division – Airline Relations

### FY 2021 Progress Report

1. Implement the new Airline Fuel Consortium Lease.

**Progress:** The Fuel Lease has been implemented and the projects required to be completed by the Consortium are in process.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Implement the new Airline Support Building lease along with the transition of the Airlines from the existing facilities to the new one.

**Progress:** All four Airlines submitted executed leases. They are all in the process of completing their tenant improvements. All airlines will be moved into the new building prior to July 5, 2021.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

## Finance Division – Airline Relations

### FY 2022 – FY 2023 Goals

1. Partner with Airside and Terminal Operations and our Airline stakeholders in the implementation of outbound passenger biometric technology deployment.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

2. Partner with the Airlines, ADC and the Design Build Team to create a process that will enable a successful buildout of the Airline spaces in the new TI.

**Strategic Plan Focus Area:**

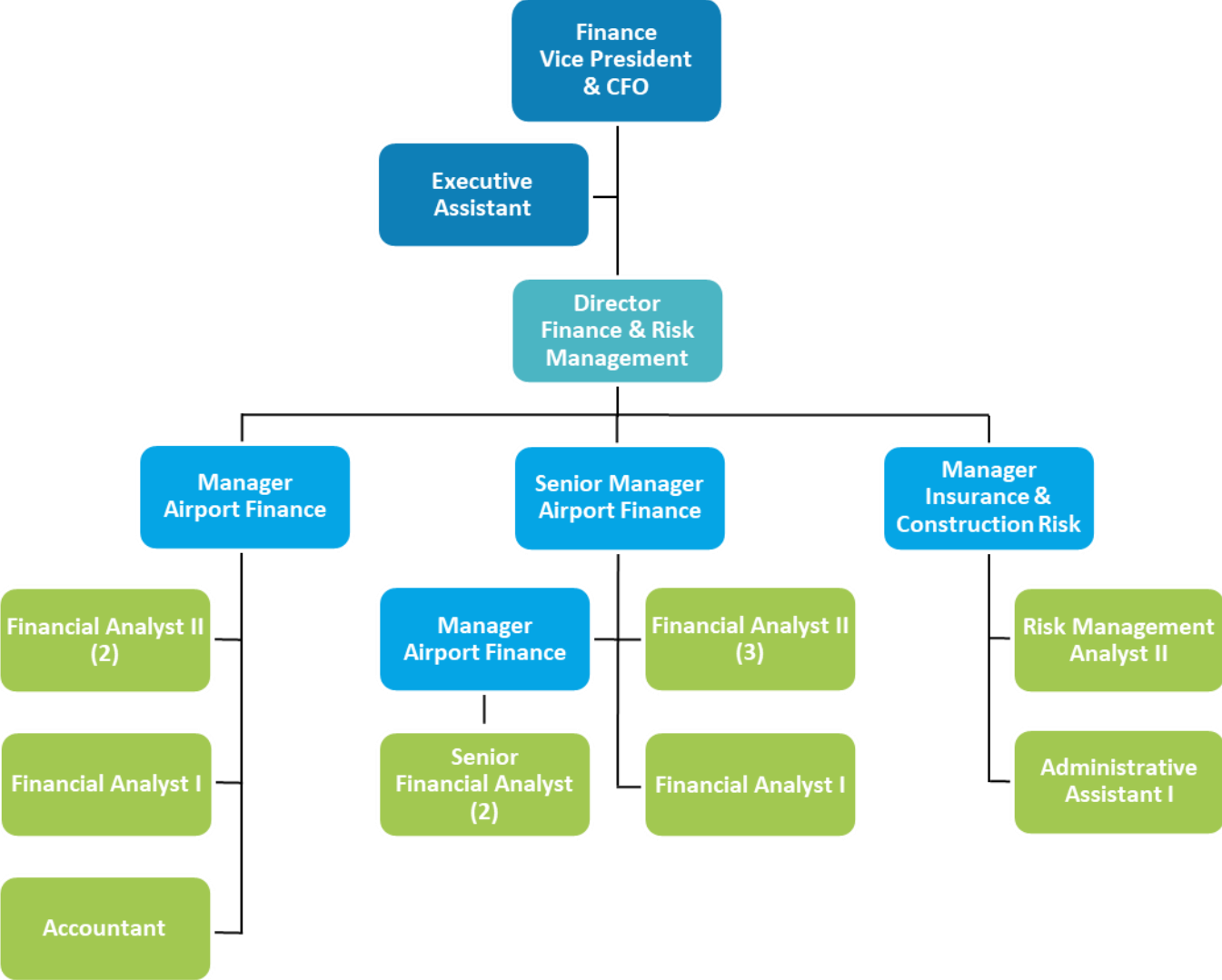
- Advance the ADP

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

Finance Division – Finance & Risk Management

FY 2022 – FY 2023 Organizational Structure



No personnel changes in FY 2023.

## Finance Division – Finance & Risk Management

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 1,747	\$ 1,595	\$ 1,611	\$ 16	1.0%	\$ 1,764	\$ 152	9.5%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	840	803	844	42	5.2%	935	91	10.7%
<b>Subtotal</b>	<b>2,587</b>	<b>2,398</b>	<b>2,456</b>	<b>58</b>	<b>2.4%</b>	<b>2,699</b>	<b>243</b>	<b>9.9%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>2,587</b>	<b>2,398</b>	<b>2,456</b>	<b>58</b>	<b>2.4%</b>	<b>2,699</b>	<b>243</b>	<b>9.9%</b>
Contractual Services	1,514	1,304	1,266	(38)	-2.9%	1,504	239	18.8%
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	7	7	7	-	0.0%	7	-	0.0%
Insurance	1,307	1,557	1,812	254	16.3%	1,993	181	10.0%
Employee Development	38	25	22	(3)	-11.8%	25	3	12.1%
Business Development	21	9	10	1	11.5%	14	4	41.1%
Equipment Rentals and Repairs	104	130	119	(12)	-8.9%	119	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>2,991</b>	<b>3,032</b>	<b>3,235</b>	<b>203</b>	<b>6.7%</b>	<b>3,662</b>	<b>426</b>	<b>13.2%</b>
<b>Total Operating Expenses</b>	<b>5,578</b>	<b>5,430</b>	<b>5,691</b>	<b>261</b>	<b>4.8%</b>	<b>6,360</b>	<b>669</b>	<b>11.8%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>5,578</b>	<b>5,430</b>	<b>5,691</b>	<b>261</b>	<b>4.8%</b>	<b>6,360</b>	<b>669</b>	<b>11.8%</b>
<b>Equipment Outlay Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 5,578</b>	<b>\$ 5,430</b>	<b>\$ 5,691</b>	<b>\$ 261</b>	<b>4.8%</b>	<b>\$ 6,360</b>	<b>\$ 669</b>	<b>11.8%</b>

## Finance Division – Finance & Risk Management

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 5,430	\$ 5,691
<b>Personnel Costs</b>		
Burden (benefits & employer taxes) for current staff	42	91
Salary adjustments and pay for performance	16	152
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>58</b>	<b>243</b>
<b>Non-Personnel Costs</b>		
Insurance premiums	254	181
Credit card fees	8	213
Other, net	(60)	33
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>203</b>	<b>426</b>
<b>Total Increase / (Decrease)</b>	<b>261</b>	<b>669</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 5,691</b>	<b>\$ 6,360</b>

## Finance Division – Finance & Risk Management

### FY 2021 Progress Report

1. Establish a new Variable Debt Program that will provide adequate interim funding for ADP prior to the next Bond issuance.

**Progress:** Based on the Market conditions it was determined in consultation with the Authority's Financial Advisor to hold off issuing the Variable Debt RFP. The RFP will be released in March 2021 with Board Approval in June 2021 or July 2021.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 5C. Evaluate multiple funding methods for the Capital Program (ADP and CIP)

2. Update the Authority 20 year Capital Budget through a facilitated Stakeholder meeting. In addition, partner with Airport Design and Construction to establish revised cost estimates for the projects in the 20 year capital program.

**Progress:** With the onset of the COVID 19 Pandemic the focus of the Authority's Capital Program was limited to essential projects and the Airport Development Plan.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2D. Implement a sustainable 20 year capital plan

3. Work with the Authority's Construction Broker to create & bind the Owners Construction Insurance Program (OCIP) for ADP. In addition, create and bind the Builders Risk policies for ADP and evaluate other insurance coverages to further mitigate risk to the Authority.

**Progress:** The issuance of the OCIP is predicated on the project being approved to move forward with construction. Staff anticipates binding these insurance coverages in line with the Board approval of the ADP Contract Maximum Price.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile



## Finance Division – Finance & Risk Management

### FY 2022 – FY 2023 Goals

1. Establish a new Underwriter Pool and issue the first tranche of Bonds to fund the Airport Development Program.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 5C. Evaluate multiple funding methods for the Capital Program (ADP and CIP)

2. Create a reporting and tracking process for ADP Operating & Non-Operating expenses.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

3. Collaborate with Revenue Generation on the new concessions program and parking strategy by providing input into business terms and financial modeling needed to ensure the programs meet the Authority's financial objectives.

**Strategic Plan Focus Area:**

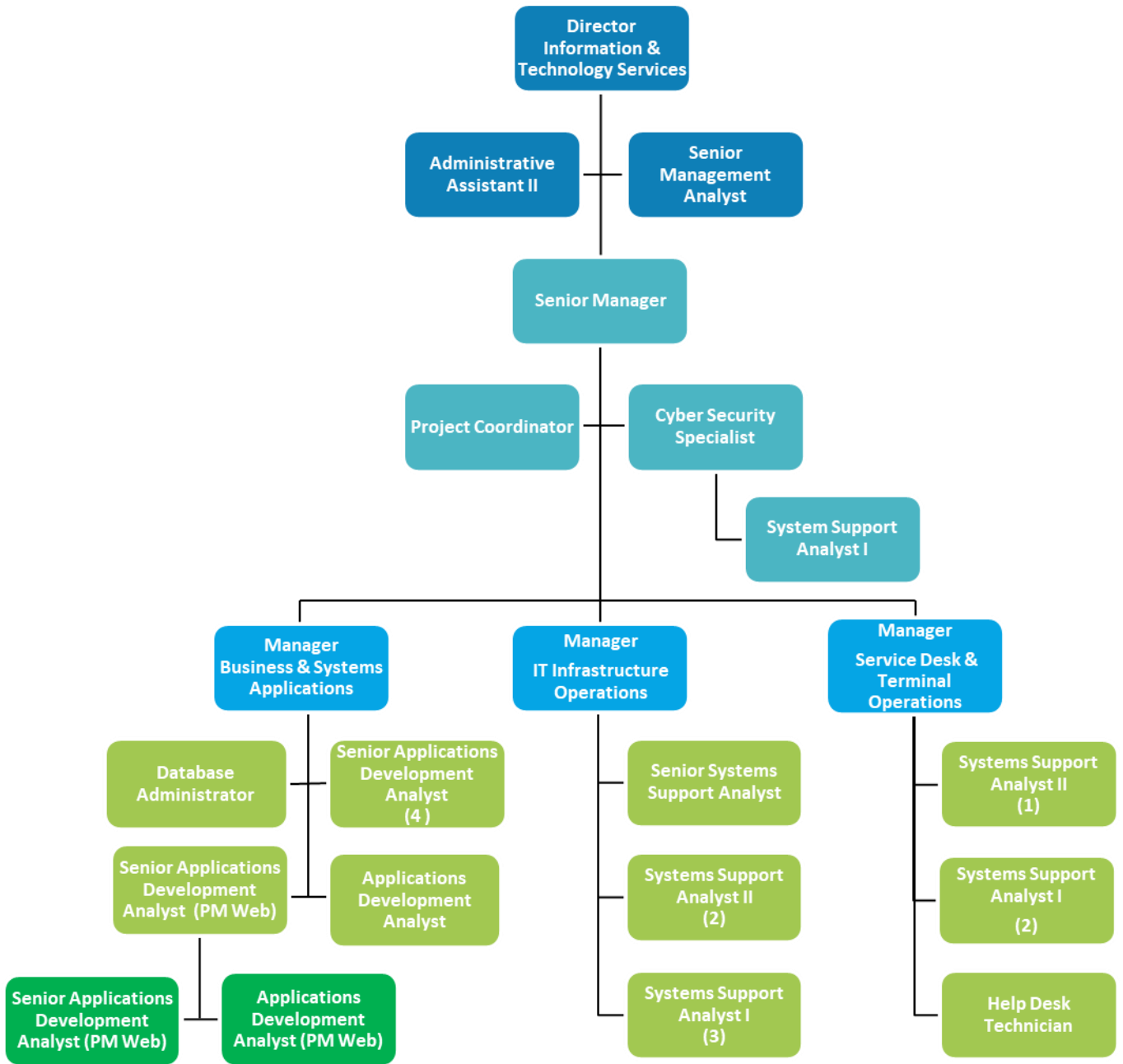
- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

# Finance Division – Information & Technology Services

## FY 2022 – FY 2023 Organizational Structure



No personnel changes in FY 2023.

## Finance Division – Information & Technology Services

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020	FY2021	FY2022	Inc / (Dec)	%	FY2023	Inc / (Dec)	%
	Actuals	Budget	Budget	FY22 Budget	Change	Conceptual	FY23 Conceptual	Change
				vs FY21 Budget		Budget	vs FY22 Budget	
<b>Operating Expenses</b>								
Salaries & Wages	\$ 2,542	\$ 2,255	\$ 2,226	\$ (28)	-1.3%	\$ 2,410	\$ 184	8.2%
Overtime	79	150	150	-	0.0%	150	-	0.0%
Benefits	1,297	1,241	1,245	4	0.3%	1,365	120	9.6%
<b>Subtotal</b>	<b>3,918</b>	<b>3,646</b>	<b>3,622</b>	<b>(24)</b>	<b>-0.7%</b>	<b>3,925</b>	<b>304</b>	<b>8.4%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>3,918</b>	<b>3,646</b>	<b>3,622</b>	<b>(24)</b>	<b>-0.7%</b>	<b>3,925</b>	<b>304</b>	<b>8.4%</b>
Contractual Services	1,308	1,378	1,343	(35)	-2.5%	1,378	35	2.6%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	598	654	634	(20)	-3.0%	659	25	3.9%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	155	175	120	(55)	-31.4%	120	-	0.0%
Operating Supplies	93	74	67	(7)	-9.7%	81	14	20.9%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	77	45	37	(8)	-18.3%	37	-	0.0%
Business Development	6	3	3	(0)	-4.6%	3	-	0.0%
Equipment Rentals and Repairs	1,892	2,175	2,155	(21)	-0.9%	2,277	122	5.7%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>4,129</b>	<b>4,505</b>	<b>4,359</b>	<b>(145)</b>	<b>-3.2%</b>	<b>4,556</b>	<b>196</b>	<b>4.5%</b>
<b>Total Operating Expenses</b>	<b>8,047</b>	<b>8,150</b>	<b>7,981</b>	<b>(170)</b>	<b>-2.1%</b>	<b>8,481</b>	<b>500</b>	<b>6.3%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>8,047</b>	<b>8,150</b>	<b>7,981</b>	<b>(170)</b>	<b>-2.1%</b>	<b>8,481</b>	<b>500</b>	<b>6.3%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 8,047</b>	<b>\$ 8,150</b>	<b>\$ 7,981</b>	<b>\$ (170)</b>	<b>-2.1%</b>	<b>\$ 8,481</b>	<b>\$ 500</b>	<b>6.3%</b>

## Finance Division – Information & Technology Services

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 8,150	\$ 7,981
<b>Personnel Costs</b>		
Salary adjustments and pay for performance	(28)	184
Burden (benefits & employer taxes) for current staff	4	120
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(24)</b>	<b>304</b>
<b>Non-Personnel Costs</b>		
Copier machine leases and charges	(114)	10
Authority equipment needs	(55)	-
Enterprise Resource Planning software hosting	(45)	35
IT licenses, maintenance and support	93	112
Other, net	(25)	39
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>(145)</b>	<b>196</b>
<b>Total Increase / (Decrease)</b>	<b>(170)</b>	<b>500</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 7,981</b>	<b>\$ 8,481</b>

## Finance Division – Information & Technology Services

### FY 2021 Progress Report

1. Replace our aging network infrastructure with optimal technology to provide additional growth capacity, redundancy and security. Enhance the construction program management tool PMWeb by providing additional training to staff to increase adoption, enhance reporting and workflows, refining the integrations with E1 and creating new integrations with ECMS and Primavera 6.

**Progress:** The AVSec Network Redesign CIP was approved by the Board in July of 2020. I&TS has received the network infrastructure and is in the process of programming the equipment. Training for PMWeb has been conducted to increase staff adoption, reports and workflows have been enhanced and integrations with E1 have been refined. We are currently in the process of documenting all the E1 to PMWeb integrations and their associated dependencies.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

2. Optimize solutions to enable Authority staff to effectively telecommute to maintain physical distancing when necessary. Collaborate with internal and external stakeholders in the design of innovative technology solutions for the new admin building and the terminal 1 replacement as conditions allow. Engage strategic partners on cellular 5G so that we can make informed technology decisions.

**Progress:** I&TS has optimized the telecommuting experience for staff by implementing MS Teams to enhance collaboration, Adobe eSign to efficiently route documents for signature and deployed VPNs (Virtual Private Networks) with two-factor authentication to ensure cybersecurity for staff working remotely. We have collaborated with internal and external stakeholders in the design of innovative technology solutions for the new admin building and the terminal 1 replacement including passenger processing systems and enhanced wifi. We have engaged strategic partners on cellular 5G and will solicit for a lead mobile network operator in March of 2021.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

## Finance Division – Information & Technology Services

3. Continue prioritizing cybersecurity initiatives including remediating findings from the DHS NCATS (National Cybersecurity Assessments and Technical Services) audit, NIST (National Institute of Standards Technology) audit of the AVSec network, baggage handling system, and building automation systems (HVAC) and maintain PCI compliance ensuring all credit card data is properly secured.

