



San Francisco  
International  
Airport

# Annual Operating Budget

Fiscal Years 2014/15 and 2015/16

Airport Commission  
San Francisco International Airport  
Business and Finance Division  
Effective July 2014



**AIRPORT COMMISSION  
ANNUAL OPERATING BUDGET  
FISCAL YEARS 2014/15 & 2015/16**

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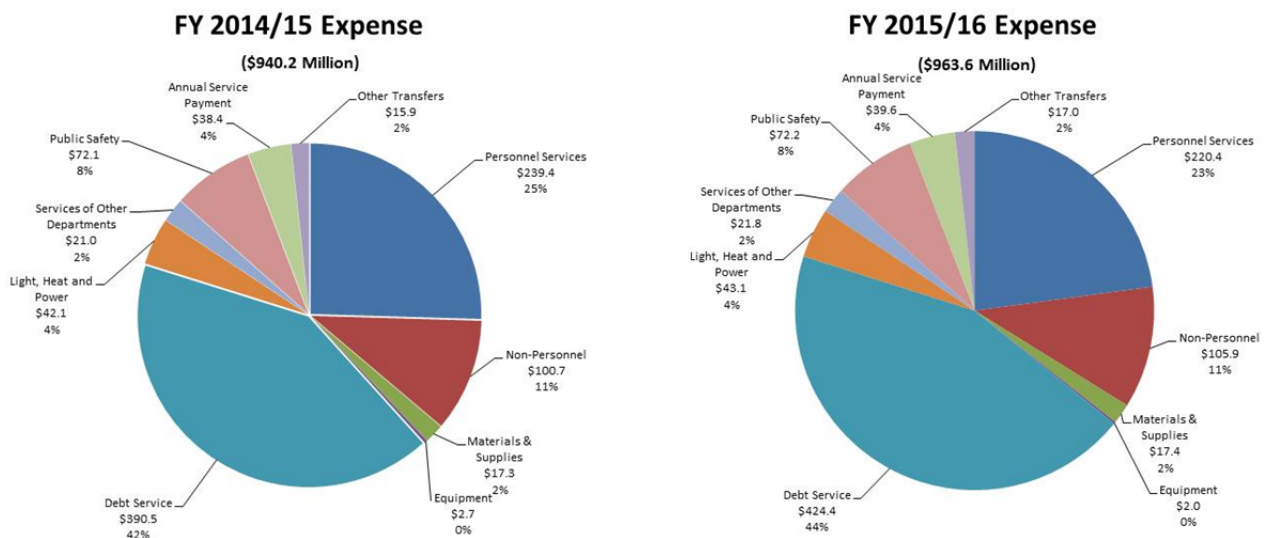
## Executive Summary

The San Francisco International Airport (SFO) prepares a two-year operating budget every other year to identify funding priorities that ensure the Airport's strategic plan and mission are met. The Airport strives to be an exceptional airport in service to its communities. SFO is the Bay Area's largest airport, offering non-stop links with more than 36 international destinations on 30 international carriers as well as non-stop connections to more than 79 cities in the U.S. on 15 domestic airlines. This biannual process introduces funding for new initiatives and programs that are critical to meeting these goals. The operating budget organizes resources to position the Airport for growth in a competitive business environment while maintaining a stable rate structure through a coordinated plan of finance.

The FY 2014-15 budget of \$940.2 million is \$81.4 million, or 9.5 percent, higher than the FY 2013-14 budget of \$858.8 million. A significant amount of this increase is due to appropriation of prior year OPEB contributions. The Airlines already, through their rates, have paid for this OPEB contribution and this is just the appropriation for this transaction. Additional increases are for operating the AirTrain and vehicle replacements. In addition, debt service expenses are higher as a result of increased project requirements and scheduled increases for previously issued bonds. The budget includes a \$38.4 million annual service payment to the City, \$11.4 million to maintain facilities and infrastructure, and 53 new positions to support new initiatives and capital projects.

