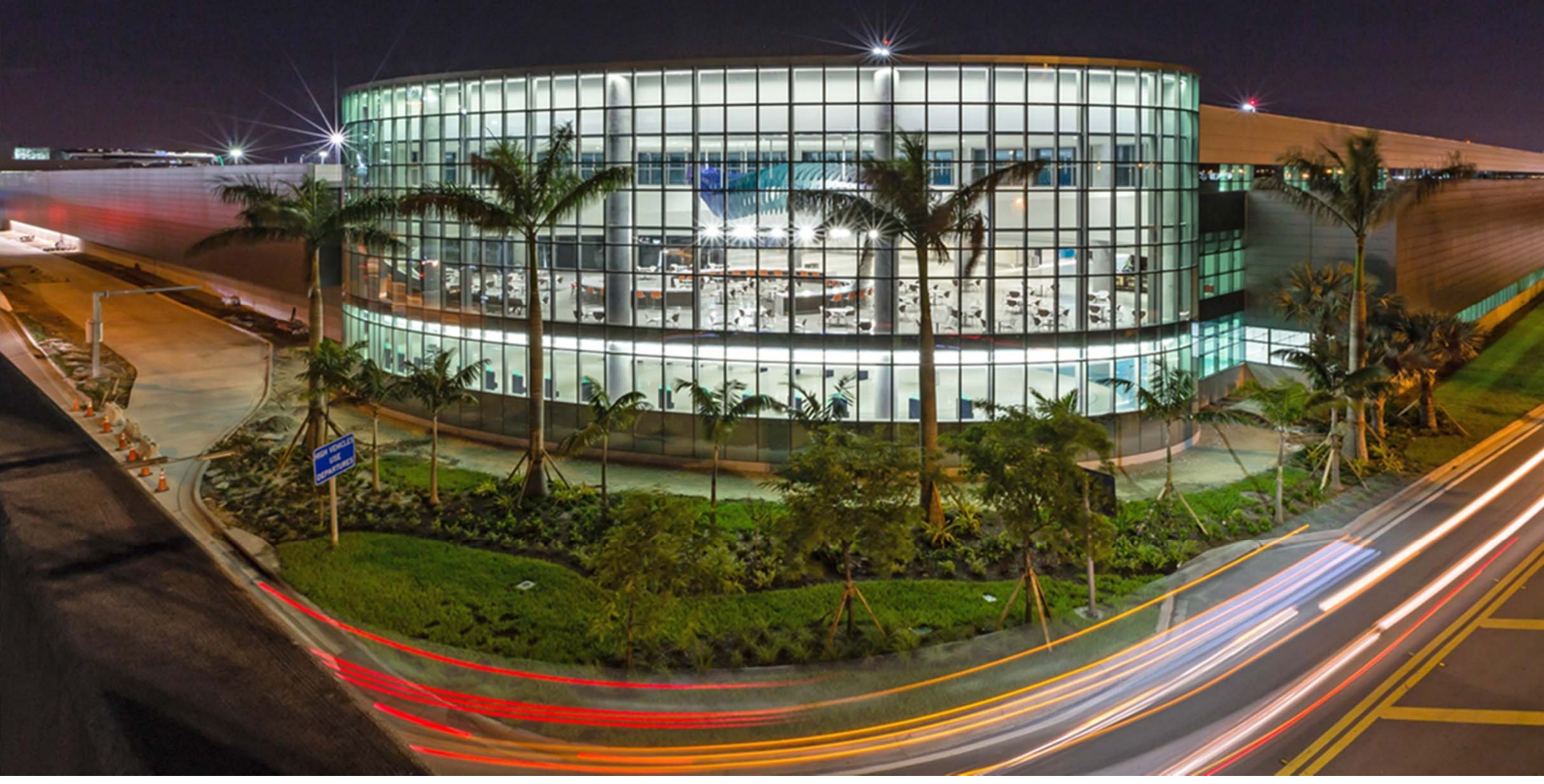


# Broward County Aviation Department Recommended Budget Fiscal Year 2019





## Overview

---

- **FY 2019 Key Operating Budget Highlights**
  
- **Industry and Airline Activity**
  - FLL Activity
  - Comparison of Passenger Growth Rates
  - Enplanement Trend and Budgeted Enplanements
  - International Enplanements
  - Enplanement Trend by Carrier
  - Airline Diversity
  - New Service
  
- **Financial Performance**
  - Budgeted Projected Revenues and Proposed Appropriations
  - Operating Revenues by Source
  - Operating Revenue Diversity - Budget FY 2019
  - Operating Expense Comparison
  - Operating Expense Distribution - Budget FY 2019
  
- **FY 2019 Debt Service Budget**
  - Debt Service Comparison



## Overview (Continued)

---

- **FY 2019 Cost Per Enplanement and Rates and Charges**
  - Key Rates and Charges and Cost Per Enplanement
  - Cost Per Enplanement Comparison
  - Key Comparative Performance Data – FY 2017 Actuals
  
- **Capital Improvement Projects**
  - Capital Projects – Five Year Plan
  - Fiscal Year 2019 Capital Improvement Budget with Funding Sources



## FY 2019 Key Operating Budget Highlights

---

- The North Runway will be closed from June 2019 through October 2019 due to a planned rehabilitation.
- Activity
  - Total enplanements budgeted at 16.4 million in FY 2019 resulting in a total passenger count of 32.9 million.
  - Decrease of 1.0 million enplanements or 5.8% compared to FY 2018's forecast due to the estimated impact of the closure.
- Rates and Charges
  - Slight decreases in all rates and charges for FY 2019 compared to the current rates, with the exception of some minor fees that remain the same.
- Cost per Enplanement (CPE)
  - The average airline Cost per Enplanement (CPE) is budgeted at \$7.43 in FY 2019, 9 cents less than FY 2018's budgeted CPE.
  - The CPE is 47 cents higher than last year's forecast for FY 2019. However, that forecast did not take the runway closure into consideration. With an unconstrained activity forecast the CPE for FY 2019 would have been \$5.91.
  - Lower than the industry average of approximately \$10 for a large hub airport (*2016 data*).



## FY 2019 Key Operating Budget Highlights (continued)

---

- Other factors impacting FY 2019's CPE and rates and charges compared to current year
  - Excess revenue of \$17.8 million from FY 2018's forecast
  - Increase of \$6.3 million or 3.3% in operating and maintenance (O&M) expenses to \$199.9 million. This includes 20 new positions for a maximum headcount (FTE) of 649. The majority of the new positions are in Maintenance and IT.
  - Increase in cash funded capital of \$1.2 million or 8.3%.
  - Lower non-airline revenues of \$3.6 million as a result of the conservative activity assumptions. Increases in revenue per enplanement have been assumed.

# Industry and Airline Activity





## FLL Activity

---

- Total enplanements were up 10.1% in FY 2017 over the prior year.
- This significant growth in enplanements has continued into the current fiscal year, which is anticipated to exceed FY 2017 by 10.5% (same as budgeted for FY 2018).
- FY 2019 budget includes a conservative estimate of enplanements and other activity due to the north runway closure during the year. Activity assumptions are based on:
  - Unconstrained forecast from the Signatory and major Non-signatory airlines, which included a 2.3% growth in operations and a 4% growth in passengers.
  - Applied reductions to take into account operational constraints during peak times of the runway closure and to allow for curtailed growth prior to the closure and an additional 5% reduction to allow for unforeseen issues due to the closure.
  - No reductions assumed for FIS passengers or wide-body long haul flights.
- The above resulted in total enplanements budgeted at 16.4 million in FY 2019 representing a decrease of 1.0 million enplanements or 5.8% compared to FY 2018's forecast.
- An additional two gates are expected to open in Concourse G (T4) in Q3 FY 2019.