**Progress:** We have collaborated with internal and external stakeholders to remediate the findings from the DHS NIST audit. We are 100% complete on the wifi, 80% complete on the HVAC, 60% complete on the baggage handling system and 90% complete on the AVSec network NIST findings. We have submitted the necessary evidence to renew PCI compliance for our credit card processing systems.

**Strategic Plan Focus Area:**

Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

## Finance Division – Information & Technology Services

### FY 2022 – FY 2023 Goals

1. In support of the ADP, replace our aging network infrastructure with optimal technology to provide additional growth capacity, redundancy and security. Enhance the construction program management tool PMWeb by improving operational efficiency through process standardization, enhancing user experience by implementing PMWeb's version 6 features, establishing a robust data governance model to improve data quality, and developing new datasets, metrics and executive dashboards by leveraging the Authority's business intelligence data warehouse.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Optimize solutions to enable Authority staff to effectively telecommute to maintain physical distancing and employee safety. Partner with ADC and joint venture teams to refine the design of innovative technology solutions in the new administrative building and terminal 1 replacement. Collaborate with the lead MNO (Mobile Network Operator) in the design of 5G cellular infrastructure airport wide.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

3. Continue prioritizing cybersecurity initiatives including remediating findings from the DHS NCATS (National Cybersecurity Assessments and Technical Services) audit, NIST (National Institute of Standards Technology) audit of the AVSec network, baggage handling system, and building automation systems (HVAC) and maintain PCI compliance ensuring all credit card data is properly secured.

**Strategic Plan Focus Area:**

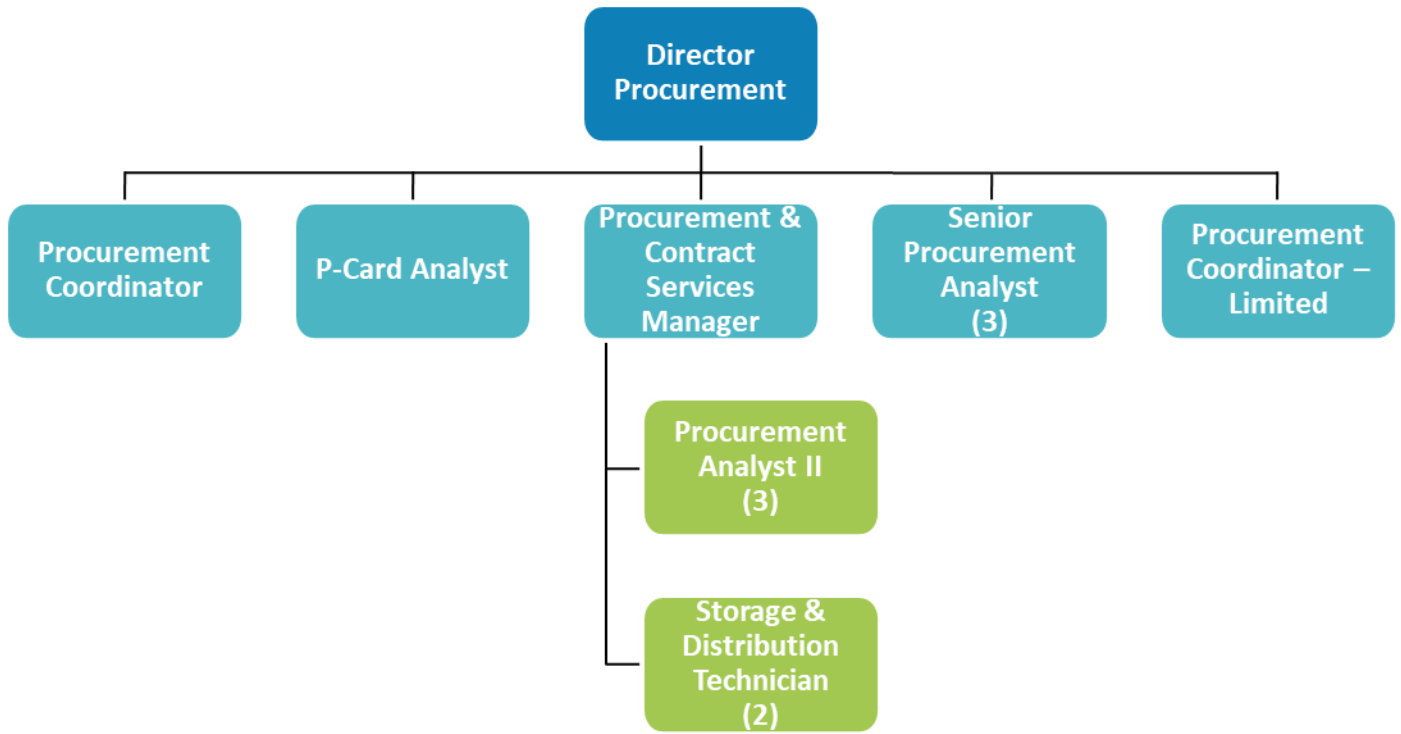
- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

# Finance Division – Procurement

## FY 2022 – FY 2023 Organizational Structure



*No personnel changes in FY 2023.*



## Finance Division – Procurement

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 991	\$ 1,013	\$ 983	\$ (30)	-2.9%	\$ 1,023	\$ 39	4.0%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	519	555	549	(6)	-1.1%	582	33	6.0%
<b>Subtotal</b>	<b>1,510</b>	<b>1,568</b>	<b>1,532</b>	<b>(36)</b>	<b>-2.3%</b>	<b>1,605</b>	<b>72</b>	<b>4.7%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,510</b>	<b>1,568</b>	<b>1,532</b>	<b>(36)</b>	<b>-2.3%</b>	<b>1,605</b>	<b>72</b>	<b>4.7%</b>
Contractual Services	3	12	32	20	167.3%	12	(20)	-62.6%
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	-	1	1	-	0.0%	1	-	0.0%
Operating Supplies	23	40	40	1	1.8%	40	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	9	9	10	1	13.8%	10	-	0.0%
Business Development	4	10	9	(1)	-11.3%	9	-	0.0%
Equipment Rentals and Repairs	40	42	42	-	0.0%	42	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>79</b>	<b>112</b>	<b>133</b>	<b>21</b>	<b>18.6%</b>	<b>113</b>	<b>(20)</b>	<b>-14.7%</b>
<b>Total Operating Expenses</b>	<b>1,589</b>	<b>1,680</b>	<b>1,665</b>	<b>(15)</b>	<b>-0.9%</b>	<b>1,718</b>	<b>53</b>	<b>3.2%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>1,589</b>	<b>1,680</b>	<b>1,665</b>	<b>(15)</b>	<b>-0.9%</b>	<b>1,718</b>	<b>53</b>	<b>3.2%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 1,589</b>	<b>\$ 1,680</b>	<b>\$ 1,665</b>	<b>\$ (15)</b>	<b>-0.9%</b>	<b>\$ 1,718</b>	<b>\$ 53</b>	<b>3.2%</b>

## Finance Division – Procurement

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 1,680	\$ 1,665
<b>Personnel Costs</b>		
Burden (benefits & employer taxes) for current staff	(6)	33
Salary adjustments and pay for performance	(30)	39
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(36)</b>	<b>72</b>
<b>Non-Personnel Costs</b>		
Temporary staffing	20	(20)
Other, net	1	1
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>21</b>	<b>(20)</b>
<b>Total Increase / (Decrease)</b>	<b>(15)</b>	<b>53</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 1,665</b>	<b>\$ 1,718</b>

## Finance Division – Procurement

### FY 2021 Progress Report

1. Work in partnership with key stakeholders to determine appropriate procurement methods for advancement of ADP projects and services that incorporate innovative industry trends and sound contracting practices in accordance with the agreed upon schedule.

**Progress:** In support of the ADP, contracts already executed include: Commissioning Services, Architectural and Engineering Services, Coastal Consulting services, six (6) Artist contracts, and the Terminal and Roadways Design Build Contract. A Request for Qualifications was completed for concession approaches and for the Administration Building which shortlisted teams qualified to respond to Request for Proposals.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Work in partnership with key stakeholders to determine appropriate procurement methods for optimizing business efficiencies, improving services and supporting financial, social and environmental, obligations and opportunities.

**Progress:** Procurement serves as a centralized resource to manage and facilitate the selection and contract award process in accordance with Authority policies, innovative industry trends and sound contracting practices. Significant efforts were made in response to the Covid 19 pandemic to reduce non-essential spending and further negotiate existing contracts prior to executing renewal options. The department continues to achieve cost savings on new contracts through competition and negotiations. Contract negotiations also result in value added services, operational efficiencies, and cost containment for the Authority. An average savings of 14% has been achieved through competition and an average savings of 3% has been achieved through additional contract negotiations.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

3. Promote the Authority’s Brand Promise to the local business community 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 participating in various contractor outreach and supplier training events.

**Progress:** Procurement continues to participate in various local contractor outreach, networking and training events sponsored by the Authority and various local business associations.

All the solicitations facilitated by Procurement in FY21 document small, local, veteran and disadvantaged business participation. Outreach plans include preferences under policy 5.12 or inclusionary methods. As of February, 506 new vendors have registered in the Authority’s vendor database since 7/1/2020 as a result of outreach by Procurement and Small Business Development. Of the 24 projects solicited since 7/1/2020, 1,471 vendors have actively participated by downloading an opportunity; 20% are certified Small Business Enterprises (SBEs), 28% are self-

## Finance Division – Procurement

claimed Local Business Enterprises (LBEs), 8% are certified Local Businesses (LBC), 7% are certified Disadvantaged Business Enterprises (DBEs) and 3% are Veteran owned (VOSB) or Service-Disabled Veteran Small Business (SDVSB) certified.

The following summary reflects 23 executed contract awards for a total of \$34,993,768.84 resulting from competitive solicitations that closed since 7/1/2020.

- Certified Local Businesses received 3 awards (12.5%) for a total of \$13,830,052 (40%)
- Local Business Enterprises received 6 awards (25%) for a total of \$31,088,260 (89%)
- Certified SBE's received 5 awards (21%) for a total of \$14,011,252 (40%)
- Certified DBE's received 0 awards
- VOSB/SDVSB's received 0 awards

### **Strategic Plan Focus Area:**

- Optimize Ongoing Business

### **Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth

## Finance Division – Procurement

### FY 2022 – FY 2023 Goals

1. Work in partnership with key stakeholders to determine appropriate procurement methods for advancement of ADP projects and services that incorporate innovative industry trends and sound contracting practices in accordance with the agreed upon schedule.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Continue to navigate through the significant impacts that COVID 19 has had on our business and operation by collaborating with key stakeholders to determine appropriate procurement methods for contracting opportunities that reduce non-essential spending, optimize business efficiencies, improve services, and that support financial, social, environmental and safety, obligations.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

3. Promote the Authority's Brand Promise 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 participating in various contractor outreach and supplier training events.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth

# Operations Division



## Operations

### Overview

The **Operations Division** is responsible for complying with legislative mandates and operating requirements for the airport and the Airport Authority and keeps the traveling public, stakeholders and all levels of government informed and up to date on Authority activities. The division frequently coordinates with regulatory agencies, elected officials and the public to accomplish the Authority's goals. This includes coordination and implementation of local, state and federal laws, and state and federal aviation security rules and regulations. The division works to meet the safety, operational and informational needs of the traveling public, both landside and airside tenants, and key 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.

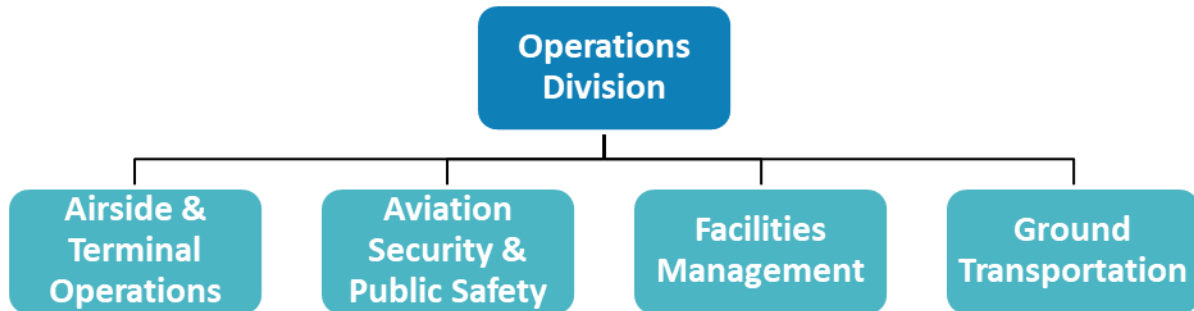
The **Aviation Security & Public Safety (AVSEC&PS)** department implements all required FAA and TSA security programs and security equipment improvements; manages the Service Level Agreement with Harbor Police; coordinates with all Homeland Security and state agencies for passenger inspection services; develops, administers and implements the Airport Security Program and Airport Emergency Plan; operates the Authority's Security Operations Center and Airport Communications Center; and ensures high level of emergency/crisis preparedness through coordination with local, state and federal agencies.

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 **Ground Transportation (GT)** department is responsible for all pedestrian and vehicle landside operations from the terminal curb and roadways to the parking lots and into the community – getting passengers and guests on and off the airport. This includes operations of the Terminal 2 Parking Plaza, customer and employee parking lots, and terminal transportation islands, all of which require coordinated private vehicle, shuttle and bus, and commercial vehicle services. GT oversees the airport's commercial transportation service providers, including, taxicabs, transportation network companies (TNCs), Hotel/Motel, Off-Airport Parking and Rental Car shuttles, limousines and other courtesy and commercial vehicles. GT issues permits for all ground transportation service provider vehicles. GT manages the Rental Car Center (RCC) busing operation in coordination with the RCC bus contractor; and manages the airport parking card program for stakeholders and employees. GT also oversees the Airport Traffic Officer (ATO) staff, who ensure curbside and roadway safety, code compliance, customer service, and efficient ingress/egress for all airport landside operations.

## Operations Division

### FY 2022 – FY 2023 Organizational Structure



### Division Personnel Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget Transfers *	FY 2022 Budget New/ (Eliminated) ^	FY 2022 Budget	FY 2023 Budget New/ (Eliminated) ^	FY 2023 Conceptual Budget
<b>Operations</b>							
Aviation Security & Public Safety	18	18	2	-	20	-	20
Airside & Terminal Operations	25	26	-	-	26	-	26
Ground Transportation ATOs	71	71	-	-	71	-	71
Facilities Management	88	88	(2)	-	86	-	86
<b>Total Authorized Positions</b>	<b>202</b>	<b>203</b>	-	-	<b>203</b>	-	<b>203</b>

\* See detailed information of the transfers in the divisional sections

^ There are no new position in FY 2022 and FY 2023



## Operations Division

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 14,756	\$ 15,330	\$ 15,211	\$ (119)	-0.8%	\$ 16,124	\$ 912	6.0%
Overtime	662	512	455	(56)	-11.0%	480	25	5.5%
Benefits	7,983	8,578	8,499	(78)	-0.9%	9,210	711	8.4%
<b>Subtotal</b>	<b>23,401</b>	<b>24,419</b>	<b>24,166</b>	<b>(253)</b>	<b>-1.0%</b>	<b>25,814</b>	<b>1,648</b>	<b>6.8%</b>
Less: Capitalized Labor Recharge	(35)	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>23,366</b>	<b>24,419</b>	<b>24,166</b>	<b>(253)</b>	<b>-1.0%</b>	<b>25,814</b>	<b>1,648</b>	<b>6.8%</b>
Contractual Services	26,097	19,228	22,627	3,399	17.7%	30,077	7,450	32.9%
Safety and Security	29,457	34,176	36,385	2,209	6.5%	37,739	1,354	3.7%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	12,150	13,644	14,059	414	3.0%	14,800	741	5.3%
Maintenance	10,330	10,987	9,892	(1,095)	-10.0%	10,130	238	2.4%
Operating Equipment & Systems	93	100	102	2	1.8%	133	31	30.8%
Operating Supplies	374	364	403	39	10.8%	448	45	11.2%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	237	193	196	3	1.8%	194	(2)	-1.2%
Business Development	71	154	117	(37)	-23.8%	124	7	6.0%
Equipment Rentals and Repairs	341	808	949	141	17.5%	901	(48)	-5.1%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>79,148</b>	<b>79,655</b>	<b>84,731</b>	<b>5,076</b>	<b>6.4%</b>	<b>94,547</b>	<b>9,816</b>	<b>11.6%</b>
<b>Total Operating Expenses</b>	<b>102,514</b>	<b>104,074</b>	<b>108,897</b>	<b>4,823</b>	<b>4.6%</b>	<b>120,361</b>	<b>11,464</b>	<b>10.5%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>102,514</b>	<b>104,074</b>	<b>108,897</b>	<b>4,823</b>	<b>4.6%</b>	<b>120,361</b>	<b>11,464</b>	<b>10.5%</b>
Equipment Outlay Expenditures	912	268	686	417	155.4%	620	(65)	-9.5%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 103,426</b>	<b>\$ 104,342</b>	<b>\$ 109,582</b>	<b>\$ 5,240</b>	<b>5.0%</b>	<b>\$ 120,981</b>	<b>\$ 11,399</b>	<b>10.4%</b>