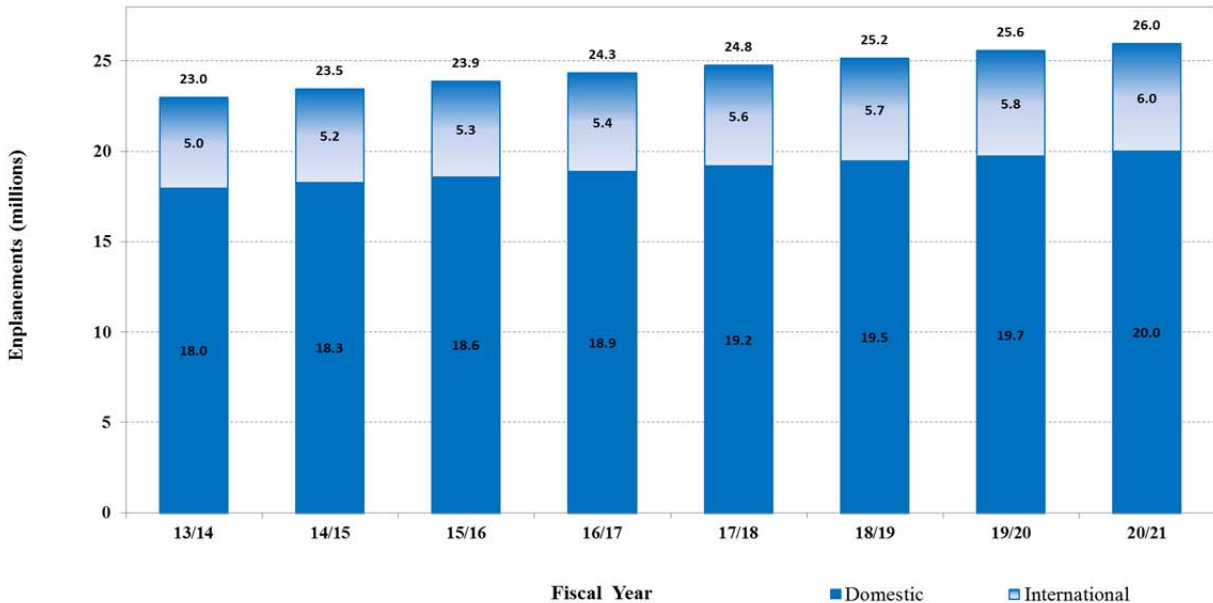
The FY 2015-16 budget of \$963.6M for the Airport is \$23.4 million, or 2.5 percent, higher than the FY 2014-15 budget of \$940.2 million. This budget increase is due to the annualized cost of positions added in the prior year; additional services and cost increases for information technology services, parking management services, and equipment maintenance. Debt service expenses will increase again as the result of completed projects and increased project requirements. The budget includes a \$39.6 million annual service payment to the City, \$12.1 million to maintain facilities and infrastructure, and 34 new positions to support new initiatives and capital projects.

The Chart below summarizes the FY 2014-15 budget and FY 2015-16 budget.



## Air Traffic

SFO air traffic continues to remain very strong and significantly outpace growth from other Bay Area airports. This upward trend has continued since 2003 as SFO's annual growth has averaged 4.5% over the past decade in contrast to an estimated national average of 1.3% based on Department of Transportation data. SFO overall enplanements increased for the tenth year in a row as of Fiscal Year 2013/14, as shown in the following table.



As shown in the above chart, enplanements are projected to increase by an average of 1.8% annually over the next five years. In FY 2013/14, much of the traffic growth is related to international traffic growth (5.3%) compared to 2.7% on the domestic side. The domestic sector grew mostly from Delta and United service additions, while the international sector had a number of new and added services. Highest all time fiscal year enplanements were attained in both domestic and international sectors, with 18 million and 5 million passengers respectively. A new peak of 46 million total airport passengers was also reached.