## Comparison of Passenger\* Growth Rates

FLL ranks 1st among large hub US airports in terms of rate of growth during the 12-month period ended March 2018 compared to the previous 12-month period (according to Airports Council International ACI data). FLL shows high growth rates in international passengers compared to the other airports. The top ten large hub US airports for passenger growth rates are:

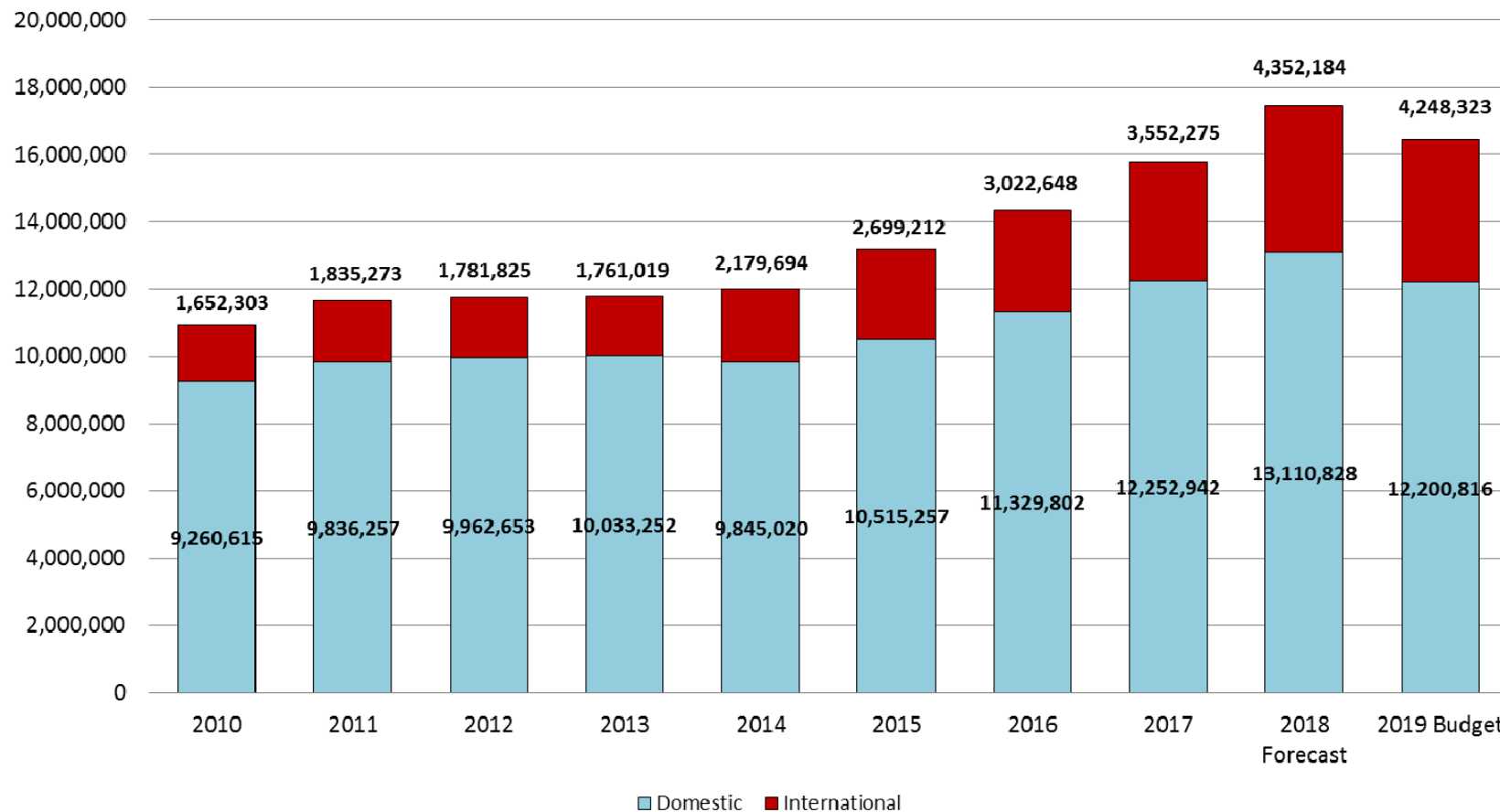
| CITY/COUNTRY            | CODE | 12-MONTHS ENDED MARCH 2018/2017 |      |          |      |          |      |
|-------------------------|------|---------------------------------|------|----------|------|----------|------|
|                         |      | INTERNATIONAL                   |      | DOMESTIC |      | TOTAL    |      |
|                         |      | (000s)                          | %CHG | (000s)   | %CHG | (000s)   | %CHG |
| FORT LAUDERDALE, FL, US | FLL  | 7 511.8                         | 19.5 | 25 817.4 | 9.4  | 33 329.2 | 11.5 |
| SAN DIEGO CA, US        | SAN  | 897.8                           | 18.8 | 21 908.4 | 9.3  | 22 806.2 | 9.7  |
| ORLANDO FL, US          | MCO  | 6 095.6                         | 9.5  | 39 383.2 | 7.4  | 45 478.8 | 7.7  |
| TAMPA FL, US            | TPA  | 939.9                           | 9.9  | 19 253.9 | 6.4  | 20 193.8 | 6.6  |
| NEWARK NJ, US           | EWR  | 13 250.4                        | 7.3  | 30 789.1 | 6.2  | 44 039.4 | 6.5  |
| SAN FRANCISCO CA, US    | SFO  | 13 653.4                        | 8.6  | 43 150.8 | 5.7  | 56 814.9 | 6.4  |
| BOSTON MA, US           | BOS  | 7 220.8                         | 6.7  | 31 518.9 | 4.9  | 38 739.8 | 5.2  |
| BALTIMORE MD, US        | BWI  |                                 |      |          |      | 26 730.7 | 5.0  |
| LOS ANGELES CA, US      | LAX  | 24 595.4                        | 8.9  | 58 578.9 | 3.5  | 85 686.8 | 4.8  |
| DENVER CO, US           | DEN  | 2 675.9                         | 14.3 | 59 179.4 | 4.4  | 61 855.3 | 4.8  |

\*Passengers numbers represent enplanements and deplanements





## Enplanement Trend and Budgeted Enplanements

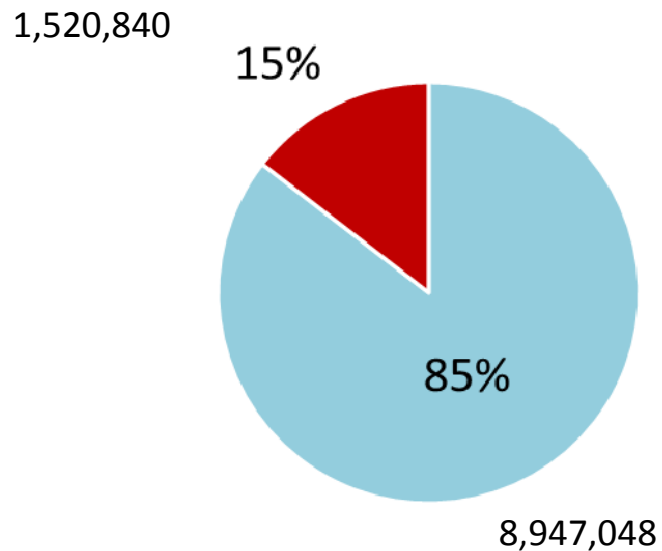


- Enplanements are conservatively budgeted at 16,449,138 in FY 2019 compared to FY 2018's forecast of 17,463,012
- FY 2018 total enplanements are in line with the FY 2018 budget and are forecast to be up 10.5% over FY 2017.
- FY 2017 enplanements were up 10.1% over FY 2016.