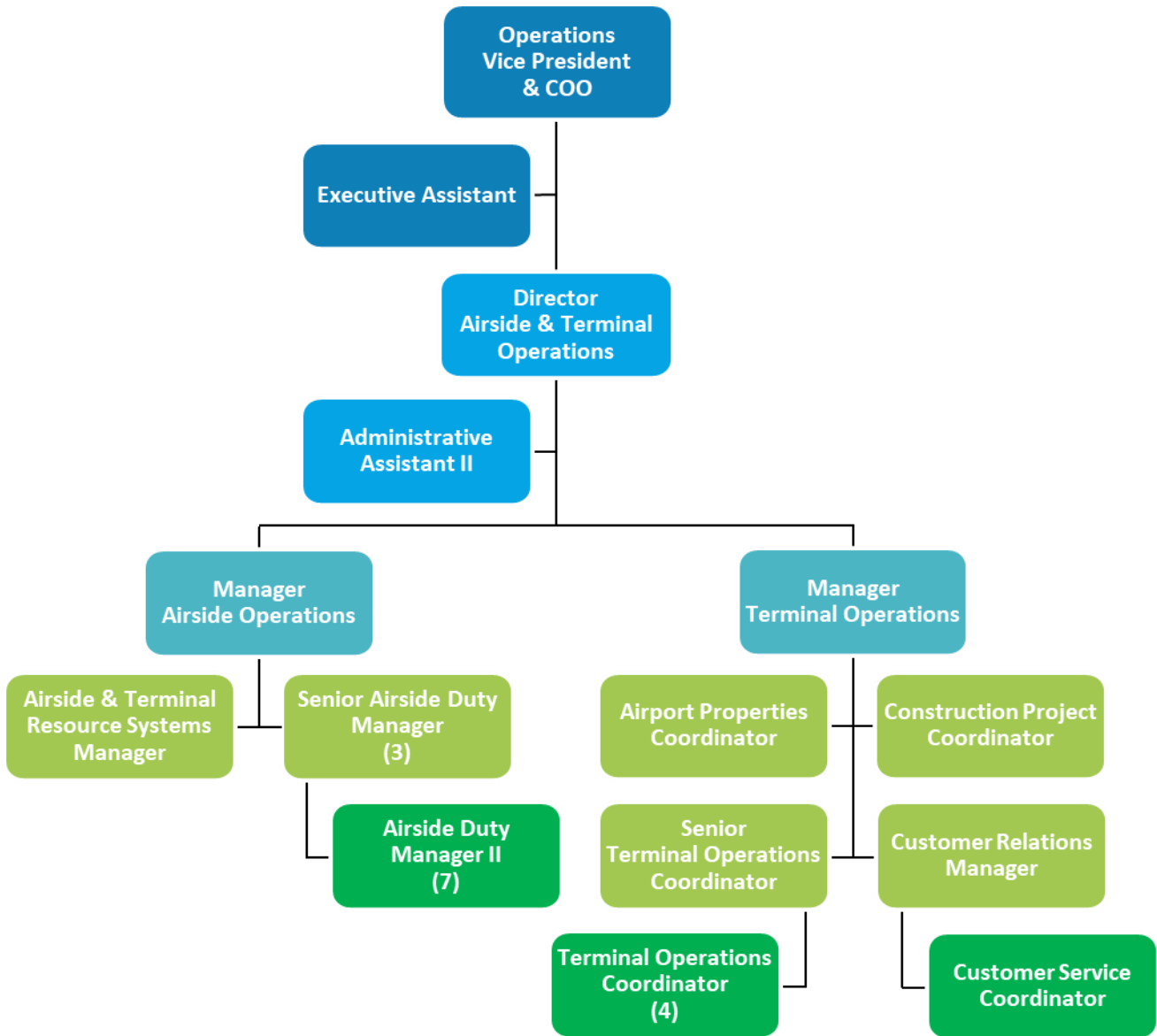
## Operations Division

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	<b>\$ 104,342</b>	<b>\$ 109,582</b>
<b>Personnel Costs</b>		
Burden (benefits & employer taxes) for current staff	(78)	711
Salary adjustments, pay for performance and contracted wage increases	(175)	937
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(253)</b>	<b>1,648</b>
<b>Non-Personnel Costs</b>		
Employee & Inter Terminal shuttle	2,033	3,072
Port District law enforcement - Harbor Police Department	1,481	937
Rental Car Center (RCC) shuttles	968	2,344
Guard Services	699	64
Valet operations	696	975
Old Town Connector	425	433
Utilities	414	741
Security & credentialing cost associated with start of ADP	137	34
Professional services	133	-
Maintenance equipment and vehicles	110	150
Terminal Operations	(89)	326
Aircraft Rescue and Fire Fight (ARFF)	(92)	261
Credential services	(199)	132
Green Oval Painting	(346)	(404)
Major, annual maintenance and supplies	(499)	392
Parking and shuttle operations	(550)	187
Other, net	173	107
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>5,493</b>	<b>9,751</b>
<b>Total Increase / (Decrease)</b>	<b>5,240</b>	<b>11,399</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 109,582</b>	<b>\$ 120,981</b>

# Operations Division – Airside & Terminal Operations

## FY 2022 – FY 2023 Organizational Structure



*No personnel changes in FY 2023*

## Operations Division – Airside & Terminal Operations

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 2,556	\$ 2,569	\$ 2,565	\$ (5)	-0.2%	\$ 2,671	\$ 106	4.1%
Overtime	38	44	30	(14)	-31.8%	30	-	0.0%
Benefits	1,303	1,328	1,337	9	0.7%	1,413	76	5.7%
<b>Subtotal</b>	<b>3,897</b>	<b>3,942</b>	<b>3,932</b>	<b>(10)</b>	<b>-0.2%</b>	<b>4,115</b>	<b>182</b>	<b>4.6%</b>
Less: Capitalized Labor Recharge	(1)	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>3,896</b>	<b>3,942</b>	<b>3,932</b>	<b>(10)</b>	<b>-0.2%</b>	<b>4,115</b>	<b>182</b>	<b>4.6%</b>
Contractual Services	4,521	4,363	4,274	(89)	-2.0%	4,600	326	7.6%
Safety and Security	5,592	6,639	6,547	(92)	-1.4%	6,808	261	4.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	22	11	11	-	0.0%	11	0	3.0%
Operating Supplies	33	23	30	7	28.2%	30	1	2.3%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	39	38	41	4	9.5%	42	1	2.4%
Business Development	45	79	78	(1)	-1.6%	84	6	7.5%
Equipment Rentals and Repairs	107	277	293	16	5.8%	302	9	3.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>10,359</b>	<b>11,430</b>	<b>11,273</b>	<b>(156)</b>	<b>-1.4%</b>	<b>11,878</b>	<b>604</b>	<b>5.4%</b>
<b>Total Operating Expenses</b>	<b>14,255</b>	<b>15,372</b>	<b>15,205</b>	<b>(166)</b>	<b>-1.1%</b>	<b>15,992</b>	<b>787</b>	<b>5.2%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>14,255</b>	<b>15,372</b>	<b>15,205</b>	<b>(166)</b>	<b>-1.1%</b>	<b>15,992</b>	<b>787</b>	<b>5.2%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 14,255</b>	<b>\$ 15,372</b>	<b>\$ 15,205</b>	<b>\$ (166)</b>	<b>-1.1%</b>	<b>\$ 15,992</b>	<b>\$ 787</b>	<b>5.2%</b>

## Operations Division – Airside & Terminal Operations

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 15,372	\$ 15,206
<b>Personnel Costs</b>		
Burden (benefits & employer taxes) for current staff	9	76
Salary adjustments, pay for performance and contracted wage increases	(19)	106
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(10)</b>	<b>182</b>
<b>Non-Personnel Costs</b>		
Aircraft Rescue and Fire Fight (ARFF)	(92)	261
Terminal Operations	(89)	326
Other, net	25	17
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>(156)</b>	<b>604</b>
<b>Total Increase / (Decrease)</b>	<b>(166)</b>	<b>787</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 15,206</b>	<b>\$ 15,992</b>

## Operations Division – Airside & Terminal Operations

### FY 2021 Progress Report

1. Deliver operational subject matter expert analysis and support for the ADP’s Airside, Terminal & Roadways, and Administration Building projects.

**Progress:** The department has and continues to provide subject matter analysis and support for the ADP’s Airside, Terminal & Roadways and Administration Building projects. This goal will carry over to FY22.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Implement outbound passenger biometric technology for air carriers.

**Progress:** The implementation of passenger biometric technology has been placed on hold due to the COVID-19 pandemic economic impact. This goal will carry over to FY22.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

3. 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 civil penalty, and (2) there are no SDIA airfield incidents/accidents that are attributed to Part 139 compliance.

**Progress:** The FAA FAR Part 139 certification inspection was delayed by the FAA due to the COVID-19 pandemic. The administrative portion of this inspection will begin in February 2021. There were no SDIA airfield incidents/accidents attributed to Part 139 compliance to date during FY21. This goal will carry over to FY22.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

4. Oversee the construction and coordination activities associated with the removal and replacement of the EMAS.

**Progress:** The EMAS project was delayed due to an administrative issue with the California Coastal Commission. Coordination continues and the project has been approved for construction to begin on February 13, 2021. This goal will carry over to FY22.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

# Operations Division – Airside & Terminal Operations

**Strategic Initiative:**

2A. Align facilities to meet demand, both international and domestic

## Operations Division – Airside & Terminal Operations

### FY 2022 – FY 2023 Goals

1. Deliver operational subject matter expert analysis and support for the ADP’s Airside, Terminal & Roadways, and Administration Building projects

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Implement outbound passenger biometric technology for air carriers.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

3. 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 civil penalty, and (2) there are no SDIA airfield incidents/accidents that are attributed to Part 139 compliance.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

4. Oversee the construction and coordination activities associated with the removal and replacement of the EMAS.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

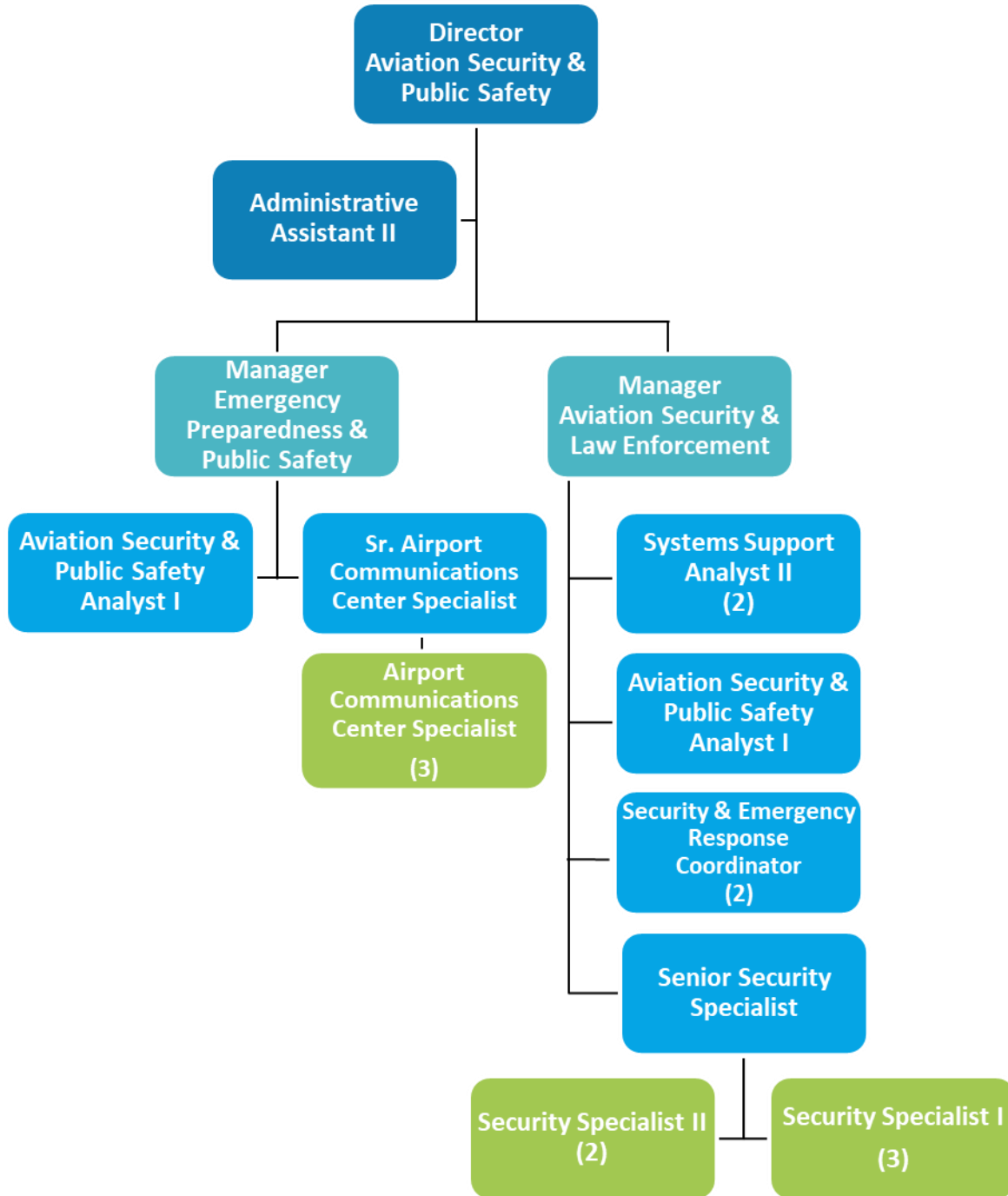
**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic



# Operations Division – Aviation Security & Public Safety

## FY 2022 – FY 2023 Organizational Structure



*No personnel changes in FY 2023.*

## Operations Division – Aviation Security & Public Safety

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 1,379	\$ 1,380	\$ 1,495	\$ 115	8.3%	\$ 1,555	\$ 60	4.0%
Overtime	47	55	50	(5)	-9.1%	50	-	0.0%
Benefits	717	781	839	58	7.4%	888	49	5.8%
<b>Subtotal</b>	<b>2,143</b>	<b>2,216</b>	<b>2,385</b>	<b>168</b>	<b>7.6%</b>	<b>2,493</b>	<b>109</b>	<b>4.6%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>2,143</b>	<b>2,216</b>	<b>2,385</b>	<b>168</b>	<b>7.6%</b>	<b>2,493</b>	<b>109</b>	<b>4.6%</b>
Contractual Services	504	728	530	(198)	-27.2%	642	112	21.1%
Safety and Security	23,864	27,537	29,839	2,301	8.4%	30,931	1,093	3.7%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	1	-	-	-	0.0%	1	1	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	27	47	44	(3)	-7.1%	79	35	81.5%
Operating Supplies	206	179	199	20	11.3%	239	40	20.3%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	22	22	25	3	11.5%	26	1	3.0%
Business Development	8	43	6	(37)	-86.2%	6	0	6.2%
Equipment Rentals and Repairs	29	159	173	15	9.3%	178	5	2.9%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>24,662</b>	<b>28,715</b>	<b>30,816</b>	<b>2,100</b>	<b>7.3%</b>	<b>32,103</b>	<b>1,287</b>	<b>4.2%</b>
<b>Total Operating Expenses</b>	<b>26,805</b>	<b>30,931</b>	<b>33,200</b>	<b>2,269</b>	<b>7.3%</b>	<b>34,596</b>	<b>1,396</b>	<b>4.2%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>26,805</b>	<b>30,931</b>	<b>33,200</b>	<b>2,269</b>	<b>7.3%</b>	<b>34,596</b>	<b>1,396</b>	<b>4.2%</b>
Equipment Outlay Expenditures	299	268	276	7	2.7%	309	33	12.1%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 27,104</b>	<b>\$ 31,200</b>	<b>\$ 33,476</b>	<b>\$ 2,276</b>	<b>7.3%</b>	<b>\$ 34,905</b>	<b>\$ 1,429</b>	<b>4.3%</b>

## Operations Division – Aviation Security & Public Safety

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	<b>\$ 31,200</b>	<b>\$ 33,476</b>
<b>Personnel Costs</b>		
Salary adjustments, pay for performance and contracted wage increases *	110	60
Burden (benefits & employer taxes) for current staff	58	49
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>168</b>	<b>109</b>
<b>Non-Personnel Costs</b>		
Port District law enforcement - Harbor Police Department	1,481	937
Guard Services	699	64
Security & credentialing cost associated with start of ADP	137	34
Credential services	(199)	132
Other, net	(10)	154
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>2,108</b>	<b>1,321</b>
<b>Total Increase / (Decrease)</b>	<b>2,276</b>	<b>1,429</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 33,476</b>	<b>\$ 34,905</b>

\* 2 positions transferred from Facilities Management

## Operations Division – Aviation Security & Public Safety

### FY 2021 Progress Report

1. 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 annual tabletop exercises in compliance with FAR Part 139.325(g)(4) for FY 2021 (April 2021) and FY 2022 (April 2022).

**Progress:** Due to the pandemic, the FAA required mass-casualty field exercise that was scheduled to take place in April 2020 (FY20) was postponed to January 2021 (FY21). Consequently, the FAA required Part 139 tabletop exercise won't take place until October 2021 (FY22).

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

2. The Authority's current Video Management System's (VMS) latest software update is being released and the current version will no longer be supported. The software release is a new product and is not capable of supporting the current and evolving needs of Authority. For FY 2021, the department will finalize a replacement solution that is a mature product and is better suited to support the growing demands of the Authority.