## Supporting Tourism and Trade

The Airport forecasts that enplanements (the number of passengers boarding a plane) will reach 23.1 million in FY 2014-15, a 2.0 percent increase from FY 2013-14. While the Airport has experienced dramatic growth in domestic traffic over the last several fiscal years, this growth is expected to moderate over the next few years. For international service, the Airport has added additional service to Taipei by United Airlines and new seasonal service from AerLingus to Dublin and additional flights to Asia and Europe by current air carriers. By attracting new and expanding existing airline service, the Airport supports tourism and international trade, promotes lower airfares, and improves its competitive position. The Airport projects that expanding international traffic will be the source of its long-term growth.

## **Providing Local Business Opportunities and Revenue**

The Airport's budget funds the concession program which continues to perform well, with passenger spending rates that are among the highest in North America. The concessions include high-end retailers, many restaurants, and vendors that offer a broad range of services. With the terminal improvement and the focus on the passenger experience, SFO continues to be one of the top performing airports for retail, food, and beverage concessions with an overall spend-per-passenger of \$13.15 in calendar year 2013. Terminal 2 (which opened in 2011 and has many unique concession offerings) had a spending rate of \$15.58 per passenger. The budget for concession revenues is 10.3 percent higher than FY 2013-14, which will increase the Airport's Annual Service Payment to the City's General Fund.

In recognition of its continued success in its concession program, Airports Council International-North America (ACI-NA) honored the Airport the winner the Richard A. Griesbach Award of Excellence in the 2013 ACI-NA Airport Concessions Awards. SFO's concession program was identified as capturing "the spirit of the city, with an emphasis on fresh and sophisticated retail and local, sustainable dining options."

## **Passenger Experience and Rankings**

The Airport strives to have the highest ratings of customer satisfaction among international gateway airports in the United States as measured by the Airport Service Quality global survey and benchmarking program. Airport satisfaction is increasing on a quarter-by-quarter basis in many key performance areas such as cleanliness, ambience, and courtesy of staff. Satisfaction scores for Terminal 2, which sets the standard for the rest of the airport development, place it among the most elite in the world, with "Airport Ambiance" scoring the highest in North America at 4.46 out of 5.00. Terminal 2's cleanliness score of 4.55 ranks 31st of nearly 250 airports worldwide and fourth in North America. The Airport leads many comparable airports in measurements such as Wi-Fi service, wayfinding, and access to the airport. The Airport successfully engages the entire Airport community in reaching service excellence.

## **FY 2014/15 Capital Plan**

The FY 2014/15 Five-Year Airport CIP has a budget of \$2.5 billion and contains 46 projects. This CIP summary includes a brief description for each project and respective project budget and associated funding sources. The Airport does a formal evaluation of all existing and proposed projects to determine inclusion in the annual five-year CIP.

The Airport is also required by San Francisco Administrative Code to prepare a Ten-Year Capital Improvement Plan (Ten-Year Plan) for submission to the San Francisco Capital Planning Committee. There is consistency between the two capital plans as the Five-Year CIP serves as the foundation for the Ten-Year Plan. The FY 2014/15 Ten-Year Plan budget is \$4.4 billion.

A summary of the Five-Year CIP sources and uses by Airport cost center is presented below:

**San Francisco International Airport**  
**Five-Year CIP Uses**  
**FY 2014/15 – FY 2018/19**  
(\$000s)

<b>Uses by Airport Cost Center</b>	<b>Five-Year CIP</b>	<b>Percent</b>
Terminals	\$ 1,477,894	58.0%
Groundside	408,235	16.0%
Airport Support	288,476	11.3%
Airfield	225,991	8.9%
Utilities	148,929	5.8%
<b>Total Capital Uses</b>	<b>\$2,549,525</b>	<b>100.0%</b>