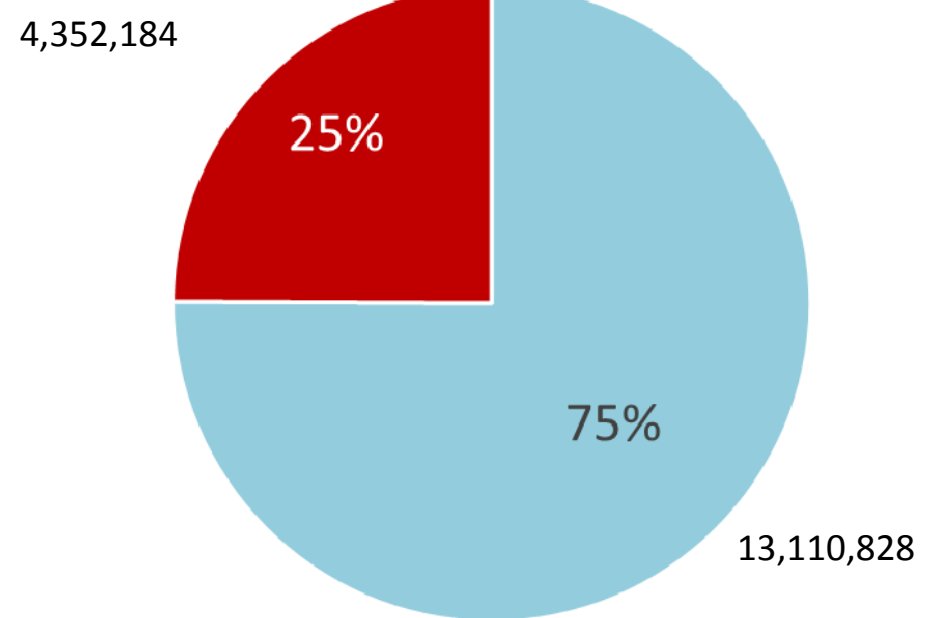


## International Enplanements

2009 Actual



2018 Forecast

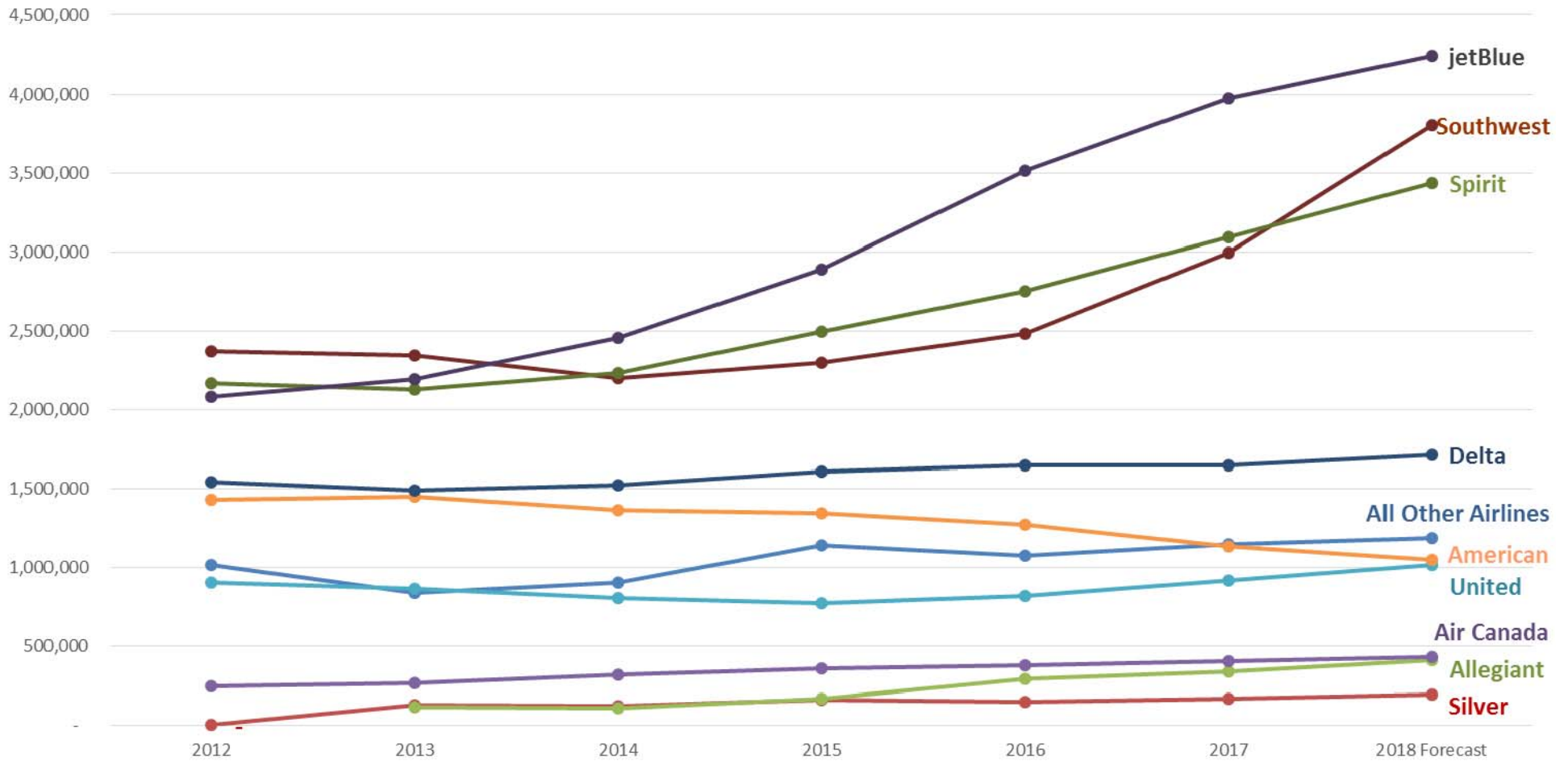


■ Domestic ■ International

- International enplanements are up 18.3% so far this fiscal year (six months) compared to last year and are forecast to be up 22.5% over fiscal year 2017.
- Fiscal year 2017 international enplanements were up 17.5% over fiscal year 2016.
- During the last ten years the percentage of international enplanements of total enplanements has grown from 15% to 25%.



## Enplanement Trends by Carrier



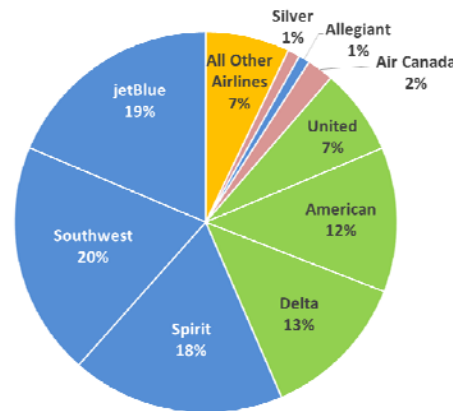


## Airline Diversity

- Enplanements have grown 48% during the last five years, with greater concentration by JetBlue Spirit and Southwest, while the legacy carriers have reduced market share.
- Non-signatory airlines have maintained their overall market share mainly through the introduction of new carriers such as Norwegian, Azul, Emirates and British Airways.
- In FY 2019 the nine Signatory Airlines are expected to represent 92.9% of enplanements

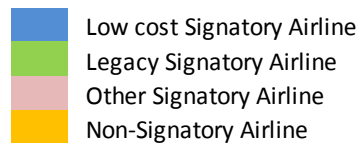
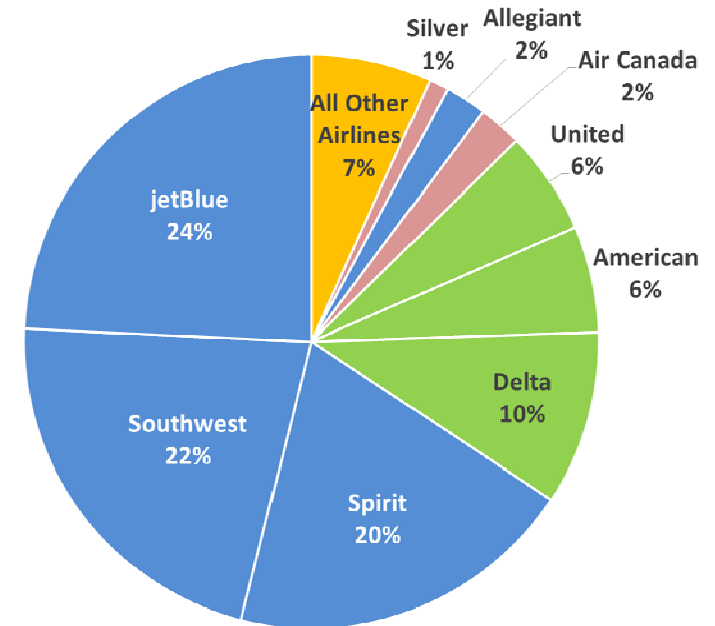
**FY 2013**

11,794,271 Enplaned Passengers



**FY 2018<sup>1</sup>**

17,463,012 Enplaned Passengers



1. Forecasted Enplanements



## New Service

| Start Date  | Airline   | Domestic Service     | International Service            |
|-------------|-----------|----------------------|----------------------------------|
| October-17  | Norwegian |                      | Martinique                       |
| November-17 | Allegiant | Milwaukee, Wisconsin |                                  |
| November-17 | Allegiant | Norfolk, Virginia    |                                  |
| November-17 | JetBlue   | Salt Lake City, Utah |                                  |
| November-17 | Delta     | Salt Lake City, Utah |                                  |
| November-17 | Southwest |                      | Providenciales, Turks and Caicos |
| November-17 | Southwest |                      | Punta Cana, Dominican Republic   |
| November-17 | Southwest |                      | San Jose, Costa Rica             |
| December-17 | Azul      |                      | Belem, Brazil                    |
| February-18 | Spirit    | Columbus, Ohio       |                                  |
| March-18    | JetBlue   | Atlanta, Georgia     |                                  |
| March-18    | Spirit    | Richmond, Virginia   |                                  |
| March-18    | Southwest |                      | Aruba                            |
| March-18    | Spirit    |                      | Guayaquil, Ecuador               |
| April-18    | Spirit    | Seattle, Washington  |                                  |
| April-18    | Spirit    |                      | Cap Haitien, Haiti               |
| May-18      | Azul      |                      | Recife, Brazil                   |
| May-18      | Spirit    |                      | St Croix, US Virgin Islands      |
| June-18     | Allegiant | Flint, Michigan      |                                  |
| June-18     | JetBlue   |                      | Santiago, Dominican Republic     |
| July-18     | Southwest | San Antonio, Texas   |                                  |
| October-18  | JetBlue   |                      | Grand Cayman                     |