**Progress:** The Authority continues to work with ADC and the ADP design team to finalize a VMS replacement. Although a final decision has not been made, the staff is actively working on a solution that will satisfy the Authority's needs while ensuring the network and VMS security. As there are multiple uncontrollable factors, AVSEC may not identify a replacement VMS until FY 22.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

## Operations Division – Aviation Security & Public Safety

### FY 2022 – FY 2023 Goals

1. 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 annual tabletop exercises in compliance with FAR Part 139.325(g)(4) for FY 2022 (October 2021) and FY 2023 (October 2022).

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

2. Ensure that SDIA's Aviation Security Department develops and executes strategies to ensure departmental ADP readiness pertaining to staffing levels, airport badging, contracts, construction activities, regulatory compliance, and maintaining operational excellence.

**Strategic Plan Focus Area:**

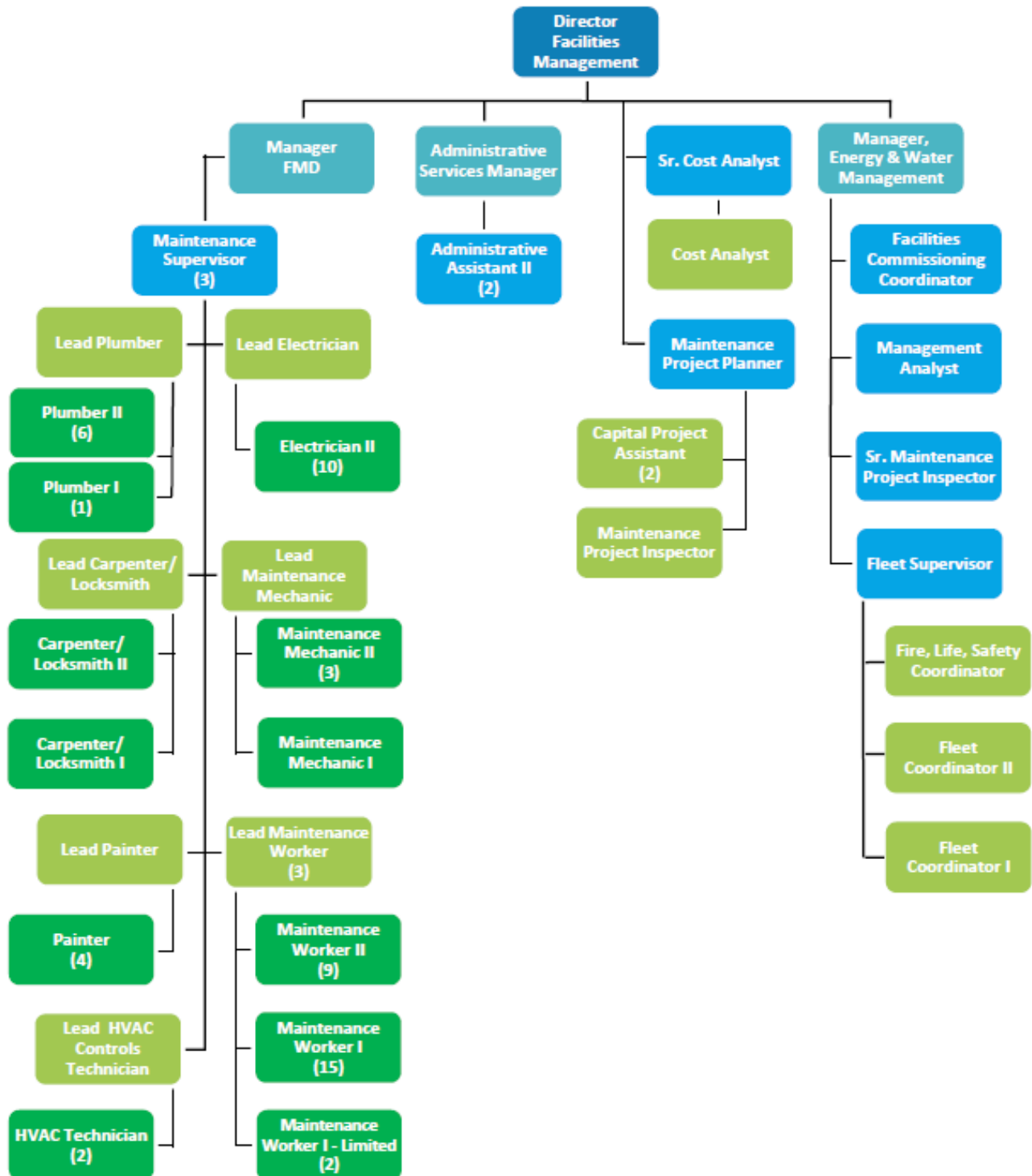
- Advance the ADP

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

# Operations Division – Facilities Management

## FY 2022 – FY 2023 Organizational Structure



*No personnel changes in FY 2023.*

## Operations Division – Facilities Management

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 6,562	\$ 6,894	\$ 6,861	\$ (33)	-0.5%	\$ 7,153	\$ 293	4.3%
Overtime	311	225	225	-	0.0%	225	-	0.0%
Benefits	3,581	3,826	3,787	(39)	-1.0%	4,028	241	6.4%
<b>Subtotal</b>	<b>10,454</b>	<b>10,945</b>	<b>10,873</b>	<b>(72)</b>	<b>-0.7%</b>	<b>11,407</b>	<b>534</b>	<b>4.9%</b>
Less: Capitalized Labor Recharge	(34)	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>10,420</b>	<b>10,945</b>	<b>10,873</b>	<b>(72)</b>	<b>-0.7%</b>	<b>11,407</b>	<b>534</b>	<b>4.9%</b>
Contractual Services	337	71	204	133	187.2%	204	-	0.0%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	12,147	13,641	14,056	414	3.0%	14,796	741	5.3%
Maintenance	10,330	10,987	9,892	(1,095)	-10.0%	10,130	238	2.4%
Operating Equipment & Systems	33	40	45	5	11.3%	40	(5)	-10.2%
Operating Supplies	88	109	109	-	0.0%	109	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	107	72	69	(3)	-3.8%	63	(6)	-8.6%
Business Development	1	7	7	-	0.0%	7	-	0.0%
Equipment Rentals and Repairs	6	41	58	17	41.5%	58	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>23,049</b>	<b>24,969</b>	<b>24,439</b>	<b>(529)</b>	<b>-2.1%</b>	<b>25,408</b>	<b>969</b>	<b>4.0%</b>
<b>Total Operating Expenses</b>	<b>33,469</b>	<b>35,914</b>	<b>35,313</b>	<b>(601)</b>	<b>-1.7%</b>	<b>36,815</b>	<b>1,502</b>	<b>4.3%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>33,469</b>	<b>35,914</b>	<b>35,313</b>	<b>(601)</b>	<b>-1.7%</b>	<b>36,815</b>	<b>1,502</b>	<b>4.3%</b>
<b>Equipment Outlay Expenditures</b>	<b>588</b>	<b>-</b>	<b>360</b>	<b>360</b>	<b>0.0%</b>	<b>260</b>	<b>(100)</b>	<b>-27.8%</b>
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 34,057</b>	<b>\$ 35,914</b>	<b>\$ 35,673</b>	<b>\$ (241)</b>	<b>-0.7%</b>	<b>\$ 37,075</b>	<b>\$ 1,402</b>	<b>3.9%</b>

## Operations Division – Facilities Management

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 35,914	\$ 35,673
<b>Personnel Costs</b>		
Salary adjustments, pay for performance and contracted wage increases*	(33)	293
Burden (benefits & employer taxes) for current staff	(39)	241
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(72)</b>	<b>534</b>
<b>Non-Personnel Costs</b>		
Utilities	414	741
Professional services	133	-
Maintenance equipment and vehicles	110	150
Green Oval Painting	(346)	(404)
Major, annual maintenance and supplies	(499)	392
Other, net	19	(10)
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>(169)</b>	<b>869</b>
<b>Total Increase / (Decrease)</b>	<b>(241)</b>	<b>1,402</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 35,673</b>	<b>\$ 37,075</b>

\* 2 positions transferred to Aviation Security & Public Safety



## Operations Division – Facilities Management

### FY 2021 Progress Report

1. Provide relevant training to staff and explore career development opportunities through the mentorship program to align with ADP staffing needs.

**Progress:** In support of the Airport Development Plan "ADP" the Facilities Management Department "FMD" has engaged in cross-departmental training and existing staff development through the mentorship program. Currently, FMD has two full-time staff members on temporary assignment mentoring with the Airside and Terminal Operations Department to be fully adept with Terminal Operations with anticipation of the ADP. Internally, FMD has a Maintenance Worker mentoring within the Electrical department to ensure full Electrician coverage once ADP make-ready projects are underway. This will maximize staff efficiency and bandwidth while also minimizing overtime.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 4E. Determine innovative, flexible organizational staffing needs that reflect the ADP and capital program

2. Evaluate renewal of on-call contracts to determine if business processes & operational need necessitate the need for multiple contractors

**Progress:** FMD has reviewed on-call contracts and will review projects on a case by case basis to either award project work to contractor or to bring work in house to facilities staff. With regards to future contracts, agreements will be advertised with the flexibility to allow authority to increase/decrease services with a predetermined fee schedule calculation adjustment.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

3. Continue to explore and implement innovative and sustainable maintenance solutions consistent with the Authority's strategic plan and operational needs.

**Progress:** FMD painters to paint the airfield ovals instead of using a contractor, thereby saving the Authority over \$300K every year that oval painting is required.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

## Operations Division – Facilities Management

### FY 2022 – FY 2023 Goals

1. Provide relevant training to staff and explore career development opportunities through the mentorship program to align with ADP staffing needs.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 4E. Determine innovative, flexible organizational staffing needs that reflect the ADP and capital program

2. Evaluate renewal of on-call contracts to determine if business processes & operational need necessitate the need for multiple contractors

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

3. Continue to explore and implement innovative and sustainable maintenance solutions consistent with the Authority's strategic plan and operational needs.

**Strategic Plan Focus Area:**

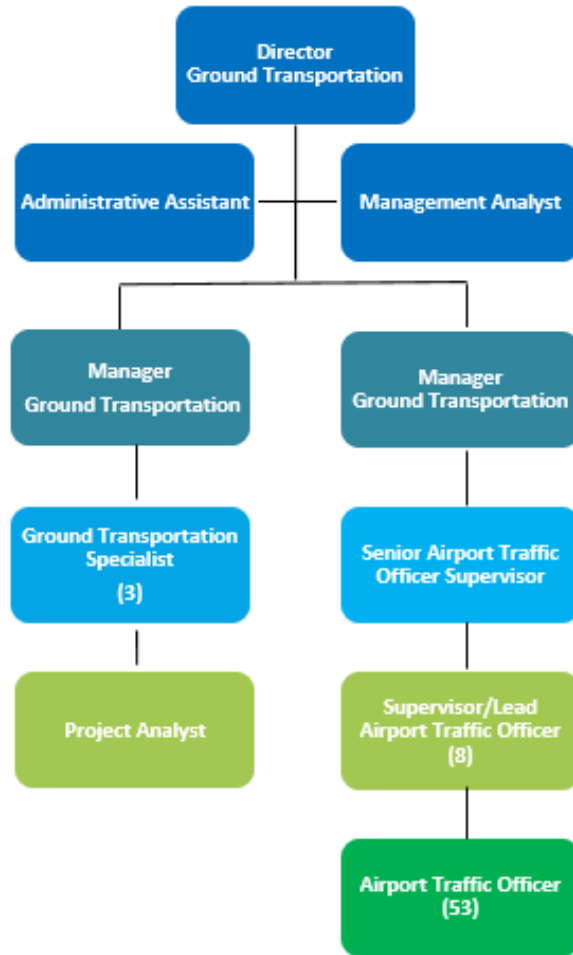
- Transform the Customer Experience

**Strategic Initiative:**

- 5B. Invest/participate in innovation that improves efficiency or enhances revenue

# Operations Division – Ground Transportation

## FY 2022 Organizational Structure



*No personnel changes in FY 2023.*

## Operations Division – Ground Transportation

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 4,260	\$ 4,487	\$ 4,291	\$ (196)	-4.4%	\$ 4,744	\$ 453	10.6%
Overtime	266	188	150	(38)	-20.0%	175	25	16.7%
Benefits	2,381	2,642	2,535	(107)	-4.0%	2,880	345	13.6%
<b>Subtotal</b>	<b>6,907</b>	<b>7,316</b>	<b>6,976</b>	<b>(340)</b>	<b>-4.6%</b>	<b>7,799</b>	<b>823</b>	<b>11.8%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>6,907</b>	<b>7,316</b>	<b>6,976</b>	<b>(340)</b>	<b>-4.6%</b>	<b>7,799</b>	<b>823</b>	<b>11.8%</b>
Contractual Services	20,735	14,066	17,619	3,553	25.3%	24,631	7,012	39.8%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	-	-	-	-	0.0%	-	-	0.0%
Utilities	2	3	3	-	0.0%	3	0	3.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	11	3	3	0	11.1%	3	0	3.0%
Operating Supplies	47	53	65	12	23.7%	69	4	5.9%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	69	61	61	-	0.0%	63	2	3.0%
Business Development	17	25	26	2	7.7%	27	1	3.0%
Equipment Rentals and Repairs	199	332	425	93	28.2%	363	(62)	-14.7%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>21,078</b>	<b>14,542</b>	<b>18,203</b>	<b>3,661</b>	<b>25.2%</b>	<b>25,159</b>	<b>6,956</b>	<b>38.2%</b>
<b>Total Operating Expenses</b>	<b>27,985</b>	<b>21,857</b>	<b>25,179</b>	<b>3,321</b>	<b>15.2%</b>	<b>32,958</b>	<b>7,779</b>	<b>30.9%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>27,985</b>	<b>21,857</b>	<b>25,179</b>	<b>3,321</b>	<b>15.2%</b>	<b>32,958</b>	<b>7,779</b>	<b>30.9%</b>
Equipment Outlay Expenditures	25	-	50	50	0.0%	52	2	3.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 28,010</b>	<b>\$ 21,857</b>	<b>\$ 25,229</b>	<b>\$ 3,371</b>	<b>15.4%</b>	<b>\$ 33,009</b>	<b>\$ 7,781</b>	<b>30.8%</b>

## Operations Division – Ground Transportation

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 21,857	\$ 25,229
<b>Personnel Costs</b>		
Burden (benefits & employer taxes) for current staff	(107)	345
Salary adjustments, pay for performance and contracted wage increases	(233)	478
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(340)</b>	<b>823</b>
<b>Non-Personnel Costs</b>		
Employee & Inter Terminal shuttle	2,033	3,072
Rental Car Center (RCC) shuttles	968	2,344
Valet operations	696	975
Old Town Connector	425	433
Parking and shuttle operations	(550)	187
Other, net	139	(54)
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>3,711</b>	<b>6,957</b>
<b>Total Increase / (Decrease)</b>	<b>3,371</b>	<b>7,781</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 25,229</b>	<b>\$ 33,009</b>

# Operations Division – Ground Transportation

## FY 2021 Progress Report

1. Engage with stakeholders and business partners to develop and implement transportation strategies that meet the changing needs of the airport environment and the community.

**Progress:** Ground Transportation has continued to develop and implement strategies that accommodate the changing requirements of the transportation industry and technology. Some of the developments in the past year include – transitioning to an Open Taxi System, which allows all City of San Diego permitted taxis to pick up at the airport, streamlining airport Codes and Rules and Regulations to align with other regulatory agencies, implementing queue-matching pickup procedures for TNC companies, implementing pilot program request proposal guidelines, enabling cashier-less parking operations, expanding online parking product and reservation capabilities, and enabling online visibility of all airport shuttles for passengers.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1D. Develop a plan for transportation to and at the airport that anticipates and responds to technological changes

2. Plan, maintain, and improve ground transportation infrastructure to ensure safety and efficiency through the ongoing construction of Airport Support Facilities, Terminal 1 expansion and technological changes in the industry.

**Progress:** Ground Transportation has preserved robust access and ongoing operations throughout the construction of the new Airport (Belly Cargo) Support Facility, the north side Cistern and Facilities Maintenance campus, improvements to the Terminal Link Road Security Gates, and ongoing construction to existing airport roadways, parking lots, and terminals. Ground Transportation staff responded proactively and comprehensively to significant ongoing operational changes due to the COVID-19 pandemic. Ground Transportation facilitated several operational improvements to online and remote staff and stakeholder training, service and product offerings, time entry and workforce tracking, website integration, and online services.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 1D. Develop a plan for transportation to and at the airport that anticipates and responds to technological changes

3. Integrate new technology, products, services, and business methods to ensure world-class services to travelers, employees, business operators, and other users, and improve efficiency, safety and the environment.

**Progress:** Ground Transportation expanded online application, permitting, and automated payment processing for commercial modes. Ground Transportation expanded the use of our website for stakeholder resources, training, documents, and communication. Ground Transportation facilitated improvements to the Authority website parking product offerings for parking reservations and valet services. Ground Transportation implemented numerous online training courses for our Airport Traffic Officers and stakeholders. Ground Transportation implemented online time entry and workforce tracking for Airport Traffic Officers which increases efficiency for

## Operations Division – Ground Transportation

staff deployment, management, and accountability, while eliminating outdated paper processes. Permitting staff enabled online application, permitting, and automated payment processing for more commercial modes. Ground Transportation facilitated the roll-out of several operational and technological improvements for the TNC and Taxi modes including passenger queue-match efficiency, streamlined payment processing, regulatory efficiency, insurance requirement updates, vehicle equipment updates, and vehicle dispatch and supply management capabilities.