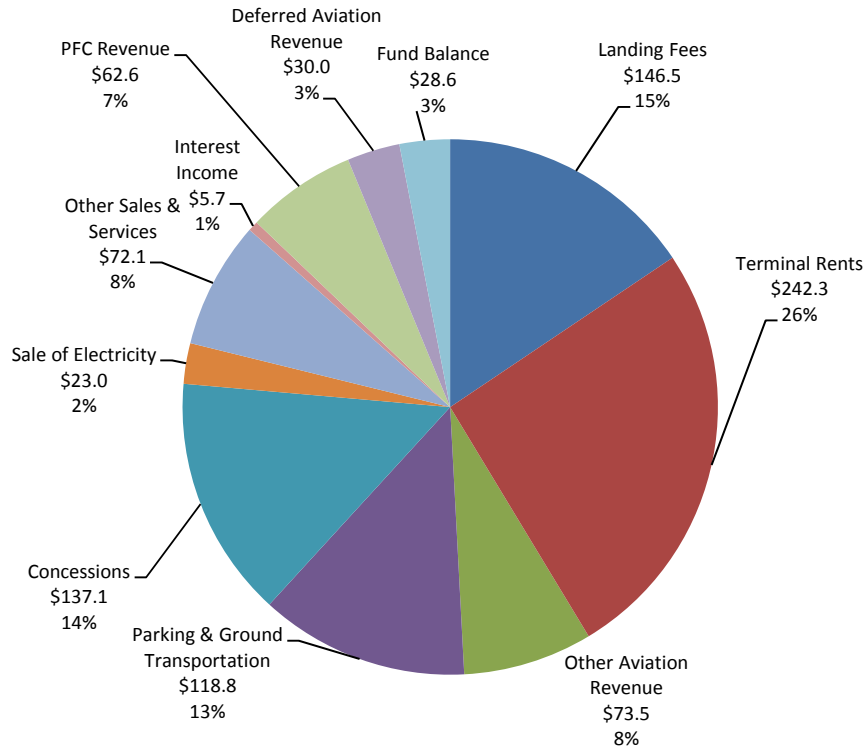
**SAN FRANCISCO AIRPORT COMMISSION  
REVENUE AND EXPENSE SUMMARY**

	Budget FY 2013/14	Budget FY 2014/15	FY 2014/15 vs. 2013/14		Projected Budget FY 2015/16	FY 2015/16 vs. 2014/15		
			Amount	Percent		Amount	Percent	
<b>REVENUE</b>								
Aviation								
Landing Fees	\$ 138,634,000	\$ 146,523,000	\$ 7,889,000	5.7%	\$ 159,454,000	\$ 12,931,000	8.8%	
Terminal Rentals	226,876,000	242,258,000	15,382,000	6.8%	256,867,000	14,609,000	6.0%	
Other Aviation Revenue	<u>68,571,000</u>	<u>73,524,000</u>	<u>4,953,000</u>	<u>7.2%</u>	<u>75,193,000</u>	<u>1,669,000</u>	<u>2.3%</u>	
Subtotal Aviation	\$ 434,081,000	\$ 462,305,000	\$ 28,224,000	6.5%	\$ 491,514,000	\$ 29,209,000	6.3%	
Non-Aviation								
Parking	\$ 99,667,000	\$ 101,448,000	\$ 1,781,000	1.8%	\$ 103,296,000	\$ 1,848,000	1.8%	
Concessions	138,204,900	154,549,000	16,344,100	11.8%	160,559,000	6,010,000	3.9%	
Sale of Electricity	23,999,000	22,996,000	(1,003,000)	-4.2%	23,572,000	576,000	2.5%	
Other Sales & Services	<u>65,476,000</u>	<u>72,080,000</u>	<u>6,604,000</u>	<u>10.1%</u>	<u>73,591,000</u>	<u>1,511,000</u>	<u>2.1%</u>	
Subtotal Non-Aviation	\$ 327,346,900	\$ 351,073,000	\$ 23,726,100	7.2%	\$ 361,018,000	\$ 9,945,000	2.8%	
Operating Revenue	\$ 761,427,900	\$ 813,378,000	\$ 51,950,100	6.8%	\$ 852,532,000	\$ 39,154,000	4.8%	
Non-Operating Revenue								
PFC Revenue	\$ 82,000,000	\$ 62,550,000	\$ (19,450,000)	-23.7%	\$ 76,600,000	\$ 14,050,000	22.5%	
Interest Income	7,826,000	5,739,000	(2,087,000)	-26.7%	7,726,000	1,987,000	34.6%	
Deferred Aviation Surplus	10,000,000	30,000,000	20,000,000	200.0%	19,942,000	(10,058,000)	-33.5%	
Reconciling Difference	<u>(2,455,727)</u>	<u>28,559,367</u>	<u>31,015,094</u>	<u>-1263.0%</u>	<u>6,845,540</u>	<u>(21,713,827)</u>	<u>-76.0%</u>	
Non-Operating Revenue	\$ 97,370,273	\$ 126,848,367	\$ 29,478,094	30.3%	\$ 111,113,540	\$ (15,734,827)	-12.4%	
<b>TOTAL REVENUE</b>	<b>\$ 858,798,173</b>	<b>\$ 940,226,367</b>	<b>\$ 81,428,194</b>	<b>9.5%</b>	<b>\$ 963,645,540</b>	<b>\$ 23,419,173</b>	<b>2.5%</b>	
<b>EXPENDITURES</b>								
Personnel Services								
Salaries	\$ 121,911,696	\$ 127,795,674	\$ 5,883,978	4.8%	\$ 135,265,013	\$ 7,469,339	5.8%	
Fringe Benefits*	72,136,172	109,850,616	37,714,444	52.3%	83,375,637	(26,474,979)	-24.1%	
Overhead	<u>2,588,499</u>	<u>1,766,036</u>	<u>(822,463)</u>	<u>-31.8%</u>	<u>1,723,614</u>	<u>(42,422)</u>	<u>-2.4%</u>	
Subtotal Personnel Services	\$ 196,636,367	\$ 239,412,326	\$ 42,775,959	21.8%	\$ 220,364,264	\$ (19,048,062)	-8.0%	
Non-Personnel								
Travel	\$ 435,441	\$ 511,565	\$ 76,124	17.5%	\$ 514,965	\$ 3,400	0.7%	
Training	624,900	735,775	110,875	17.7%	693,000	(42,775)	-5.8%	
Employee Field Expenses	64,485	74,795	10,310	16.0%	74,795	-	0.0%	
Membership Fees	353,772	376,775	23,003	6.5%	377,525	750	0.2%	