# Financial Performance





## Budgeted Projected Revenues and Proposed Appropriations

Fiscal Years Ended September 30

\$000s

|   | 2019              |                   |                   |                     | 2018                | Variance            |
|---|-------------------|-------------------|-------------------|---------------------|---------------------|---------------------|
|   | Operating         | Capital           | Debt Service      | Total               | Total               |                     |
| <b><u>Projected Revenues</u></b>        |                   |                   |                   |                     |                     |                     |
| Fund Balance                            | \$ 89,195         |                   | \$ 343,136        | \$ 432,331          | \$ 480,289          | \$ (47,958)         |
| Operating Revenues                      | 296,419           |                   |                   | 296,419             | 309,769             | (13,350)            |
| Passenger Facility Charges <sup>1</sup> |                   | \$ 41,600         | 25,900            | 67,500              | 141,692             | (74,192)            |
| Bond Proceeds <sup>1</sup>              |                   | 77,690            | 45,196            | 122,886             | 233,647             | (110,761)           |
| Interest Income                         | 271               | 1,618             | 3,431             | 5,320               | 4,728               | 592                 |
| State and Federal Grants <sup>1</sup>   |                   | 23,386            |                   | 23,386              | 7,713               | 15,673              |
| Less Five Percent                       | (14,755)          | (81)              | (172)             | (15,008)            | (15,429)            | 421                 |
| Transfer between Funds                  |                   | 15,702            | 95,787            | 111,489             | 107,666             | 3,823               |
| <b>Total Revenues</b>                   | <b>\$ 371,130</b> | <b>\$ 159,915</b> | <b>\$ 513,278</b> | <b>\$ 1,044,323</b> | <b>\$ 1,270,075</b> | <b>\$ (225,752)</b> |
| <b><u>Proposed Appropriations</u></b>   |                   |                   |                   |                     |                     |                     |
| Operating Budget                        | \$ 199,906        |                   |                   | \$ 199,906          | \$ 193,511          | \$ 6,395            |
| Capital Budget                          |                   | \$ 158,377        |                   | 158,377             | 308,230             | (149,853)           |
| Debt Service Budget                     |                   |                   | \$ 182,168        | 182,168             | 173,509             | 8,659               |
| Reserves                                | 59,735            | 1,538             | 331,110           | 392,383             | 487,159             | (94,776)            |
| Transfer between Funds                  | 111,489           |                   |                   | 111,489             | 107,666             | 3,823               |
| <b>Total Appropriations</b>             | <b>\$ 371,130</b> | <b>\$ 159,915</b> | <b>\$ 513,278</b> | <b>\$ 1,044,323</b> | <b>\$ 1,270,075</b> | <b>\$ (225,752)</b> |

1. Passenger Facility Charges, Bond Proceeds and State and Federal Grants as shown above represent the funding requirements for the capital and debt service appropriation budget for the fiscal year. The actual revenues received during the fiscal year may vary based on activity and amounts already budgeted.



## Operating Revenues by Source

|  | Fiscal Years Ended September 30 |                   |                   |                   |                   |                           |                         |
|--|---------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------------|-------------------------|
|  | \$000s                          |                   |                   |                   |                   |                           |                         |
|  | 2016<br>Actual                  | 2017<br>Actual    | 2018<br>Budget    | 2018<br>Forecast  | 2019<br>Budget    | FY19 vs. FY18<br>Variance | FY19 vs. FY18<br>Budget |
| Airline Revenues                                 | \$ 56,618                       | \$ 76,886         | \$ 131,698        | \$ 136,190        | <b>\$ 122,178</b> | \$ (9,520)                | -7.2%                   |
| Rental Cars                                      | 66,583                          | 64,872            | 68,179            | 63,927            | <b>65,063</b>     | (3,116)                   | -4.6%                   |
| Parking  | 47,554                          | 48,209            | 47,532            | 51,214            | <b>47,973</b>     | 441                       | 0.9%                    |
| Concession Revenues                              |                                 |                   |                   |                   |                   |                           |                         |
| Food & Beverage                                  | 15,505                          | 16,965            | 19,392            | 18,941            | <b>17,792</b>     | (1,600)                   | -8.3%                   |
| Retail including Duty Free                       | 8,262                           | 8,890             | 11,023            | 10,192            | <b>10,378</b>     | (645)                     | -5.9%                   |
| All Others                                       | 9,603                           | 11,283            | 11,126            | 12,482            | <b>12,095</b>     | 969                       | 8.7%                    |
| <b>Total Concession Revenues</b>                 | <b>33,370</b>                   | <b>37,138</b>     | <b>41,541</b>     | <b>41,615</b>     | <b>40,265</b>     | <b>(1,276)</b>            | <b>-3.1%</b>            |
| General Aviation and Fixed Based Operators       | 6,532                           | 6,766             | 7,602             | 7,686             | <b>7,830</b>      | 228                       | 3.0%                    |
| Non-airline Terminal Rent and Other Rents        | 4,448                           | 5,247             | 6,889             | 6,751             | <b>6,520</b>      | (369)                     | -5.4%                   |
| North Perry Airport                              | 1,343                           | 1,404             | 1,459             | 1,460             | <b>1,496</b>      | 37                        | 2.5%                    |
| Cargo  | 1,840                           | 1,714             | 1,949             | 2,056             | <b>1,941</b>      | (8)                       | -0.4%                   |
| Miscellaneous Operating Revenues                 | 3,238                           | 2,820             | 2,920             | 3,157             | <b>3,153</b>      | 233                       | 8.0%                    |
| <b>Total Operating Revenues</b>                  | <b>221,526</b>                  | <b>245,056</b>    | <b>309,769</b>    | <b>314,056</b>    | <b>296,419</b>    | <b>(13,350)</b>           | <b>-4.3%</b>            |
| Airline Deferred Revenue Adjustment <sup>1</sup> | 10,550                          | 779               | -                 | (19,310)          | -                 |                           |                         |
| <b>Total Reported Operating Revenues</b>         | <b>\$ 232,076</b>               | <b>\$ 245,835</b> | <b>\$ 309,769</b> | <b>\$ 294,746</b> | <b>\$ 296,419</b> | <b>\$ (13,350)</b>        | <b>-4.3%</b>            |
| Passenger Airline Revenues (per above)           | \$ 56,618                       | \$ 76,886         | \$ 131,698        | \$ 136,190        | \$ 122,178        | \$ (9,520)                | -7.2%                   |
| Enplanements (000s)                              | 14,352                          | 15,805            | 17,516            | 17,463            | 16,449            | (1,067)                   | -6.1%                   |
| Cost Per Enplanement                             | <b>\$ 3.94</b>                  | <b>\$ 4.86</b>    | <b>\$ 7.52</b>    | <b>\$ 7.80</b>    | <b>\$ 7.43</b>    | \$ (0.09)                 | -1.2%                   |
| <b>Non-airline Revenues</b>                      | <b>\$ 164,908</b>               | <b>\$ 168,170</b> | <b>\$ 178,071</b> | <b>\$ 177,866</b> | <b>\$ 174,241</b> | <b>\$ (3,830)</b>         | <b>-2.2%</b>            |