### **Strategic Plan Focus Area:**

- Transform the Customer Experience

### **Strategic Initiative:**

- 1D. Develop a plan for transportation to and at the airport that anticipates and responds to technological changes

## Operations Division – Ground Transportation

### FY 2022 – FY 2023 Goals

1. Engage with stakeholders, business partners, and the community to develop and implement transportation strategies and facilities that meet the changing needs of the airport and the community.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1D. Develop a plan for transportation to and at the airport that anticipates and responds to technological changes

2. Plan, maintain, and improve ground transportation infrastructure to ensure safety and efficiency through the ongoing construction of the new Terminal 1, Terminal 1 Parking Plaza, Administration Building, and on-airport roadways; while responding to technological changes in the transportation industry.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 1D. Develop a plan for transportation to and at the airport that anticipates and responds to technological changes

3. Integrate new technology, products, services, and business methods to ensure world-class services to travelers, employees, business operators, and other users; improve efficiency and safety; and ensure sustainability.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1D. Develop a plan for transportation to and at the airport that anticipates and responds to technological changes



# Revenue Management & Innovation Division



## Revenue Management & Innovation Division

### Overview

The **Revenue Management & Innovation Division** defines and delivers a seamless customer experience for the traveling public and implements revenue management strategies and processes, in order to optimize and maximize resulting airport revenues. The division integrates air service development, business development, marketing, public art, innovation, business intelligence and concession management services to identify, evaluate, develop, negotiate, and implement new business opportunities and 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 innovation and new product and service development.

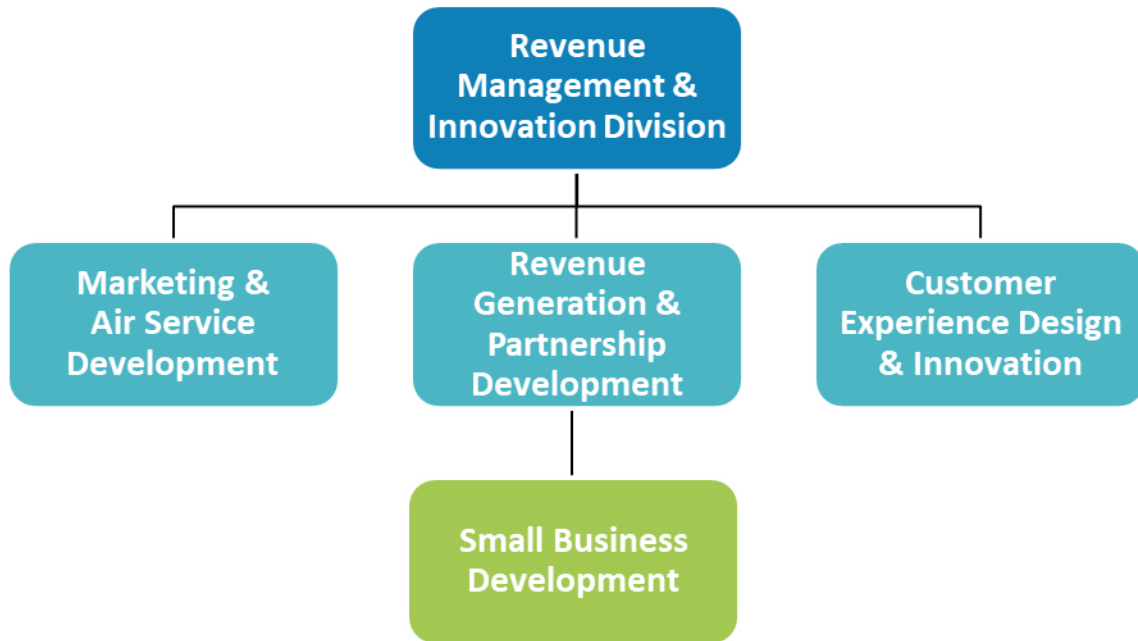
The **Customer Experience Design & Innovation** department identifies and maps interactions a customer has with the Airport in order to identify opportunities to enhance or deliver new products and services that support a positive, meaningful experience across those interactions. The department is responsible for a variety of related activities, including analyzing data for competitive insights; creating and maintaining the customer journey map and customer personas; offering a robust Airport Arts Program that engages travelers in innovative, memorable and considerate experiences; and managing the Innovation Lab where innovators and airport executives work together to create and test new ideas to drive airport innovation and improve the passenger experience. By incorporating feedback and insight across the Airport system, the department focuses on creating experiences that exceed customers' expectations and drive incremental revenue growth.

The **Marketing & Air Service Development** department manages a wide range of activities and initiatives that enhance the customer experience, expand air service, engage the public, and increase awareness of the Authority and airport. The department has responsibility for executing annual air service strategy to target air service growth opportunities for SAN; recording the official airport passenger, operations and cargo statistics; managing the airport's air service incentive policies; and consulting with regional and international stakeholders on air service opportunities. The department also develops marketing plans that promote airport products and services and engages airport partners across the campus in efforts to assure the traveling public experiences good feelings, non-stop.

The **Revenue Generation & Partnership Development** 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 department also leads Small Business Development (SBD) by encouraging the use of local, small, historically underutilized, disabled veteran, emerging disadvantaged business enterprises, and airport concession disadvantaged business enterprises. All of the department's efforts are designed to drive incremental revenue growth, reduce costs, and enhance the overall passenger experience.

# Revenue Management & Innovation Division

## FY 2022 – FY 2023 Organizational Structure



### Division Personnel Summary

	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget	FY 2022 Budget New/ Transfers (Eliminated) ^	FY 2022 Budget	FY 2023 Budget New/ (Eliminated) ^	FY 2023 Conceptual Budget
<b>Revenue Management &amp; Innovation</b>							
Customer Experience Design & Innovation	12	13	-	-	13	-	13
Marketing & Air Service Development	13	11	-	-	11	-	11
Revenue Generation & Business Development	13	15	-	-	15	-	15
Small Business Development	4	3	-	-	3	-	3
<b>Total Authorized Positions</b>	<b>42</b>	<b>42</b>	-	-	<b>42</b>	-	<b>42</b>

^ There are no new position in FY 2022 and FY 2023

## Revenue Management & Innovation Division

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 3,575	\$ 3,675	\$ 3,601	\$ (73)	-2.0%	\$ 4,019	\$ 418	11.6%
Overtime	1	-	-	-	0.0%	-	-	0.0%
Benefits	1,909	1,861	1,762	(99)	-5.3%	1,989	228	12.9%
<b>Subtotal</b>	<b>5,485</b>	<b>5,535</b>	<b>5,363</b>	<b>(173)</b>	<b>-3.1%</b>	<b>6,008</b>	<b>646</b>	<b>12.0%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>5,485</b>	<b>5,535</b>	<b>5,363</b>	<b>(173)</b>	<b>-3.1%</b>	<b>6,008</b>	<b>646</b>	<b>12.0%</b>
Contractual Services	2,890	2,102	2,349	247	11.7%	2,683	334	14.2%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	10,177	10,177	10,642	466	4.6%	10,645	3	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	51	43	38	(5)	-11.6%	38	-	0.0%
Operating Supplies	10	9	9	-	0.0%	9	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	109	59	67	7	12.7%	59	(8)	-11.2%
Business Development	851	407	1,035	628	154.3%	1,745	710	68.7%
Equipment Rentals and Repairs	71	38	196	158	413.9%	196	-	0.0%
Tenant Improvements	100	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>14,258</b>	<b>12,835</b>	<b>14,336</b>	<b>1,500</b>	<b>11.7%</b>	<b>15,375</b>	<b>1,040</b>	<b>7.3%</b>
<b>Total Operating Expenses</b>	<b>19,743</b>	<b>18,371</b>	<b>19,698</b>	<b>1,328</b>	<b>7.2%</b>	<b>21,384</b>	<b>1,686</b>	<b>8.6%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>19,743</b>	<b>18,371</b>	<b>19,698</b>	<b>1,328</b>	<b>7.2%</b>	<b>21,384</b>	<b>1,686</b>	<b>8.6%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 19,743</b>	<b>\$ 18,371</b>	<b>\$ 19,698</b>	<b>\$ 1,328</b>	<b>7.2%</b>	<b>\$ 21,384</b>	<b>\$ 1,686</b>	<b>8.6%</b>

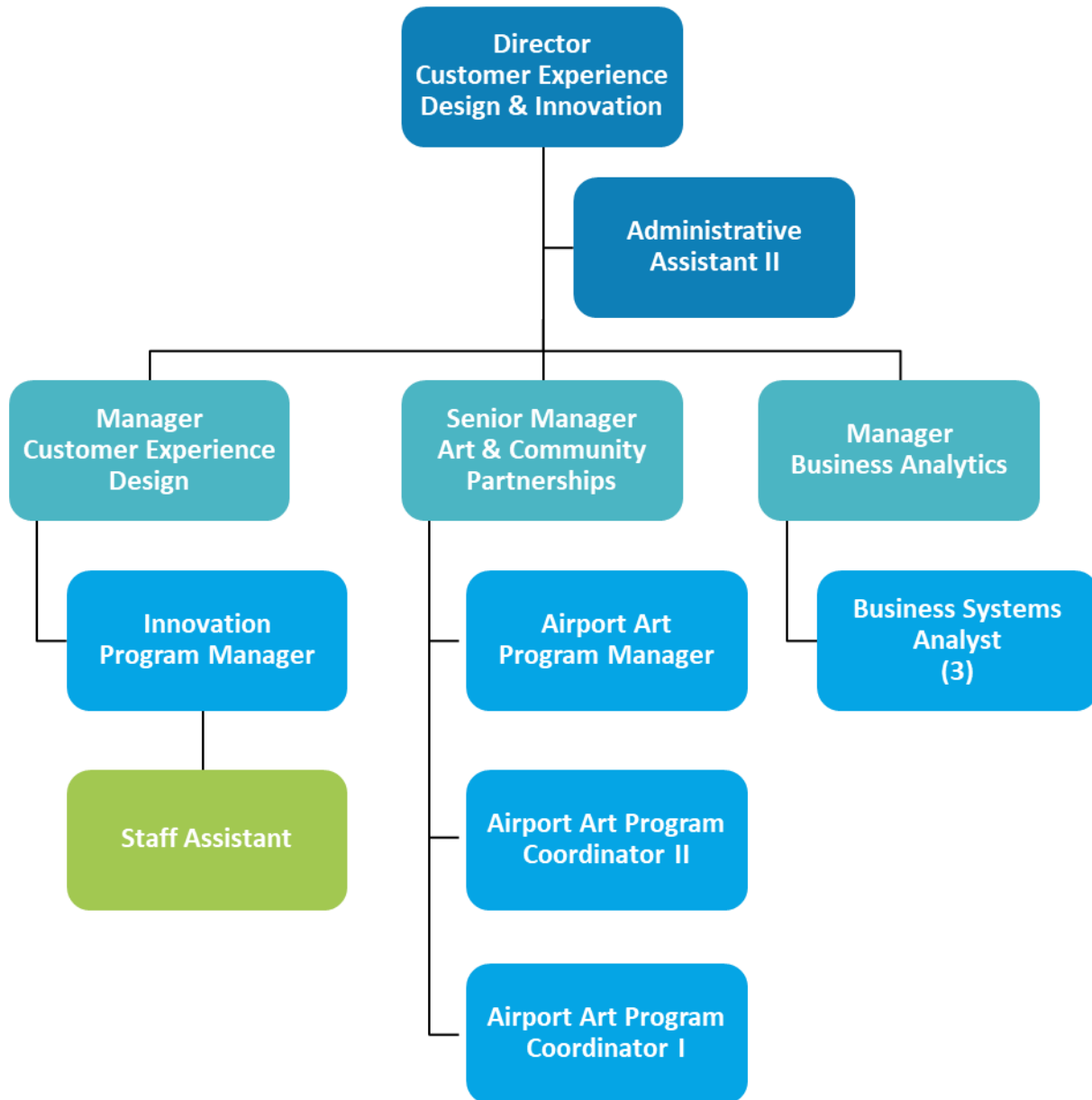
## Revenue Management & Innovation Division

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	<b>\$ 18,371</b>	<b>\$ 19,698</b>
<b>Personnel Costs</b>		
Salary adjustments and pay for performance	(73)	418
Burden (benefits & employer taxes) for current staff	(99)	228
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(173)</b>	<b>646</b>
<b>Non-Personnel Costs</b>		
Air service development incentive	484	401
Rent	466	3
Receiving and distribution center operator	307	101
Property management software	150	-
Marketing consultant, advertising, and promotional activities	100	260
CDP marketing fund	18	125
CDP ventilation cleaning	-	100
Other, net	(25)	50
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>1,500</b>	<b>1,040</b>
<b>Total Increase / (Decrease)</b>	<b>1,328</b>	<b>1,686</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 19,698</b>	<b>\$ 21,384</b>

# Revenue Management & Innovation Division – Customer Experience Design & Innovation

## FY 2022 – FY 2023 Organizational Structure



*No personnel changes in FY 2023.*

## Revenue Management & Innovation Division – Customer Experience Design & Innovation

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 1,007	\$ 1,059	\$ 1,017	\$ (42)	-4.0%	\$ 1,116	\$ 99	9.7%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	524	562	493	(69)	-12.3%	552	60	12.2%
<b>Subtotal</b>	<b>1,532</b>	<b>1,621</b>	<b>1,510</b>	<b>(111)</b>	<b>-6.9%</b>	<b>1,669</b>	<b>159</b>	<b>10.5%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,532</b>	<b>1,621</b>	<b>1,510</b>	<b>(111)</b>	<b>-6.9%</b>	<b>1,669</b>	<b>159</b>	<b>10.5%</b>
Contractual Services	339	59	87	28	48.0%	120	33	37.9%
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	28	43	38	(5)	-11.6%	38	-	0.0%
Operating Supplies	-	2	2	-	0.0%	2	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	8	18	25	8	42.3%	18	(8)	-29.7%
Business Development	31	27	25	(2)	-7.6%	25	-	0.0%
Equipment Rentals and Repairs	-	2	2	-	0.0%	2	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>407</b>	<b>150</b>	<b>179</b>	<b>29</b>	<b>19.1%</b>	<b>204</b>	<b>25</b>	<b>14.2%</b>
<b>Total Operating Expenses</b>	<b>1,939</b>	<b>1,771</b>	<b>1,689</b>	<b>(82)</b>	<b>-4.7%</b>	<b>1,873</b>	<b>184</b>	<b>10.9%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>1,939</b>	<b>1,771</b>	<b>1,689</b>	<b>(82)</b>	<b>-4.7%</b>	<b>1,873</b>	<b>184</b>	<b>10.9%</b>
<b>Equipment Outlay Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 1,939</b>	<b>\$ 1,771</b>	<b>\$ 1,689</b>	<b>\$ (82)</b>	<b>-4.7%</b>	<b>\$ 1,873</b>	<b>\$ 184</b>	<b>10.9%</b>

## Revenue Management & Innovation Division – Customer Experience Design & Innovation

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	<b>Inc/(Dec) FY22 vs FY21</b>	<b>Inc/(Dec) FY23 Conceptual vs FY22</b>
<b>FY 2021 Budget / FY 2022 Budget</b>	<b>\$ 1,771</b>	<b>\$ 1,689</b>
<b>Personnel Costs</b>		
Salary adjustments and pay for performance	(42)	99
Burden (benefits & employer taxes) for current staff	(69)	60
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(111)</b>	<b>159</b>
<b>Non-Personnel Costs</b>		
Art performances, conservation, installation, and handling	33	4
Promotional activities	14	-
Other, net	(17)	22
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>29</b>	<b>25</b>
<b>Total Increase / (Decrease)</b>	<b>(82)</b>	<b>184</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 1,689</b>	<b>\$ 1,873</b>



# Revenue Management & Innovation Division – Customer Experience Design & Innovation

## FY 2021 Progress Report

1. Customer Experience and Innovation: Implement the customer experience design, assisting other Authority Department's in identifying and implementing programs and processes to improve the customer experience and deliver on the brand promise, Good Feelings, Nonstop. Begin a one-year program for third-horizon innovations through the Airport Innovation Lab.

**Progress:** The Customer Experience Design team has created an internal steering group that consists of representatives from multiple departments. This group is focused on coordinating initiatives, and assist in keeping a consistent approach to customer experience in all areas. The team has also developed a customer experience maturity report to help identify our current understanding and focus on customer experience. The Innovation team launched the first-ever 1 year cohort, to help the Authority look at innovative solutions that need more time to develop.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

2. Data Analytics/BI: refine the customer-centric Business Intelligence & Analytics Program that enables data driven, customer experience-centric decision-making capabilities. Work with business units to identify data quality issues and liaise with stakeholders, subject matter experts and information technology group in finding robust and scalable data driven solutions.

**Progress:** The data analytics team has created multiple dashboards to meet authority business units' needs. In addition, the team has worked with leadership to develop a prioritization approach to ensure that the team is meeting the needs of the business.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

3. Arts Program: Execute the Arts Master Plan and associated recommendations, including planning for ADP arts opportunities, providing increased enhancement of the customer experience through programming, and partnering with community-based arts organizations.