Entertainment & Promotion	435,650	258,550	(177,100)	-40.7%	284,650	26,100	10.1%	
Court Fees & Other Compensation	13,250	10,750	(2,500)	-18.9%	10,750	-	0.0%	
Professional & Specialized Services	58,049,644	57,632,000	(417,644)	-0.7%	58,591,461	959,461	1.7%	
Maintenance Svcs - Bldgs & Structures	1,475,900	1,519,000	43,100	2.9%	1,662,000	143,000	9.4%	
Maintenance Svcs - Equipment	24,934,249	25,650,324	716,075	2.9%	29,449,722	3,799,398	14.8%	
Rents & Leases - Buildings	278,750	278,400	(350)	-0.1%	291,400	13,000	4.7%	
Rents & Leases - Equipment	321,410	257,500	(63,910)	-19.9%	257,500	-	0.0%	
Utilities Expenses	4,987,600	5,035,000	47,400	1.0%	5,085,000	50,000	1.0%	
Substance	40,000	40,000	0	0.0%	46,000	6,000	15.0%	
Other Current Expenses	4,274,610	5,309,399	1,034,789	24.2%	5,439,269	129,870	2.4%	
Fixed Charges	<u>3,280,985</u>	<u>3,025,500</u>	<u>(255,485)</u>	<u>-7.8%</u>	<u>3,079,500</u>	<u>54,000</u>	<u>1.8%</u>	
Subtotal Non Personnel Expenses	\$ 99,570,646	\$ 100,715,333	\$ 1,144,687	1.1%	\$ 105,857,537	\$ 5,142,204	5.1%	
Materials & Supplies	15,195,354	17,318,880	2,123,526	14.0%	17,362,146	43,266	0.2%	
Equipment	1,624,825	2,722,336	1,097,511	67.5%	1,972,180	(750,156)	-27.6%	
Debt Service	364,166,429	390,477,686	26,311,257	7.2%	424,391,269	33,913,583	8.7%	
Light, Heat, and Power	39,654,960	42,113,539	2,458,579	6.2%	43,124,046	1,010,507	2.4%	
Services of Other Departments								
City Attorney - Legal Services	3,465,000	3,665,000	200,000	5.8%	3,665,000	-	0.0%	
Mayor's Office - Risk Management	6,720,000	6,066,140	(653,860)	-9.7%	6,540,368	474,228	7.8%	
All Other Departments**	<u>9,852,999</u>	<u>11,284,008</u>	<u>1,431,009</u>	<u>14.5%</u>	<u>11,576,938</u>	<u>292,930</u>	<u>2.6%</u>	
Subtotal Services of Other Depts	\$ 20,037,999	\$ 21,015,148	\$ 977,149	4.9%	\$ 21,782,306	\$ 767,158	3.7%	
Public Safety								
Police	49,622,941	49,894,105	271,164	0.5%	50,080,228	186,123	0.4%	
Fire	<u>21,507,954</u>	<u>22,213,301</u>	<u>705,347</u>	<u>3.3%</u>	<u>22,148,851</u>	<u>(64,450)</u>	<u>-0.3%</u>	
Subtotal Public Safety	\$ 71,130,895	\$ 72,107,406	\$ 976,511	1.4%	\$ 72,229,079	\$ 121,673	0.2%	
Annual Service Payment to City (ASP)	36,950,985	38,400,000	1,449,015	3.9%	39,578,000	1,178,000	3.1%	
Other Transfers								
Small Capital Outlay	4,488,000	4,509,000	21,000	0.5%	4,869,000	360,000	8.0%	
Facilities Maintenance	9,310,000	11,403,000	2,093,000	22.5%	12,084,000	681,000	6.0%	
Surety Bond Fund Transfer	<u>31,713</u>	<u>31,713</u>	<u>-</u>	<u>0.0%</u>	<u>31,713</u>	<u>-</u>	<u>0.0%</u>	
Subtotal Other Transfers	13,829,713	15,943,713	2,114,000	15.3%	16,984,713	1,041,000	6.5%	
<b>TOTAL EXPENDITURE</b>	<b>\$ 858,798,173</b>	<b>\$ 940,226,367</b>	<b>\$ 81,428,194</b>	<b>9.5%</b>	<b>\$ 963,645,540</b>	<b>\$ 23,419,173</b>	<b>2.5%</b>	