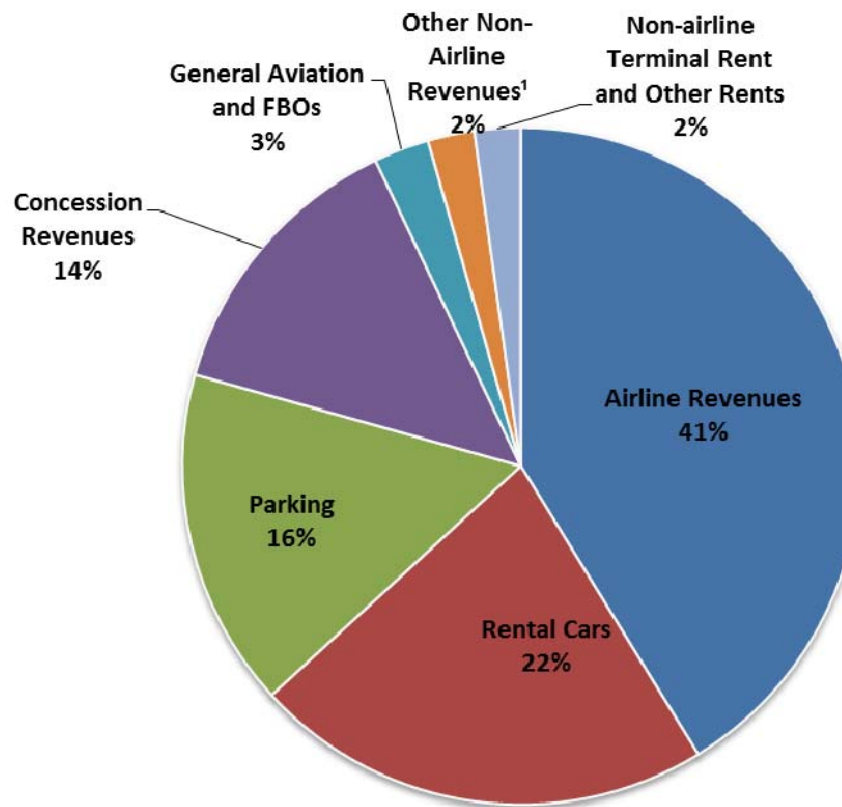
1. The Airline Agreements require that landing fees and terminal rentals be reviewed annually and adjusted, as necessary, so that the total revenue is sufficient to meet BCAD's requirements, as determined by the Airline Agreements. At the end of the Fiscal Year, after all required deposits have been made, any remaining excess funds are used to meet the requirements in the following Fiscal Year. This excess is recorded as a deferred revenue accounting adjustment against current year operating revenues.





## Operating Revenue Diversity – Budget FY 2019

- Non-airline revenue accounts for 58.8% of total operating revenue.
- Measures to increase non-airline revenues include:
  - New agreement for Rental Car Center
  - 9 new food and beverage concepts to open in 2018/2019
  - 2 new duty free stores to open in 2018/2019
  - 14 new other retail concepts to open in 2018/2019



1. Other Non-Airline includes non-airline terminal rent and other rents, North Perry Airport, cargo, and miscellaneous operating revenues.

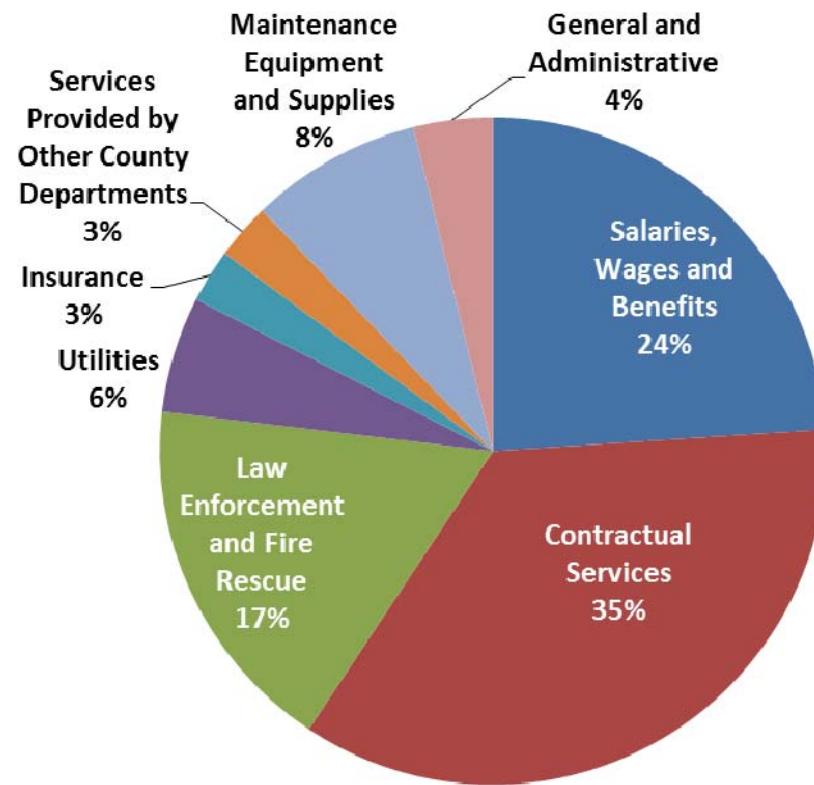


## Operating Expenses Comparison

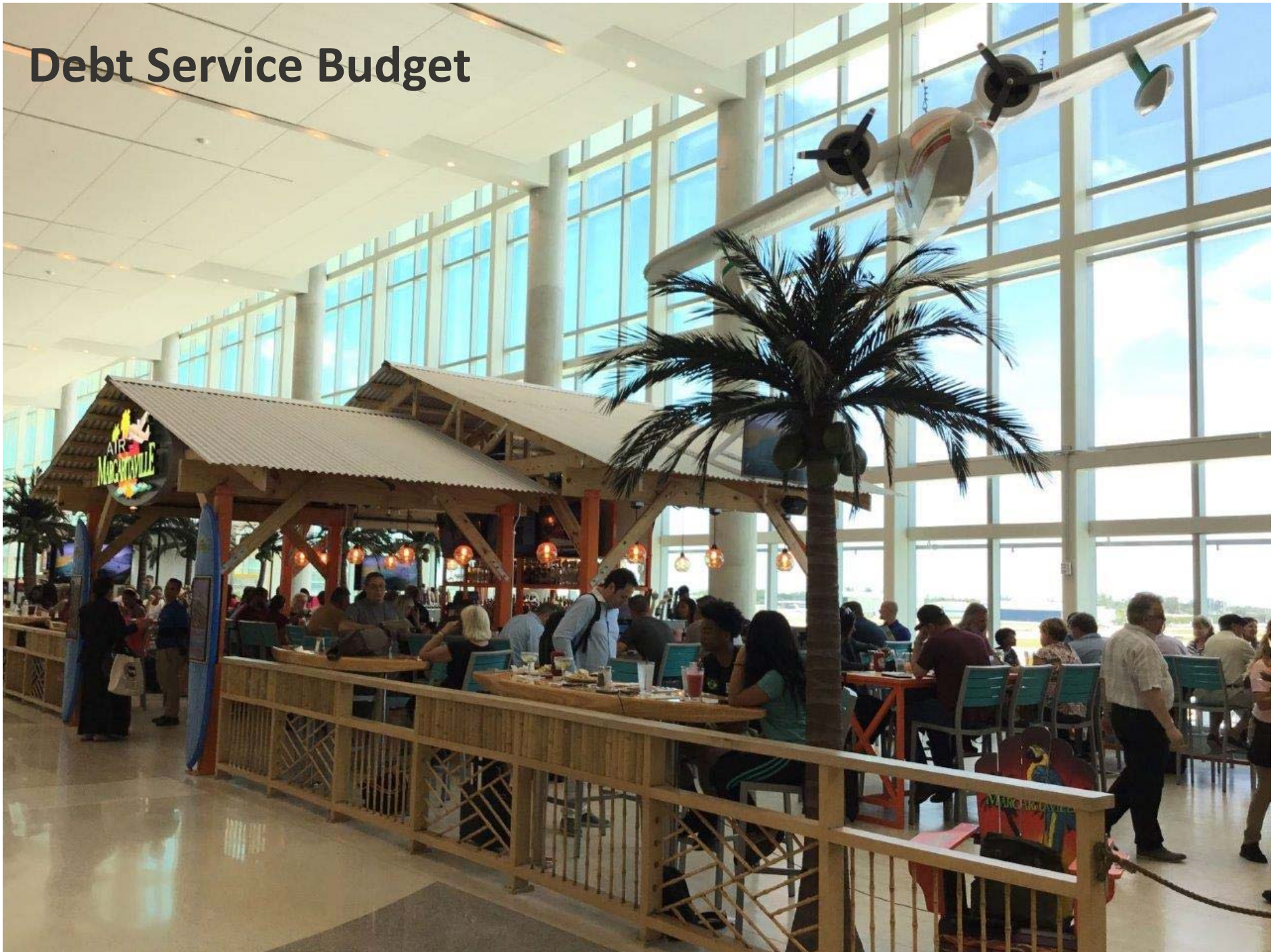
|   | Fiscal Years Ended September 30   |                   |                   |                   |                   |                 |             |
|---|---|-------------------|-------------------|-------------------|-------------------|-----------------|-------------|
|   | \$000s<br>2016 Actual    2017 Actual    2018 Budget    2018 Forecast    2019 Budget    FY19 vs. FY18 Variance    FY19 vs. FY18 Budget |                   |                   |                   |                   |                 |             |
| Salaries, Wages and Benefits                  | \$ 36,719   | \$ 41,005         | \$ 44,777         | \$ 44,112         | \$ 47,923         | \$ 3,146        | 7.0%        |
| Contractual Services                          |   |                   |                   |                   |                   |                 |             |
| Janitorial                                    | 12,631  | 13,873            | 21,322            | 18,314            | 19,005            | (2,317)         | -10.9%      |
| Shuttle Services                              | 9,543   | 12,769            | 17,886            | 17,886            | 17,500            | (386)           | -2.2%       |
| Parking Management & Revenue System           | 10,395  | 11,147            | 11,002            | 11,002            | 11,000            | (2)             | 0.0%        |
| Ground Transportation Management Services     | 4,048   | 4,610             | 5,100             | 5,100             | 5,100             | -               | 0.0%        |
| Software Support                              | 3,200   | 3,876             | 5,162             | 4,167             | 7,125             | 1,963           | 38.0%       |
| Security Services                             | 1,191   | 2,571             | 4,119             | 4,118             | 4,294             | 175             | 4.2%        |
| Other Contractual Services                    | 4,225   | 6,138             | 6,115             | 4,978             | 6,635             | 520             | 8.5%        |
| Law Enforcement and Fire Rescue               | 28,300  | 30,558            | 33,443            | 33,443            | 35,116            | 1,673           | 5.0%        |
| Utilities                                     | 9,157   | 11,603            | 11,654            | 11,375            | 11,244            | (410)           | -3.5%       |
| Insurance                                     | 4,744   | 4,639             | 5,369             | 4,700             | 5,182             | (187)           | -3.5%       |
| Services Provided by Other County Departments | 4,964   | 5,266             | 5,662             | 5,517             | 5,434             | (228)           | -4.0%       |
| Maintenance, Equipment and Supplies           |   |                   |                   |                   |                   |                 |             |
| Building & Grounds Maintenance                | 1,535   | 1,167             | 3,038             | 1,712             | 2,378             | (660)           | -21.7%      |
| Equipment Maintenance                         | 1,251   | 1,856             | 2,384             | 1,786             | 2,568             | 184             | 7.7%        |
| Elevator/Escalator Maintenance                | 885   | 1,047             | 2,196             | 2,000             | 4,000             | 1,805           | 82.2%       |
| Other Maintenance, Equipment and Supplies     | 3,146   | 3,560             | 7,110             | 4,338             | 7,705             | 595             | 8.4%        |
| General and Administrative                    |   |                   |                   |                   |                   |                 |             |
| Communications                                | 1,618   | 1,695             | 2,549             | 2,163             | 2,448             | (101)           | -4.0%       |
| Other General and Administrative              | 4,339   | 4,651             | 4,624             | 4,623             | 5,249             | 625             | 13.5%       |
| <b>Total Operating Expenses</b>               | <b>\$ 141,890</b>   | <b>\$ 162,031</b> | <b>\$ 193,511</b> | <b>\$ 181,334</b> | <b>\$ 199,906</b> | <b>\$ 6,395</b> | <b>3.3%</b> |