**Progress:** The Arts program has continued to execute the arts master plan, and is focused on the ADP lead artist and associated procurements to develop a robust arts program for the new terminal.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 3D. Further develop arts and cultural programming through strategic community partnerships that expand awareness

## Revenue Management & Innovation Division – Customer Experience Design & Innovation

### FY 2022 – FY 2023 Goals

1. Arts Program: Execute the Arts Master Plan and associated recommendations, including implementing ADP arts opportunities, providing increased enhancement of the customer experience through programming, and partnering with community-based artists and arts organizations.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 3D. Further develop arts and cultural programming through strategic community partnerships that expand awareness

2. Build a culture of Customer Experience focus by leading other Authority Departments in design-thinking workshops to identify and implement programs that enhance and improve the customer experience in a COVID-19 environment. Launch a test-case program and one-year program for first- and third-horizon innovations, respectively, through the Airport Innovation Lab.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

3. Refine the customer-centric Business Intelligence & Analytics Program that enables data driven, customer experience-centric decision-making capabilities. Work with business units to identify data quality issues and liaise with stakeholders, subject matter experts and information technology group in finding robust and scalable data driven solutions.

**Strategic Plan Focus Area:**

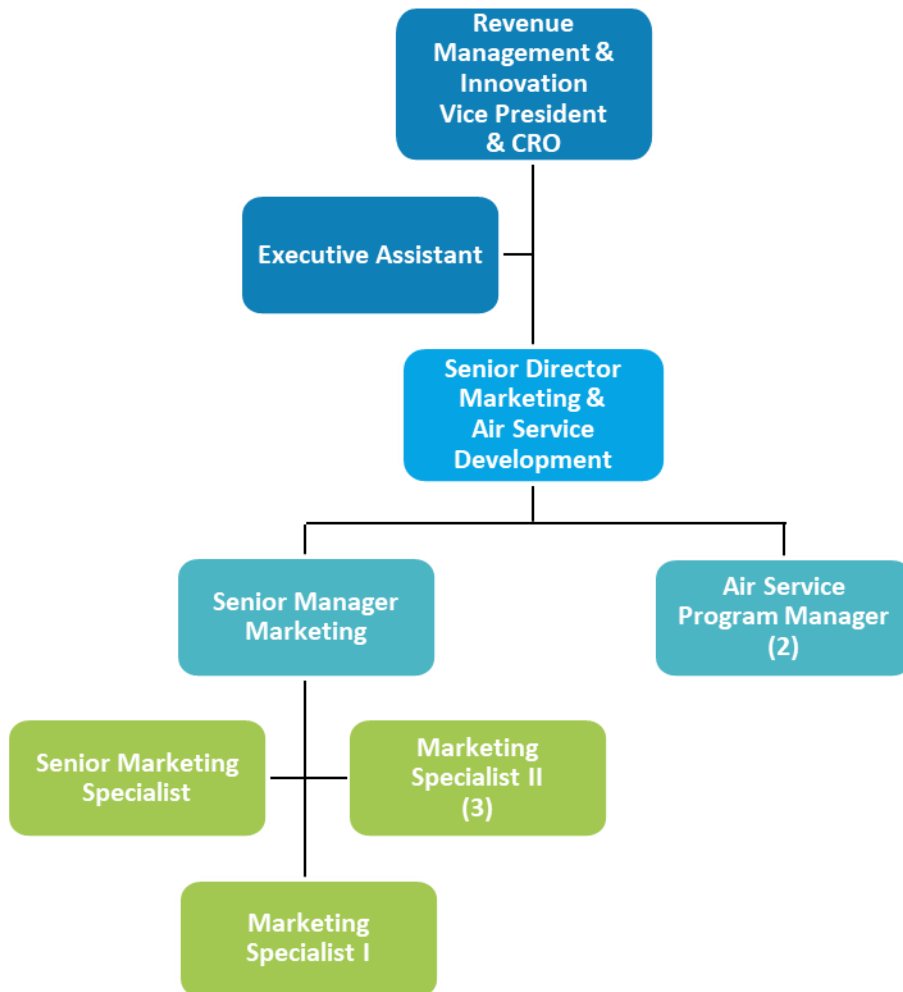
- Optimize Ongoing Business

**Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

# Revenue Management & Innovation Division – Marketing & Air Service Development

## FY 2022 – FY 2023 Organizational Structure



*No personnel changes in FY 2023.*

## Revenue Management & Innovation Division – Marketing & Air Service Development

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020	FY2021	FY2022	Inc / (Dec)	%	FY2023	Inc / (Dec)	%
	Actuals	Budget	Budget	FY22 Budget	Change	Conceptual	FY23 Conceptual	Change
				vs FY21 Budget		Budget	vs FY22 Budget	
<b>Operating Expenses</b>								
Salaries & Wages	\$ 1,099	\$ 1,196	\$ 1,021	\$ (175)	-14.6%	\$ 1,061	\$ 41	4.0%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	571	575	481	(94)	-16.3%	502	21	4.3%
<b>Subtotal</b>	<b>1,670</b>	<b>1,771</b>	<b>1,502</b>	<b>(269)</b>	<b>-15.2%</b>	<b>1,564</b>	<b>62</b>	<b>4.1%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,670</b>	<b>1,771</b>	<b>1,502</b>	<b>(269)</b>	<b>-15.2%</b>	<b>1,564</b>	<b>62</b>	<b>4.1%</b>
Contractual Services	525	340	350	10	2.9%	480	130	37.1%
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	16	-	-	-	0.0%	-	-	0.0%
Operating Supplies	8	3	3	-	0.0%	3	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	97	21	21	-	0.0%	21	-	0.0%
Business Development	787	269	853	584	216.7%	1,491	639	74.9%
Equipment Rentals and Repairs	11	7	11	4	50.0%	11	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>1,443</b>	<b>641</b>	<b>1,238</b>	<b>597</b>	<b>93.2%</b>	<b>2,006</b>	<b>769</b>	<b>62.1%</b>
<b>Total Operating Expenses</b>	<b>3,113</b>	<b>2,412</b>	<b>2,740</b>	<b>328</b>	<b>13.6%</b>	<b>3,570</b>	<b>830</b>	<b>30.3%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>3,113</b>	<b>2,412</b>	<b>2,740</b>	<b>328</b>	<b>13.6%</b>	<b>3,570</b>	<b>830</b>	<b>30.3%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 3,113</b>	<b>\$ 2,412</b>	<b>\$ 2,740</b>	<b>\$ 328</b>	<b>13.6%</b>	<b>\$ 3,570</b>	<b>\$ 830</b>	<b>30.3%</b>

## Revenue Management & Innovation Division – Marketing & Air Service Development

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	\$ 2,412	\$ 2,740
<b>Personnel Costs</b>		
Burden (benefits & employer taxes) for current staff	(94)	21
Salary adjustments and pay for performance	(175)	41
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>(269)</b>	<b>62</b>
<b>Non-Personnel Costs</b>		
Air service development incentive	484	401
Marketing consultant, advertising, and promotional activities	100	260
CDP marketing fund	(22)	75
Other, net	35	33
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>597</b>	<b>769</b>
<b>Total Increase / (Decrease)</b>	<b>328</b>	<b>830</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 2,740</b>	<b>\$ 3,570</b>

# Revenue Management & Innovation Division – Marketing & Air Service Development

## FY 2021 Progress Report

1. Secure Air Service to a Latin American hub and deepen relationships with carriers capable of providing service to a second Asia hub.

**Progress:** Due to the pandemic, the focus on Air Service pivoted from acquiring new Latin America and Asia service to retaining existing service and regaining lost service. Service to London and Frankfurt remain suspended due to on-going fallout in demand and international travel restrictions. Japan Airlines is scheduled to return March 2021.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 1A. Attract domestic and international airlines and passengers

2. Launch in-terminal programming that engages each of the senses of customers and creates a positive and memorable brand experience.

**Progress:** Project was put on hold due to pandemic. *Let's Go Safely* campaign was created in its place (awarded ACI-NA Honorable Mention for Large Airport campaign) and conveyed safety measures in place to protect the customer and employee experience.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

3. Launch a new San.org website.

**Progress:** Project put on hold due to pandemic.

**Strategic Plan Focus Area:**

- Transform the Customer Experience

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

# Revenue Management & Innovation Division – Marketing & Air Service Development

## FY 2022 – FY 2023 Goals

1. Restore international and domestic nonstop service lost due to COVID-19. ELT update alignment - Restoring and increasing domestic and international air service destinations (including new incentive plan).

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 1A. Attract domestic and international airlines and passengers

2. Create customer-facing communication plan for ADP (New T1) including dedicated webpage. ELT update alignment - ADP communication plan and budget.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 3E. Raise awareness of significant projects through unpaid media opportunities

3. Develop brand toolkit rollout plan and brand reengagement strategy to promote cultural adoption of brand promise. ELT update alignment - Create a customer journey experience that fulfills the airport's brand promise.

**Strategic Plan Focus Area:**

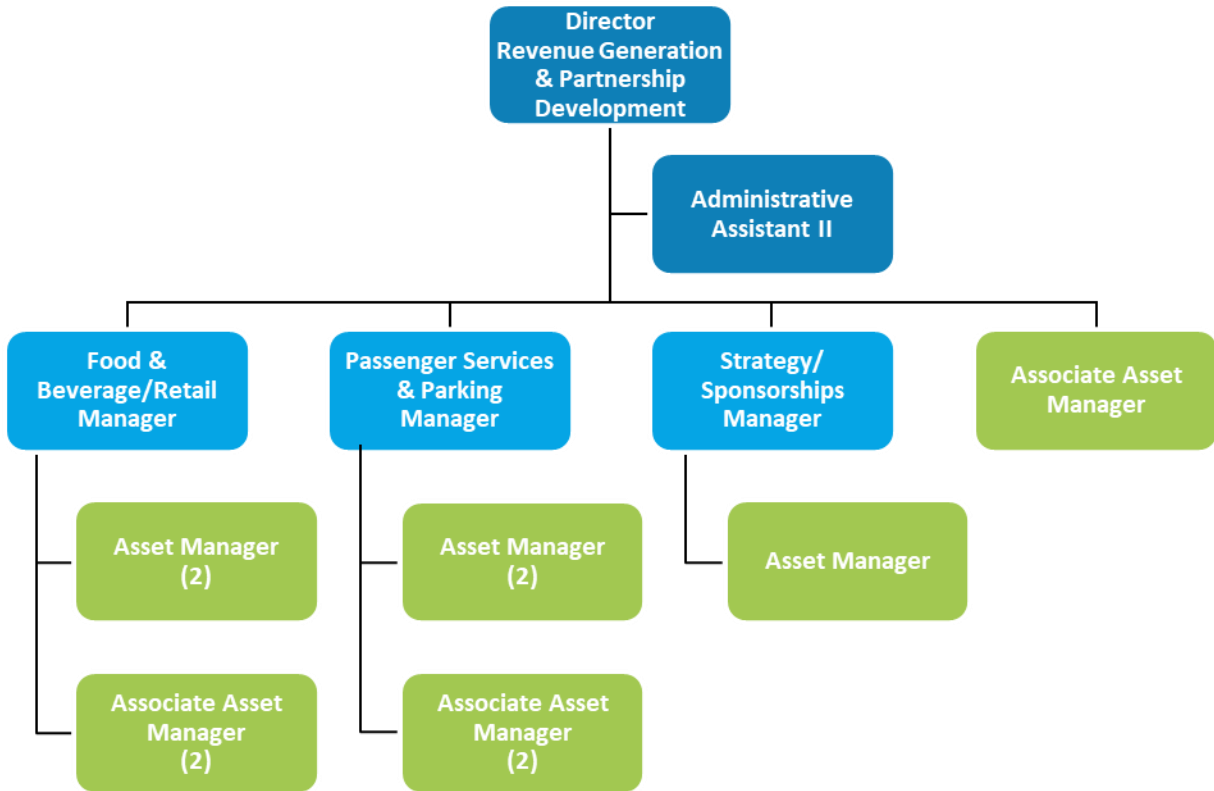
- Transform the Customer Experience

**Strategic Initiative:**

- 1C. Define and deliver a seamless, unique, consistent airport and product experience

# Revenue Management & Innovation Division – Revenue Generation & Partnership Development

## FY 2022 – FY 2023 Organizational Structure



*No personnel changes in FY 2023.*



## Revenue Management & Innovation Division – Revenue Generation & Partnership Development

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020	FY2021	FY2022	Inc / (Dec)	%	FY2023	Inc / (Dec)	%
	Actuals	Budget	Budget	FY22 Budget	Change	Conceptual	FY23 Conceptual	Change
				vs FY21 Budget		Budget	vs FY22 Budget	
<b>Operating Expenses</b>								
Salaries & Wages	\$ 1,295	\$ 1,256	\$ 1,400	\$ 144	11.4%	\$ 1,559	\$ 159	11.3%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	697	651	710	59	9.1%	800	90	12.7%
<b>Subtotal</b>	<b>1,992</b>	<b>1,907</b>	<b>2,110</b>	<b>203</b>	<b>10.6%</b>	<b>2,359</b>	<b>249</b>	<b>11.8%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>1,992</b>	<b>1,907</b>	<b>2,110</b>	<b>203</b>	<b>10.6%</b>	<b>2,359</b>	<b>249</b>	<b>11.8%</b>
Contractual Services	2,004	1,671	1,877	206	12.3%	2,048	171	9.1%
Safety and Security	-	-	-	-	0.0%	-	-	0.0%
Space Rental	10,177	10,177	10,642	466	4.6%	10,645	3	0.0%
Utilities	-	-	-	-	0.0%	-	-	0.0%
Maintenance	-	-	-	-	0.0%	-	-	0.0%
Operating Equipment & Systems	7	-	-	-	0.0%	-	-	0.0%
Operating Supplies	2	3	3	-	0.0%	3	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	3	17	17	-	0.0%	17	-	0.0%
Business Development	9	65	114	49	74.7%	183	69	60.4%
Equipment Rentals and Repairs	21	5	155	150	3000.0%	155	-	0.0%
Tenant Improvements	100	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>12,323</b>	<b>11,937</b>	<b>12,808</b>	<b>871</b>	<b>7.3%</b>	<b>13,051</b>	<b>243</b>	<b>1.9%</b>
<b>Total Operating Expenses</b>	<b>14,315</b>	<b>13,844</b>	<b>14,918</b>	<b>1,074</b>	<b>7.8%</b>	<b>15,410</b>	<b>492</b>	<b>3.3%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>14,315</b>	<b>13,844</b>	<b>14,918</b>	<b>1,074</b>	<b>7.8%</b>	<b>15,410</b>	<b>492</b>	<b>3.3%</b>
<b>Equipment Outlay Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 14,315</b>	<b>\$ 13,844</b>	<b>\$ 14,918</b>	<b>\$ 1,074</b>	<b>7.8%</b>	<b>\$ 15,410</b>	<b>\$ 492</b>	<b>3.3%</b>

## Revenue Management & Innovation Division – Revenue Generation & Partnership Development

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	Inc/(Dec) FY22 vs FY21	Inc/(Dec) FY23 Conceptual vs FY22
<b>FY 2021 Budget / FY 2022 Budget</b>	<b>\$ 13,844</b>	<b>\$ 14,918</b>
<b>Personnel Costs</b>		
Salary adjustments and pay for performance	144	159
Burden (benefits & employer taxes) for current staff	59	90
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>203</b>	<b>249</b>
<b>Non-Personnel Costs</b>		
Receiving and distribution center operator	307	101
CDP ventilation cleaning	-	100
Property management software	150	-
Rent	466	3
Other, net	(52)	39
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>871</b>	<b>243</b>
<b>Total Increase / (Decrease)</b>	<b>1,074</b>	<b>492</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 14,918</b>	<b>\$ 15,410</b>

# Revenue Management & Innovation Division – Revenue Generation & Partnership Development

## FY 2021 Progress Report

1. Selection of airport wide optimal concession business management model in order to direct design/builder of new terminal concession requirements.

**Progress:** Evaluations of models will determine the selection of which management model will be utilized for concession development and management. An RFI and RFQ was issued, interviews were conducted with Proposers and staff is in the process of interviewing other airports to gather additional information regarding each model. Executive team was interviewed to determine key attributes for the selection process. A presentation with the results of the interviews and collection of data will be presented to the Executive team for their consideration of which management model to pursue.

**Strategic Plan Focus Area:**

- Advance the ADP

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

2. Develop parking revenue strategy to maximize revenue and minimize impact of ADP construction.

**Progress:** Due to COVID-19 development of the parking revenue strategy development was delayed as the Executive team wanted to hold off on release of the RFP. At the request of the ELT, RG&PD is conducting research into parking revenue approaches, which includes a survey of other airports, a period for interviews and then a recap of the information collected. This information will then be presented to the Executive team for next steps.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

3. Develop two year concession marketing calendar to promote terminal activities and promotions to enhance the passenger experience and provide ROI to concessions.

**Progress:** Due to COVID-19 pandemic the concession marketing two-year plan have been delayed until enplanements resume a level closer to CY2019. During the past year, an awareness program was implemented to inform the passengers the concessions are open, safe and ready to take care of their needs.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5E. Develop business plan that evaluates margins on non-airline operating revenue streams

## Revenue Management & Innovation Division – Revenue Generation & Partnership Development

### FY 2022 – FY 2023 Goals

1. Develop parking revenue strategy to maximize revenue and minimize impact of ADP construction.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

2. Development and operation of a full-service airport lounge in Terminal 2 West.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 5D. Evaluate contracts and partnerships for opportunities to improve revenue and expense profile

3. Finalize a Cellular Strategy that includes a Lead MNO (Mobile Network Operator) to provide best in class cellular network performance as well as an efficient and cost-effective management model.