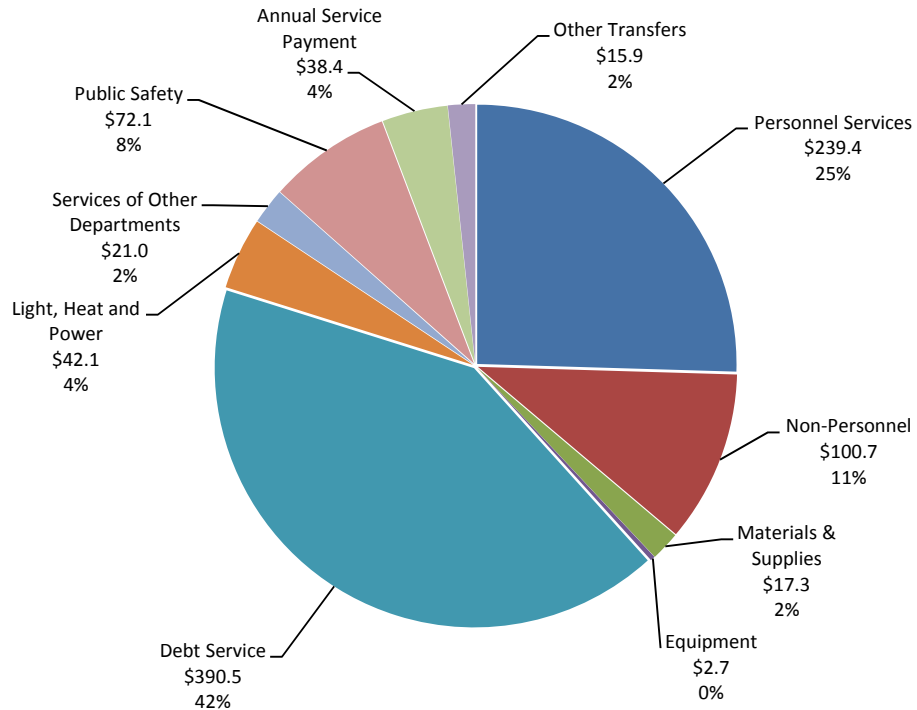
\* Includes Other Post-Employment Benefits (OPEB) contribution of \$9,500,000 in FY 2013/14. The FY 2014/15 budget includes \$43,000,000 for OPEB, of which \$33.1M is prior year contributions that are already included in the Deferred Aviation Revenue Calculation and therefore paid by the airlines. The FY 2015/16 amount is \$17,000,000.