## Operating Expense Distribution – Budget FY 2019



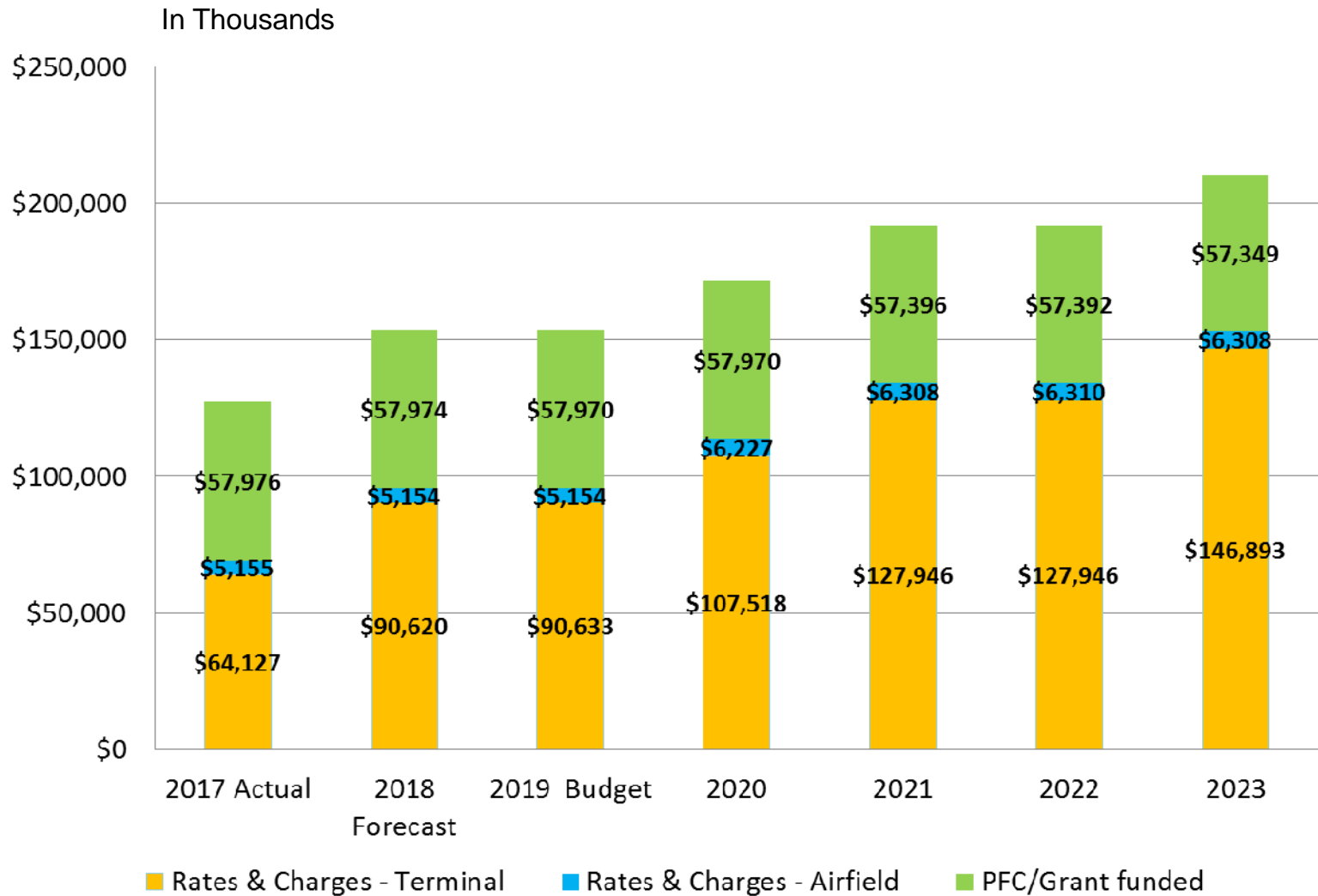
# Debt Service Budget





## Debt Service Comparison

- There is no increase in the overall debt service payments in FY 2019 compared to FY 2018
- The impact of debt service on Airfield rates and charges (landing fee) is insignificant as the south runway was funded by PFCs and FAA and FDOT Grants