**Strategic Plan Focus Area:**

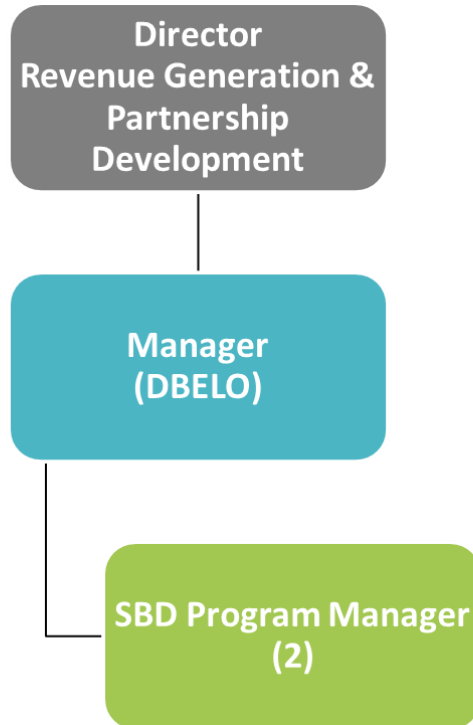
- Advance the ADP

**Strategic Initiative:**

- 2A. Align facilities to meet demand, both international and domestic

## Revenue Management & Innovation Division – Small Business Development

### FY 2022 – FY 2023 Organizational Structure



*Director position resides in Revenue Generation & Partnership Development Department and is shown for structural purposes.*

*No personnel changes in FY 2023.*

## Revenue Management & Innovation Division – Small Business Development

### FY 2022 Budget – FY 2023 Conceptual Budget Expense Summary

<i>(In Thousands)</i>	FY2020 Actuals	FY2021 Budget	FY2022 Budget	Inc / (Dec) FY22 Budget vs FY21 Budget	% Change	FY2023 Conceptual Budget	Inc / (Dec) FY23 Conceptual vs FY22 Budget	% Change
<b>Operating Expenses</b>								
Salaries & Wages	\$ 173	\$ 163	\$ 163	\$ -	0.0%	\$ 283	\$ 119	73.1%
Overtime	-	-	-	-	0.0%	-	-	0.0%
Benefits	117	73	78	5	6.2%	135	57	73.7%
<b>Subtotal</b>	<b>290</b>	<b>236</b>	<b>241</b>	<b>5</b>	<b>1.9%</b>	<b>417</b>	<b>176</b>	<b>73.3%</b>
Less: Capitalized Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
Less: QHP Labor Recharge	-	-	-	-	0.0%	-	-	0.0%
<b>Total Personnel Costs</b>	<b>290</b>	<b>236</b>	<b>241</b>	<b>5</b>	<b>1.9%</b>	<b>417</b>	<b>176</b>	<b>73.3%</b>
Contractual Services	21	32	35	3	7.7%	35	-	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	-	1	1	-	0.0%	1	-	0.0%
Insurance	-	-	-	-	0.0%	-	-	0.0%
Employee Development	-	4	4	-	0.0%	4	-	0.0%
Business Development	25	45	43	(2)	-5.5%	46	3	7.0%
Equipment Rentals and Repairs	38	24	28	4	16.8%	28	-	0.0%
Tenant Improvements	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Personnel Costs</b>	<b>85</b>	<b>107</b>	<b>111</b>	<b>4</b>	<b>3.8%</b>	<b>114</b>	<b>3</b>	<b>2.7%</b>
<b>Total Operating Expenses</b>	<b>375</b>	<b>343</b>	<b>352</b>	<b>9</b>	<b>2.5%</b>	<b>531</b>	<b>179</b>	<b>51.0%</b>
Joint Studies / Sound Attenuation	-	-	-	-	0.0%	-	-	0.0%
Debt Service	-	-	-	-	0.0%	-	-	0.0%
Legal Settlement Expense	-	-	-	-	0.0%	-	-	0.0%
Other Non-Operating Expenses	-	-	-	-	0.0%	-	-	0.0%
<b>Total Non-Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expenses</b>	<b>375</b>	<b>343</b>	<b>352</b>	<b>9</b>	<b>2.5%</b>	<b>531</b>	<b>179</b>	<b>51.0%</b>
Equipment Outlay Expenditures	-	-	-	-	0.0%	-	-	0.0%
<b>Total Authority Expenses Incl Equip Outlay</b>	<b>\$ 375</b>	<b>\$ 343</b>	<b>\$ 352</b>	<b>\$ 9</b>	<b>2.5%</b>	<b>\$ 531</b>	<b>\$ 179</b>	<b>51.0%</b>

## Revenue Management & Innovation Division – Small Business Development

### Major Drivers of FY 2022 Budget & FY 2023 Conceptual Budget

<i>(in thousands)</i>	<b>Inc/(Dec) FY22 vs FY21</b>	<b>Inc/(Dec) FY23 Conceptual vs FY22</b>
<b>FY 2021 Budget / FY 2022 Budget</b>	<b>\$ 343</b>	<b>\$ 352</b>
<b>Personnel Costs</b>		
Burden (benefits & employer taxes) for current staff	5	57
Salary adjustments and pay for performance	-	119
<b>Total Increase / (Decrease) in Personnel Costs</b>	<b>5</b>	<b>177</b>
<b>Non-Personnel Costs</b>		
Training and business development travel	17	3
Promotional activities	13	-
Other, net	(26)	-
<b>Total Increase / (Decrease) in Non-Personnel Costs</b>	<b>4</b>	<b>3</b>
<b>Total Increase / (Decrease)</b>	<b>9</b>	<b>180</b>
<b>FY 2022 Budget / FY 2023 Conceptual Budget</b>	<b>\$ 352</b>	<b>\$ 531</b>

# Revenue Management & Innovation Division – Small Business Development

## FY 2021 Progress Report

1. Collaborate with the ASF contractors, ADP contractors, and other major projects to facilitate their Small Business goals and work with internal and external stakeholders on the development of the ADP Concession Program and inclusion of ACDBE opportunities.

**Progress:** Small Business Development continues to work with the ASF prime contractor to identify opportunities. ASF small business goals are on target to exceeding the committed goal (Small Business goal committed: 35%, Current Small Business achievement: 40.5%).

The ADP Concession Program management model approach (developer or multi-prime) is under evaluation. Once the model of choice and key stakeholders have been determined and finalized, the team will work with internal and or external stakeholders on identifying methods to include opportunities for ACDBEs.

### Strategic Plan Focus Area:

- Optimize Ongoing Business

### Strategic Initiative:

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth
2. Continue to enhance and improve customer service to the business community through education, outreach and transparency.

**Progress:** The Small Business Development team has continued to provide the business community the tools, education, outreach and transparency, especially during the pandemic. The team has paved the way in making small businesses aware of various relief loans/COVID-19 resources, webinars and outreach events through the utilization of a new communication portal. In person training and events were adjusted to a virtual setting.

The team hosted the annual "Meet the Primes" event for the first time in a virtual format on October 27-29 and November 3-4, 2020. Over the course of five days nineteen sessions were offered, which provided a unique opportunity to educate about opportunities, how to obtain available resources and introduced businesses to prime contractors, concessionaire operators, public agencies, Authority departments and business support services. There were a total of 1300 logins with 397 total of attendees.

To ensure the integrity of the Disadvantaged Business Enterprise (DBE) and Airport Concession Disadvantaged Business Enterprise (ACDBE) Programs, the team educated businesses on the new virtual DBE and ACDBE certification processing by administering on-site meetings and hearings through computer, tablet and mobile device technologies.

The team participated in and hosted a myriad of educational webinars, training, opportunity awareness and outreach events during the fiscal year including:

### EDUCATION:

- Internal and External Stakeholder Meeting for the Federal Fiscal Year 2021-2023 goal ACDBE Goal Methodology
- Joint Venture Compliance Reporting Training Webinar
- Virtual Turner School of Construction Fall 2020



## Revenue Management & Innovation Division – Small Business Development

- Veterans Appreciation Panel
- Labor Compliance Webinar
- CalOSHA/Injury & Illness and Prevention Program Webinar
- Small Business Development Center Meet the Buyers featuring San Diego County Regional Airport Authority
- Planetbids Webinar Panel on Systems Methods for Increasing Diversity Panel

### **OPPORTUNITY AWARENESS/OUTREACH:**

- CalTrans Procurement Fair
- Meet the Buyers, State of California Department of General Services
- SUNDT Construction Webinar on Airport Support Facilities Project and Future Opportunities
- Virtual Meet the Primes

### **Strategic Plan Focus Area:**

- Optimize Ongoing Business

### **Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth
3. Improve the collaboration between SBD and our internal stakeholders by providing training on departmental procedures and services that SBD can provide.

**Progress:** Small Business Development extended an invitation to all Authority departments to attend Meet the Primes on November 3, 2020. The team delivered a presentation to educate about the robust Small Business Development Program and how the Authority achieves maximization of contract opportunities for small, local, service disabled/veteran owned small businesses and disadvantaged businesses.

Additionally, the team was featured at SANLive to educate about 2020 Meet the Primes, about the SBD Program and encouraged all departments for their support for 2021 Meet the Primes.

### **Strategic Plan Focus Area:**

- Optimize Ongoing Business

### **Strategic Initiative:**

- 4F. Train and develop business driven, agile and collaborative capabilities

# Revenue Management & Innovation Division – Small Business Development

## FY 2022 – FY 2023 Goals

1. Collaborate with ADP contractors and other major projects to facilitate their Small Business, Local Business, Veteran Owned Small Business goals.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth

2. Continue to enhance and improve customer service to the business community through education, outreach and transparency.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth

3. Work with internal and external stakeholders on the development of the ADP Concession Program and inclusion of ACDBE opportunities.

**Strategic Plan Focus Area:**

- Optimize Ongoing Business

**Strategic Initiative:**

- 3A. Execute regional engagement and education plan to clearly communicate SAN's role in economic growth



# Capital Program Budget Fiscal Years 2022 - 2026

# Capital Program Budget Summary

(in thousands)

<b>Total FY 2021 - 2025 Beginning Capital Program Budget</b>	<b>\$ 3,728,201</b>
Airline Support Building Tenant Improvements	21,300
FY 2021 - 2025 Project Closeouts	(93,409)
FY 2021 - 2025 Project Adjustments	<u>(35,304)</u>
<b>FY 2021 - 2025 Ending Capital Program Balance</b>	<b>\$ 3,620,788</b>
Proposed FY 2022 - 2026 Capital Projects	\$ <u>29,166</u> *
<b>Proposed FY 2022 - 2026 Capital Program Budget</b>	<b>\$ <u>3,649,954</u></b>

\* Pending Board approval

# Current/Proposed Capital Program – Project Locations

(in thousands)

**Capital Program Budget:**

**\$3,728,201**

**\$3,649,954**

Project Location	FY2021-2025	FY2022-2026
Airside	20	21
Terminal	25	23
Landside/Ancillary	26	23
Administrative	10	8
<b>Totals</b>	<b>81</b>	<b>75</b>

# Proposed New FY 2022 - 2026 CIP Projects

(in thousands)

	Description	Expected Start Date	Estimated Budget
1)	New T1 Offsite Intersection/Roadway Segment Improvements	Summer 2021	\$ 13,000
2)	Hyoco Digital Sign Replacement at Elevated Departure Roadway	Summer 2021	2,300
3)	Replace P-01 Perimeter Access Gate	Summer 2021	2,285
4)	Fleet Conversion to Hybrid or Electric Vehicles	FY22 – FY25	1,081
5)	Rehabilitate ARFF Station	Fall 2024	\$ 10,000

# Proposed New FY 2022 - 2026 CIP Projects

(in thousands)

	Description	Expected Start Date	Estimated Budget
6)	Noise Exposure Map (NEM) Update	Spring 2026	\$ 500
<b>Total FY2022-2026 Proposed New Capital Projects</b>			<b><u>\$ 29,166</u></b>

# Proposed FY2022 - 2026 Capital Program – Remaining Budget by Phase

(in thousands)

Project Phase	Budget	Costs to Date *	Budget Remaining
Pre-Construction	\$ 367,921	\$ 49,347	\$ 318,574
Construction	79,236	53,748	25,488
Closeout	<u>2,000</u>	<u>1,455</u>	<u>545</u>
<b>Subtotal CIP</b>	<b>\$ 449,157</b>	<b>\$ 104,550</b>	<b>\$ 344,607</b>
Airport Support Facilities	171,631	164,681	6,949
New T1	3,000,000	92,576	2,907,424
New CIP	<u>29,166</u>	<u>0</u>	<u>29,166</u>
<b>Totals</b>	<b>\$ 3,649,954</b>	<b>\$ 361,807</b>	<b>\$ 3,288,146</b>

\* Estimated costs as of 6/30/21





# Plan of Finance Fiscal Years 2022 - 2026

# Uses of Funds by Location

## Pre FY 2022 - FY 2026

*(in thousands)*

Location	Capital Program
Terminal	\$ 2,353,039
Landside & Ancillary	683,342
Airside	421,901
Administrative	191,672
<b>Total</b>	<b>\$ 3,649,954</b>

# Uses of Funds

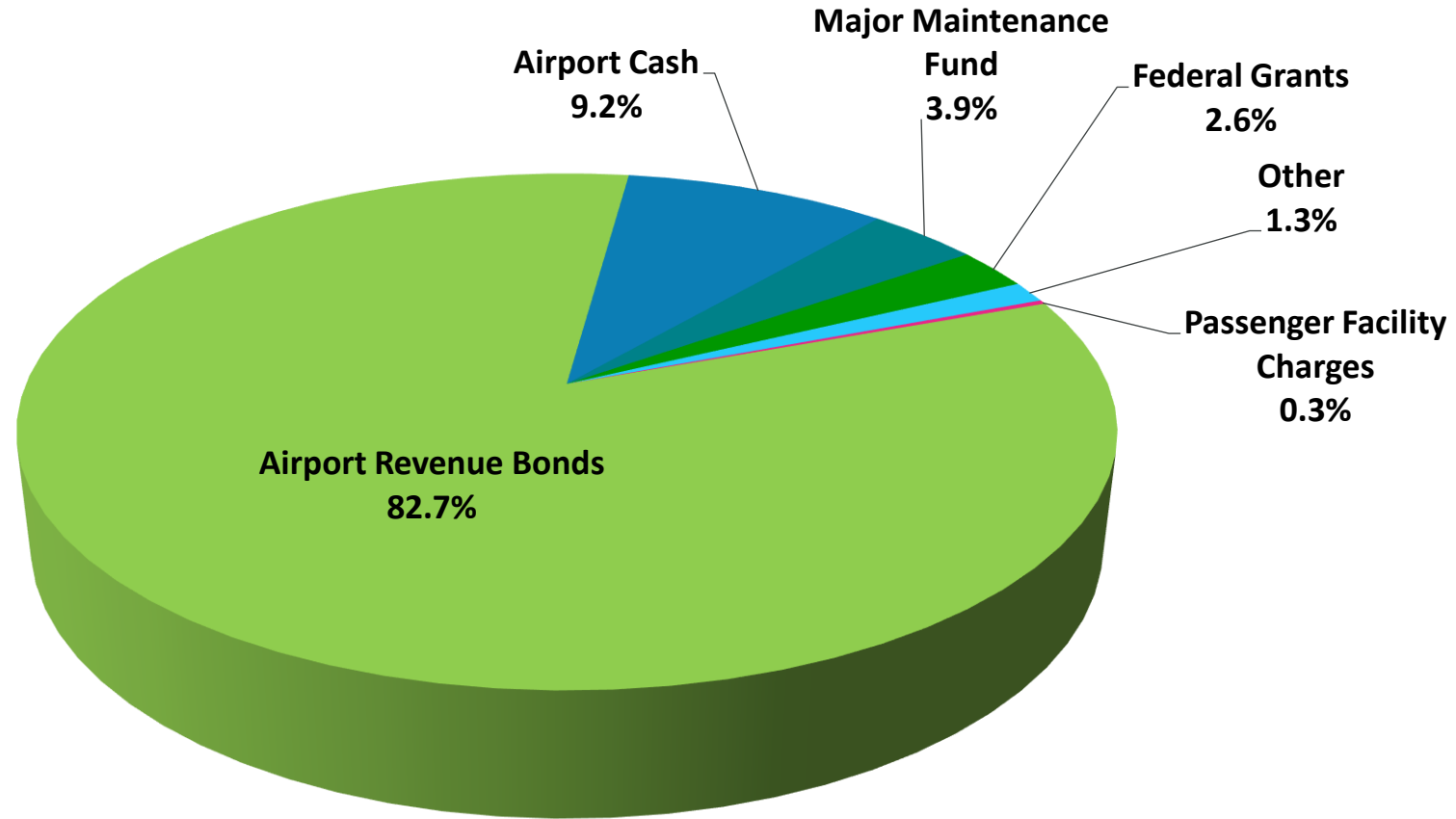
(in thousands)

	<u>Total Use of Funds</u>						
	Pre FY2022	FY2022	FY2023	FY2024	FY2025	FY2026	Total
ADP	\$ 104,151	\$ 391,842	\$ 734,473	\$ 700,373	\$ 502,150	\$ 567,011	\$ 3,000,000
CIP Program	278,929	83,692	88,287	77,848	75,874	45,324	649,954
<b>Total</b>	<b>\$ 383,080</b>	<b>\$ 475,534</b>	<b>\$ 822,760</b>	<b>\$ 778,221</b>	<b>\$ 578,024</b>	<b>\$ 612,335</b>	<b>\$ 3,649,954</b>