# FY 2019 Cost Per Enplanement and Rates & Charges



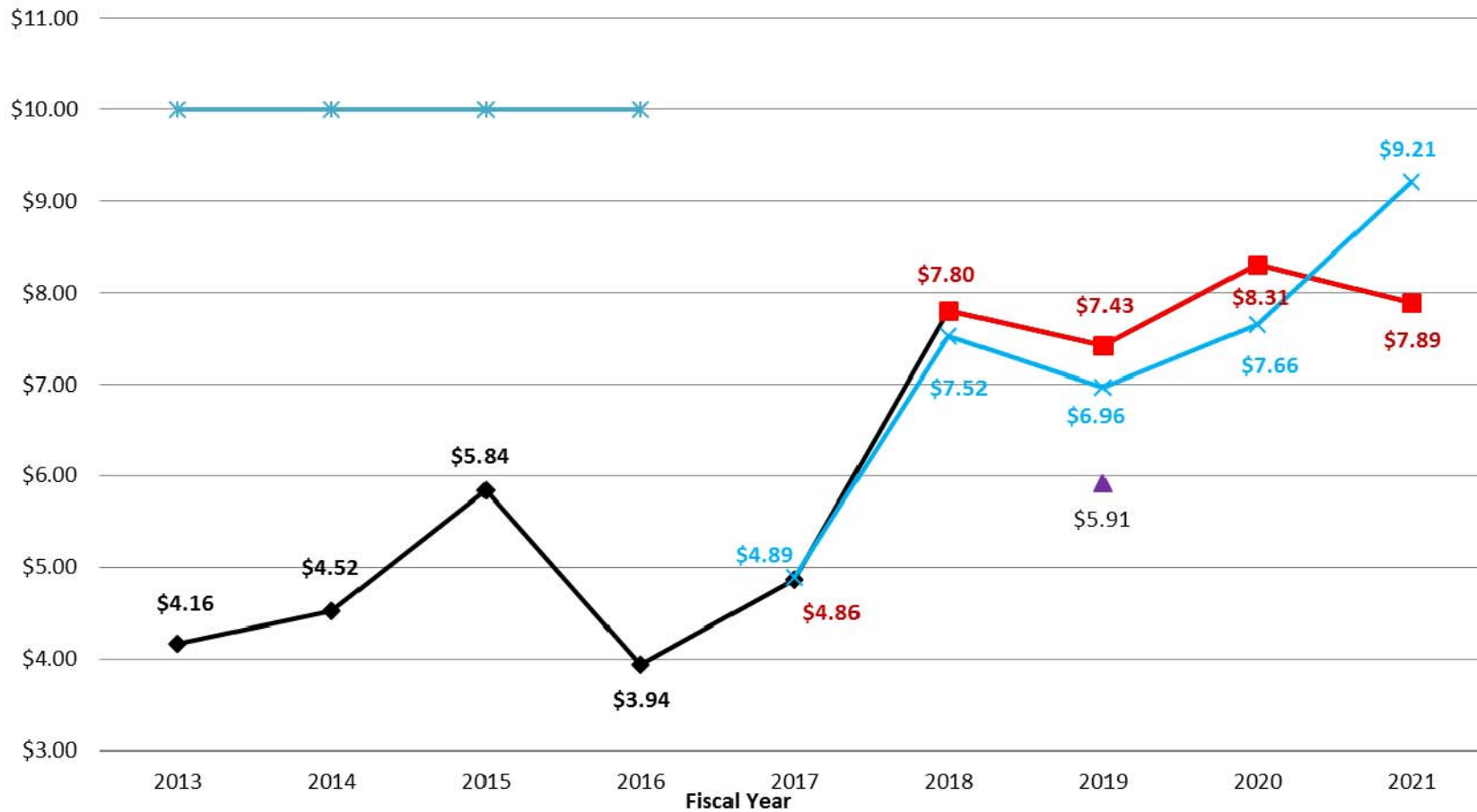


## Key Rates and Charges and Cost per Enplanement

|   | Fiscal Years Ended September 30 |                   |                   |                   |
|---|---------------------------------|-------------------|-------------------|-------------------|
|   | \$000s                          |                   |                   |                   |
|   | 2017<br>Actual                  | 2018<br>Budget    | 2018<br>Forecast  | 2019<br>Budget    |
| <b>Enplanements</b>   | <b>15,805,217</b>               | <b>17,515,682</b> | <b>17,463,012</b> | <b>16,449,138</b> |
| <b>Signatory Landing Fee (Per 1,000 pounds)</b>             | <b>\$1.48</b>                   | <b>\$1.77</b>     | <b>\$1.77</b>     | <b>\$1.62</b>     |
| <b>Average Signatory Terminal Rental Rate (Per Sq. Ft.)</b> | <b>\$96.78</b>                  | <b>\$156.59</b>   | <b>\$168.35</b>   | <b>\$139.48</b>   |
| <b>FIS Fee</b>  | <b>\$3.70</b>                   | <b>\$8.20</b>     | <b>\$8.20</b>     | <b>\$8.10</b>     |
| <b>Cost per Enplaned Passenger (CPE)</b>                    | <b>\$4.86</b>                   | <b>\$7.52</b>     | <b>\$7.80</b>     | <b>\$7.43</b>     |
| <b>Signatory CPE</b>  | <b>\$4.52</b>                   | <b>\$6.96</b>     | <b>\$7.21</b>     | <b>\$6.90</b>     |
| <b>Non-signatory CPE</b>                                    | <b>\$9.23</b>                   | <b>\$15.45</b>    | <b>\$15.87</b>    | <b>\$14.33</b>    |



## Cost per Enplanement comparison



- ◆ Actual Cost per Enplanement
- ◆ Current Estimated Cost per Enplanement
- ✕ Prior Year Estimated Cost per Enplanement
- ✱ Median for Large Hubs (ACI)
- ▲ FY 2019 CPE with unconstrained activity





## Key Comparative Performance Data – FY 2017 Actuals

|  | Fort Lauderdale<br>Hollywood | Florida Airports |            |             |             | Comparable Large Hub Airports |                         |             |             |  |  |  |
|--|------------------------------|------------------|------------|-------------|-------------|-------------------------------|-------------------------|-------------|-------------|--|--|--|
|  |                              | Miami            | Palm Beach | Tampa       | Orlando     | Philadelphia                  | Baltimore<br>Washington | Boston      | Detroit     |  |  |  |
| <b>Number of Enplaned Passengers (thousands)</b> |                              |                  |            |             |             |                               |                         |             |             |  |  |  |
| <b>Domestic</b>                                  | 12,253 78%                   | 11,133 52%       | 3,047 97%  | 9,201 95%   | 18,883 87%  | 12,776 86%                    | 12,302 96%              | 15,139 81%  | 15,726 91%  |  |  |  |
| <b>International</b>                             | 3,552 22%                    | 10,470 48%       | 80 3%      | 437 5%      | 2,836 13%   | 2,031 14%                     | 574 4%                  | 3,493 19%   | 1,556 9%    |  |  |  |
| <b>Total Enplaned Passengers</b>                 | 15,805                       | 21,603           | 3,127      | 9,638       | 21,719      | 14,807                        | 12,876                  | 18,632      | 17,281      |  |  |  |
| <b>Number of Operations</b>                      |                              |                  |            |             |             |                               |                         |             |             |  |  |  |
| <b>Air Carrier</b>                               | 250,103 84%                  | 390,010 86%      | 54,302 38% | 166,411 87% | 302,378 93% | 363,738 96%                   | 231,354 91%             | 238,401 92% | 387,494 96% |  |  |  |
| <b>General Aviation</b>                          | 44,324 15%                   | 17,675 4%        | 86,358 61% | 23,098 12%  | 15,172 5%   | 14,184 4%                     | 15,538 6%               | 13,573 5%   | 6,111 2%    |  |  |  |
| <b>Cargo</b>                                     | 4,285 1%                     | 47,413 10%       | 1,644 1%   | 2,146 1%    | 6,432 2%    | n/a                           | 7,212 3%                | 6,239 2%    | 9,732 2%    |  |  |  |
| <b>Total Number of Operations</b>                | 298,712                      | 455,098          | 142,304    | 191,655     | 323,982     | 377,922                       | 254,104                 | 258,213     | 403,337     |  |  |  |
| <b>Cargo Activity (Tons)</b>                     | 105,655                      | 2,247,914        | 25,790     | 147,611     | 216,103     | 448,668                       | n/a                     | 322,858     | 213,158     |  |  |  |
| <b>Cost per Enplaned Passenger (CPE)</b>         | \$4.86                       | \$19.83          | \$4.70     | \$5.31      | \$5.69      | \$14.24                       | \$11.48                 | \$16.14     | \$9.91      |  |  |  |
| <b>Debt Service Coverage</b>                     | 1.68                         | 1.51             | 3.78       | 2.24        | 2.49        | 1.88                          | n/a                     | 3.09        | 1.35        |  |  |  |
| <b>Revenue Bonds - Moody's Rating*</b>           | A1                           | A2               | A1         | Aa3         | Aa3         | A2                            | Aa3                     | Aa2         | A2          |  |  |  |

n/a= not available

\* Moody's Rating: Gradations of creditworthiness are indicated by rating symbols, with each symbol representing a group in which the credit characteristics are broadly the same. There are nine symbols used to designate least credit risk to that denoting greatest credit risk: **Aaa Aa A Baa Ba B Caa Ca C**. Moody's appends numerical modifiers 1, 2, and 3 to each generic rating classification from Aa through Caa. The modifier 1 ranks in the higher end of its generic rating category; the modifier 2 indicates a mid-range ranking; and the modifier 3 indicates a ranking in the lower end of that generic rating category. Therefore, an Aa3 credit rating ranks higher than an A1 rating, which in turn ranks higher than an A2 rating.

# Capital Improvement Projects (CIP)





## Capital Projects FY 2019 – FY 2023

| \$000s  | Fiscal Years Ended September 30 |                   |                   |                   |                   |                   | TOTAL               |
|---|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
|   | 2018 & Prior                    | 2019              | 2020              | 2021              | 2022              | 2023              |                     |
| <b>Airfield</b>   |                                 |                   |                   |                   |                   |                   |                     |
| RTR Relocation  | 500                             | 250               | 4,250             |                   |                   |                   | 5,000               |
| Taxiway Construction                                      |                                 |                   |                   | 8,320             | 11,680            |                   | 20,000              |
| <b>General and Administrative</b>                         |                                 |                   |                   |                   |                   |                   |                     |
| Airport Access Roadway System                             | 10,000                          | 16,000            | 10,000            | 18,000            | 22,000            | 20,000            | 96,000              |
| Land Acquisition  | 5,000                           | 12,000            |                   |                   |                   |                   | 17,000              |
| Storm Water Upgrades                                      | 2,280                           | 5,000             |                   | 13,440            |                   |                   | 20,720              |
| Architectural Services for Master Plan                    | 5,000                           |                   | 10,000            | 10,000            | 5,000             | 5,000             | 35,000              |
| Other General and Administrative                          |                                 | 2,205             | 1,250             | 1,250             | 1,250             | 1,250             | 7,205               |
| <b>Machinery, Equipment, Vehicles &amp; Other</b>         |                                 |                   |                   |                   |                   |                   |                     |
| Loading Bridges & PC Air and Ground Power Units           | 8,000                           | 33,550            |                   |                   |                   |                   | 41,550              |
| Equipment & Vehicle Replacement                           | 2,250                           | 14,691            | 1,900             | 3,055             | 3,205             | 3,225             | 28,326              |
| New Vehicles  |                                 | 200               |                   |                   |                   |                   | 200                 |
| Other Equipment   |                                 | 1,400             | 650               | 250               | 250               | 250               | 2,800               |
| <b>Security</b>   |                                 |                   |                   |                   |                   |                   |                     |
| Life Cyce Replacement of Cameras, NVRs, & Storage Devices |                                 | 2,159             |                   |                   |                   |                   | 2,159               |
| Passenger Screening Lanes                                 |                                 |                   | 6,000             | 12,000            |                   |                   | 18,000              |
| <b>Parking</b>  |                                 |                   |                   |                   |                   |                   |                     |
| Rehabilitation of RCC & Garages                           | 16,000                          | 4,500             |                   |                   |                   |                   | 20,500              |
| Other Parking   | 1,800                           | 250               | 50                | 3,030             | 230               |                   | 5,360               |
| <b>Terminal</b>   |                                 |                   |                   |                   |                   |                   |                     |
| T4 Federal Inspection Facility                            | 115,000                         | 24,500            |                   |                   |                   |                   | 139,500             |
| T4 Concourse G  | 473,500                         | 10,000            |                   |                   |                   |                   | 483,500             |
| Baggage Handling System Software Upgrade                  | 345                             | 3,122             |                   |                   |                   |                   | 3,467               |
| Terminal 4 Checked Baggage Inspection System (CBIS)       | 42,635                          | 2,750             |                   |                   |                   |                   | 45,385              |
| Automated People Mover (APM Circulator)                   |                                 | 1,000             | 10,000            | 40,000            | 70,000            | 316,000           | 437,000             |
| Terminal Connectors (T 1, 2 & 3)                          | 129,000                         | 20,000            |                   |                   |                   |                   | 149,000             |
| Gate Expansion  | 5,000                           |                   | 95,000            |                   |                   |                   | 100,000             |
| Other Terminal  |                                 | 2,670             | 6,000             |                   |                   |                   | 8,670               |
| <b>North Perry Airport (HWO)</b>                          |                                 |                   |                   |                   |                   |                   |                     |
|   | 1,250                           | 2,130             | 4,685             | 45                |                   | 110               | 8,220               |
| <b>Total Capital Projects</b>                             | <b>\$ 817,560</b>               | <b>\$ 158,377</b> | <b>\$ 149,785</b> | <b>\$ 109,390</b> | <b>\$ 113,615</b> | <b>\$ 345,835</b> | <b>\$ 1,694,562</b> |



## FY 2019 Capital Improvement Budget with Funding Sources

| \$000s  | TOTAL             | Funding Sources<br>\$000s |                  |                 |                  |                  |
|---|-------------------|---------------------------|------------------|-----------------|------------------|------------------|
|   |                   | BCAD CASH                 | BONDS            | FAA/TSA         | FDOT             | PFCs             |
| <b><u>Airfield</u></b>                                    |                   |                           |                  |                 |                  |                  |
| RTR Relocation  | 250               | 250                       |                  |                 |                  |                  |
| <b><u>General and Administrative</u></b>                  |                   |                           |                  |                 |                  |                  |
| Airport Access Roadway System                             | 16,000            |                           |                  |                 | 8,000            | 8,000            |
| Land Acquisition  | 12,000            |                           | 12,000           |                 |                  |                  |
| Stormwater Upgrades                                       | 5,000             |                           | 5,000            |                 |                  |                  |
| Other General and Administrative                          | 2,205             | 2,205                     |                  |                 |                  | -                |
| Noise Mitigation (RSI) Non AIP Eligible Costs             | -                 | 3,000                     |                  | (2,400)         |                  | (600)            |
|   | <b>35,205</b>     | <b>5,205</b>              | <b>17,000</b>    | <b>(2,400)</b>  | <b>8,000</b>     | <b>7,400</b>     |
| <b><u>Machinery, Equipment, Vehicles &amp; Other</u></b>  |                   |                           |                  |                 |                  |                  |
| Loading Bridges & PC Air and Ground Power Units           | 33,550            |                           |                  |                 | 3,000            | 30,550           |
| Equipment & Vehicle Replacement                           | 14,691            | 2,771                     | 11,920           |                 |                  |                  |
| New Vehicles  | 200               | 200                       |                  |                 |                  |                  |
| Other Equipment   | 1,400             | 1,400                     |                  |                 |                  |                  |
|   | <b>49,841</b>     | <b>4,371</b>              | <b>11,920</b>    | <b>-</b>        | <b>3,000</b>     | <b>30,550</b>    |
| <b><u>Security</u></b>                                    |                   |                           |                  |                 |                  |                  |
| Life Cyce Replacement of Cameras, NVRs, & Storage Devices | 2,159             | 2,159                     |                  |                 |                  |                  |
| <b><u>Parking</u></b>                                     |                   |                           |                  |                 |                  |                  |
| Rehabilitation of RCC & Garages                           | 4,500             |                           | 4,500            |                 |                  |                  |
| Other Parking   | 250               | 250                       |                  |                 |                  |                  |
|   | <b>4,750</b>      | <b>250</b>                | <b>4,500</b>     | <b>-</b>        | <b>-</b>         | <b>-</b>         |
| <b><u>Terminal</u></b>                                    |                   |                           |                  |                 |                  |                  |
| T4 Federal Inspection Facility                            | 24,500            |                           | 24,500           |                 |                  |                  |
| Terminal Connectors (T 1, 2 & 3)                          | 20,000            |                           | 8,000            |                 | 12,000           |                  |
| T4 Concourse G  | 10,000            |                           | 10,000           |                 |                  |                  |
| Baggage Handling System Software Upgrade                  | 3,122             | 3,122                     |                  |                 |                  |                  |
| Terminal 4 Checked Baggage Inspection System (CBIS)       | 2,750             |                           |                  |                 |                  | 2,750            |
| Automated People Mover (APM Circulator)                   | 1,000             |                           |                  |                 |                  | 1,000            |
| Other Terminal  | 2,670             |                           | 1,770            |                 |                  | 900              |
|   | <b>64,042</b>     | <b>3,122</b>              | <b>44,270</b>    | <b>-</b>        | <b>12,000</b>    | <b>4,650</b>     |
| <b><u>North Perry Airport (HWO)</u></b>                   | <b>2,130</b>      | <b>345</b>                |                  | <b>1,880</b>    | <b>905</b>       | <b>(1,000)</b>   |
| <b>Total FY 2019 Capital Projects</b>                     | <b>\$ 158,377</b> | <b>\$ 15,702</b>          | <b>\$ 77,690</b> | <b>\$ (520)</b> | <b>\$ 23,905</b> | <b>\$ 41,600</b> |