# Sources of Funds

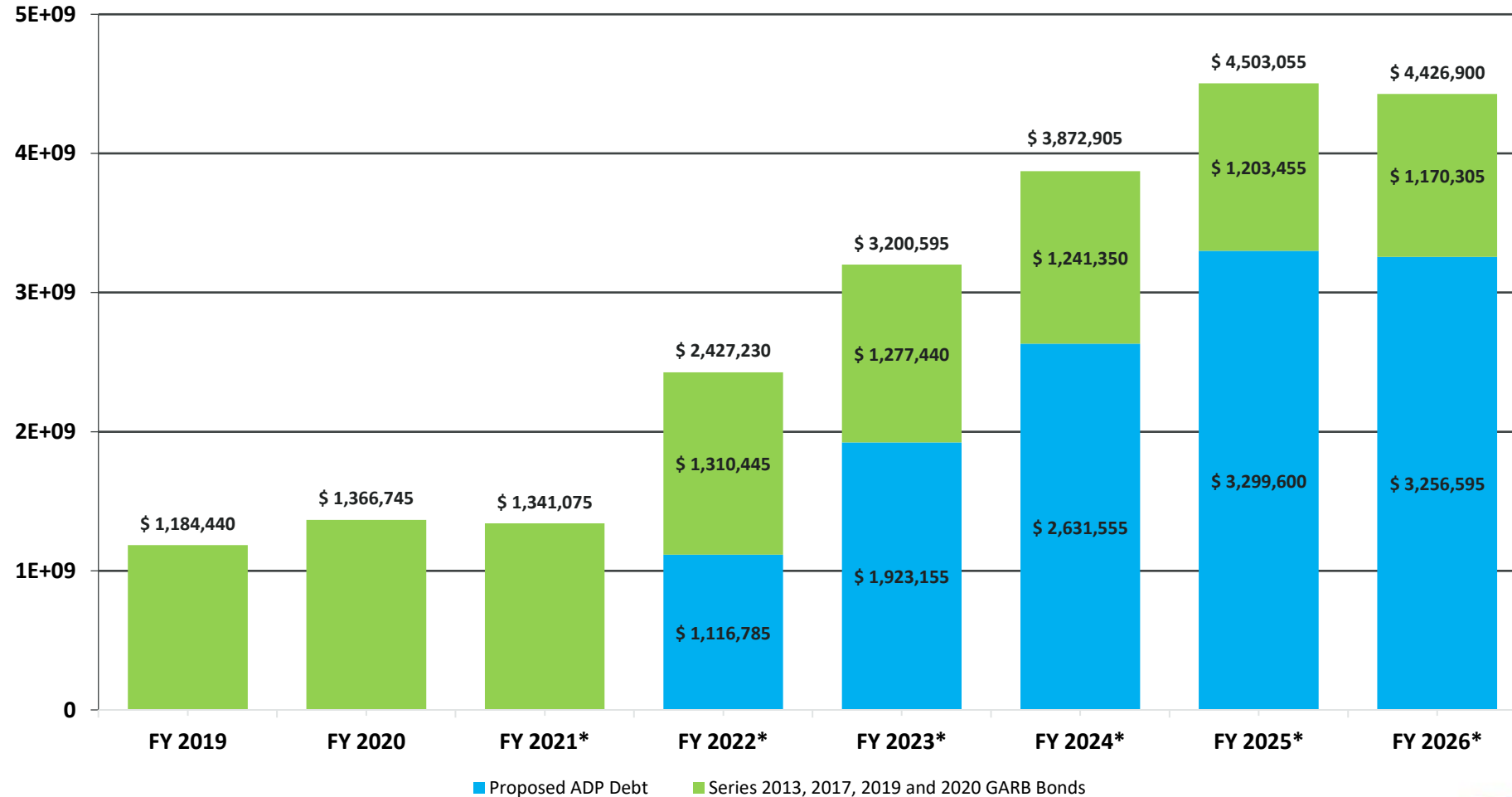
	<u>CIP Total Sources of Funds</u>						
	Pre FY2022	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Airport Revenue Bonds	\$ 148,545	\$ 356,169	\$ 753,208	\$ 699,472	\$ 495,956	\$ 566,145	\$ 3,019,495
Airport Cash	199,739	65,076	3,931	18,392	39,462	9,824	336,424
Major Maintenance Fund	15,622	21,974	20,679	28,728	25,047	29,594	141,644
Federal Grants	9,269	9,137	29,284	24,488	15,965	6,771	94,914
Other	8,439	23,178	14,698	385	1,595	-	48,295
Passenger Facility Charges	1,466	-	959	6,757	-	-	9,181
<b>TOTAL SOURCES OF FUNDS</b>	<b>\$ 383,080</b>	<b>\$ 475,534</b>	<b>\$ 822,760</b>	<b>\$ 778,221</b>	<b>\$ 578,024</b>	<b>\$ 612,335</b>	<b>\$ 3,649,954</b>

# Total Sources of Funds Pre FY 2022 – FY 2026



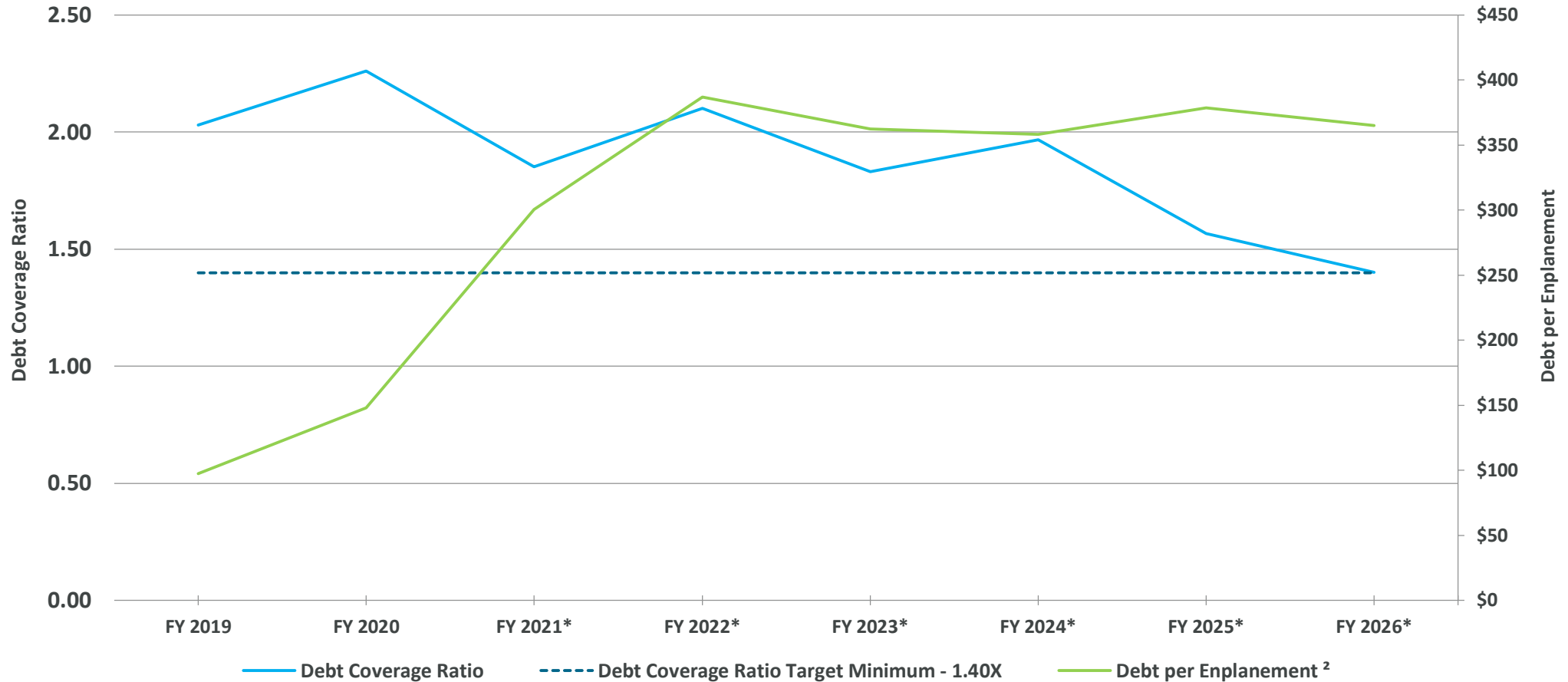
# Aggregate Debt FY 2019 – FY 2026

(in thousands)



\* Forecasted FY 2021 - FY 2026

# Coverage Ratio and Debt Per Enplanement <sup>1</sup>



<sup>1</sup> Debt excludes special facility bonds

<sup>2</sup> Debt per Enplanement target of \$150 was temporarily suspended

\* Forecasted FY 2021- FY 2026

# Coverage Ratio and Debt Per Enplanement

Fiscal Year	Outstanding Debt <sup>1</sup> (in thousands)	Debt per Enplanement <sup>2</sup>	Debt Coverage Ratio <sup>3</sup>
<b>FY 2019</b>	\$1,198,144	\$97.49	2.03
<b>FY 2020</b>	\$1,366,745	\$148.00	2.26
<b>FY 2021*</b>	\$1,341,075	\$300.69	1.85
<b>FY 2022*</b>	\$2,427,230	\$386.81	2.10
<b>FY 2023*</b>	\$3,200,595	\$362.39	1.83
<b>FY 2024*</b>	\$3,872,905	\$358.17	1.97
<b>FY 2025*</b>	\$4,503,055	\$378.60	1.57
<b>FY 2026*</b>	\$4,426,900	\$364.89	1.40

<sup>1</sup> Debt excludes Special Facility Bonds

<sup>2</sup> Debt per Enplanement target of \$150 was temporarily suspended

<sup>3</sup> Target minimum Debt Policy Coverage Ratio 1.40x

\* Forecasted FY 2021 - FY 2026



# Appendix



## Appendix – Pay Schedule

Classification Title	Annual Salary Range	
	Salary Minimum	Annual Salary Maximum
President/CEO	Pay is Per Contract	
General Counsel		
Chief Auditor		
	Annual Salary Minimum	Annual Salary Maximum
Vice President, Treasurer & Chief Financial Officer	\$135,864	\$244,557
Vice President & Chief Development Officer		
Vice President, Marketing, Innovation Chief Revenue Officer		
Vice President & Chief Operating Officer		
	Annual Salary Minimum	Annual Salary Maximum
Senior Director, External Relations	\$115,156	\$201,523
Senior Director, Finance & Asset Management		
	Annual Salary Minimum	Annual Salary Maximum
Director, Airport Planning & Environmental Affairs	\$106,962	\$187,185
Director, Counsel Services		
Director, Airport Design & Construction		
Director, Information & Technology Services		
Director, Talent, Culture & Capability		
Director, Revenue Management		
	Annual Salary Minimum	Annual Salary Maximum
Director, Terminal & Airside Operations	\$101,984	\$173,373
Director, Aviation Security & Public Safety		
Director, Facilities Management		
Director, Financial Planning & Budget		
Director, Customer Experience & Innovation		
Director, Communications		
Senior Director, Marketing & Air Service Development		

## Appendix – Pay Schedule

Classification Title	Annual Salary Range	
	Annual Salary Minimum	Annual Salary Maximum
Director, Ground Transportation	\$96,427	\$163,925
Director, Procurement		
Senior Attorney		
Senior Program Manager		
Director, Government Relations		
	Annual Salary Minimum	Annual Salary Maximum
Director, Authority Clerk	\$90,869	\$155,249
Attorney		
Program Manager		
Senior Manager, Airport Finance		
Senior Manager, Construction Services		
Senior Manager, Information Technology		
Senior Manager, Talent & Organization Development		
	Annual Salary Minimum	Annual Salary Maximum
Manager, Business Analytics	\$85,178	\$140,544
Manager, Airport Finance		
Manager, Airport Planning		
Manager, Airside Operations		
Manager, Audit Services		
Manager, Aviation Security & Law Enforcement		
Manager, Business & Systems Applications		
Manager, Customer Experience Design		
Manager, Energy & Water Management		
Manager, ER Preparedness & Public Safety		
Manager, Facilities Management		
Manager, Ground Transportation		
Manager, Infrastructure Operations		
Manager, Insurance & Construction Risk		
Manager, Procurement & Contract Services		
Manager, Small Business Development		
Manager, Terminal Operations		
Manager, Safety & Wellness		
Manager, Service Desk & IT Terminal Operations		
Project Manager		
Senior Manager, Accounting		
Senior Manager, Arts Program		
Senior Manager, Marketing		
Manager, Safety & Labor Compliance		

## Appendix – Pay Schedule

Classification Title	Annual Salary Range	
	Annual Salary Minimum	Annual Salary Maximum
Accounting Manager	\$77,633	\$128,094
Innovation Program Manager		
Estimator		
Manager, Contracts		
Manager, Environmental Affairs		
Manager, Learning & Capability		
Manager, Terminal Concessions		
Asset Manager		
Senior Auditor		
Senior Financial Analyst		
Senior Project Management Systems Analyst		
Construction Manager	\$85,178	\$140,544
Quality Control Manager		
	Annual Salary Minimum	Annual Salary Maximum
Air Service Program Manager	\$77,633	\$128,094
Construction Safety Program Manager		
GIS/CAD Systems Manager		
Government Relations Manager		
Senior Human Resources Business Partner		
Airside & Terminal Resource Systems Manager		
	Annual Salary Minimum	Annual Salary Maximum
Aviation Systems Program Specialist	\$72,690	\$116,361
Cyber Security Specialist		
Construction Project Coordinator		
Database Administrator		
Maintenance Projects Planner		
Senior Airside Operations Duty Manager		
Senior Applications Development Analyst		
Senior Marketing Specialist		
Senior Risk Management Analyst		
Senior Systems Support Analyst		
Senior Terminal Operations Coordinator		
Technical Coordinator		

## Appendix – Pay Schedule

Classification Title	Annual Salary Range	
	Annual Salary Minimum	Annual Salary Maximum
Administrative Services Manager	\$67,570	\$108,164
Airport Art Program Manager		
Airport Properties Operations Coordinator		
Airside Operations Duty Manager II		
Applications Development Analyst		
Assistant Authority Clerk II		
Associate Asset Manager		
Customer Relations Manager		
Document Control Manager		
Financial Analyst II		
Fleet Supervisor		
Government Relations Specialist		
Human Resources Business Partner II		
Maintenance Supervisor		
Marketing Specialist II		
Project Management Systems Analyst		
Records & Information Manager		
Safety & Loss Prevention Analyst II		
Security & Public Safety Analyst II		
Senior Accountant		
Senior Aircraft Noise Specialist		
Senior Airport Planner		
Senior Airport Traffic Supervisor		
Senior Communication Specialist		
Senior Cost Analyst		
Senior Environmental Specialist		
Senior Human Resource Analyst		
Senior Management Analyst		
Senior Procurement Analyst		
Senior Security Specialist		
Senior Culture & OD Analyst		
Small Business Development Program Manager		

## Appendix – Pay Schedule

Classification Title	Annual Salary Range	
	Annual Salary Minimum	Annual Salary Maximum
Accountant	\$62,450	\$99,969
Airport Art Program Coordinator II		
Airport Operations Duty Manager I		
Associate Airport Planner		
Associate Engineer		
Associate Environmental Specialist		
Auditor		
Business Systems Analyst		
Communication Specialist II		
Cost Analyst		
Customer Relations Coordinator		
Culture & OD Analyst		
Facilities Commissioning Coordinator		
Human Resources Information Systems Analyst II		
Human Resources Analyst II		
Human Resources Business Partner I		
Management Analyst		
Marketing Specialist I		
Paralegal		
Quieter Home Program Coordinator		
Risk Management Analyst II		
Safety & Loss Prevention Analyst I		
Security & Public Safety Analyst I		
Senior Airport Communications Center Specialist		
Senior Engineering Technician II (BIM/CAD)		
Small Business Development Program Coordinator		
Systems Support Analyst II		
Terminal Operations Coordinator		
External Relations Specialist		
Labor Compliance Supervisor		
	Annual Salary Minimum	Annual Salary Maximum
Ground Transportation Specialist	\$60,234	\$90,352
Information Technology Services Project Coordinator		
Project Analyst		
Quality Control Coordinator		
Senior Engineering Technician		
Procurement Analyst II		

## Appendix – Pay Schedule

Classification Title	Annual Salary Range	
	Annual Salary Minimum	Annual Salary Maximum
Aircraft Noise Specialist	\$53,451	\$80,176
Assistant Environmental Specialist		
Communication Specialist I		
Financial Analyst I		
Human Resources Analyst I		
Procurement Analyst I		
Purchasing Card Program Analyst		
Risk Management Analyst I		
Systems Support Analyst I		
	Annual Salary Minimum	Annual Salary Maximum
Airport Art Program Coordinator I	\$53,451	\$80,176
Airport Communications Center Specialist		
Capital Project Assistant		
Credit & Collections Specialist		
Document Control Coordinator		
Executive Assistant		
Labor Compliance Technician II		
Records & Information Management Specialist II		
Security Specialist II		
Security & Emergency Response Coordinator		
Senior Construction Inspector		
Senior Maintenance Project Inspector		
Strategic Planning Outreach Coordinator		
Talent, Culture & Capability Coordinator		
	Annual Salary Minimum	Annual Salary Maximum
Assistant Airport Planner	\$46,068	\$64,539
Assistant Authority Clerk I		
Engineering Technician		
Help Desk Technician		
Labor Compliance Technician I		
Procurement Coordinator		
Senior Administrative Assistant		
Maintenance Project Inspector		

## Appendix – Pay Schedule

Classification Title	Annual Salary Range	
	Annual Salary Minimum	Annual Salary Maximum
Accounting Technician	\$42,031	\$58,887
Administrative Assistant II		
Payroll Technician		
Records & Information Management Specialist I		
Security Specialist I		
Staff Assistant		
	Annual Salary Minimum	Annual Salary Maximum
Administrative Assistant I	\$37,995	\$53,228
Corporate Information Assistant		
Storage & Distribution Technician		