\*\* Includes Work Order Recoveries

## FY 2014/15 Revenue (\$940.2 Million)

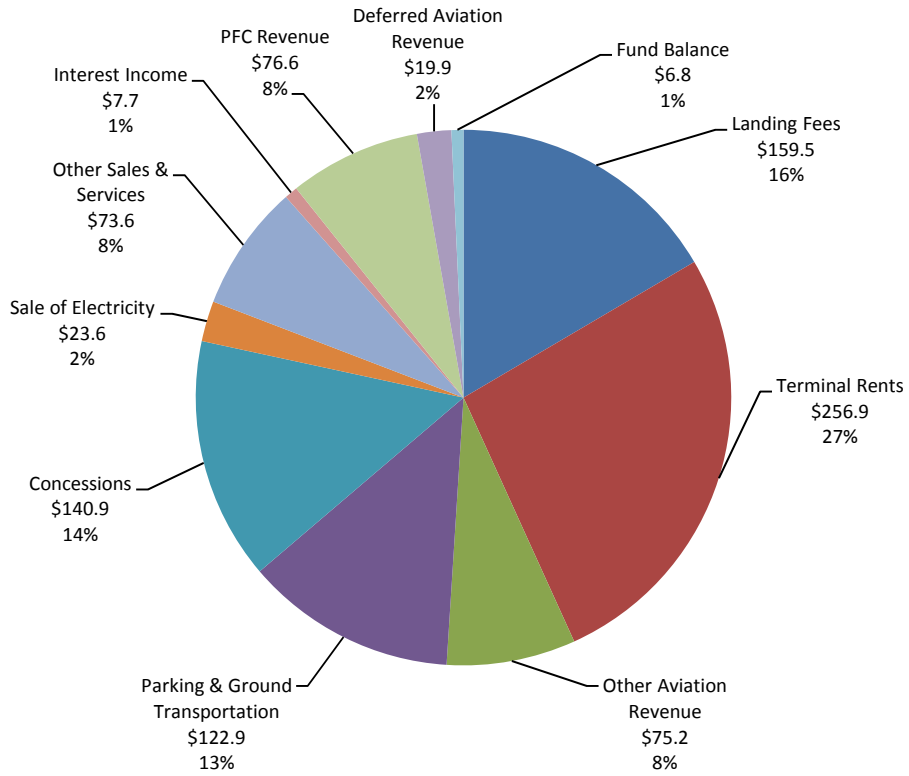


## FY 2014/15 Expense (\$940.2 Million)

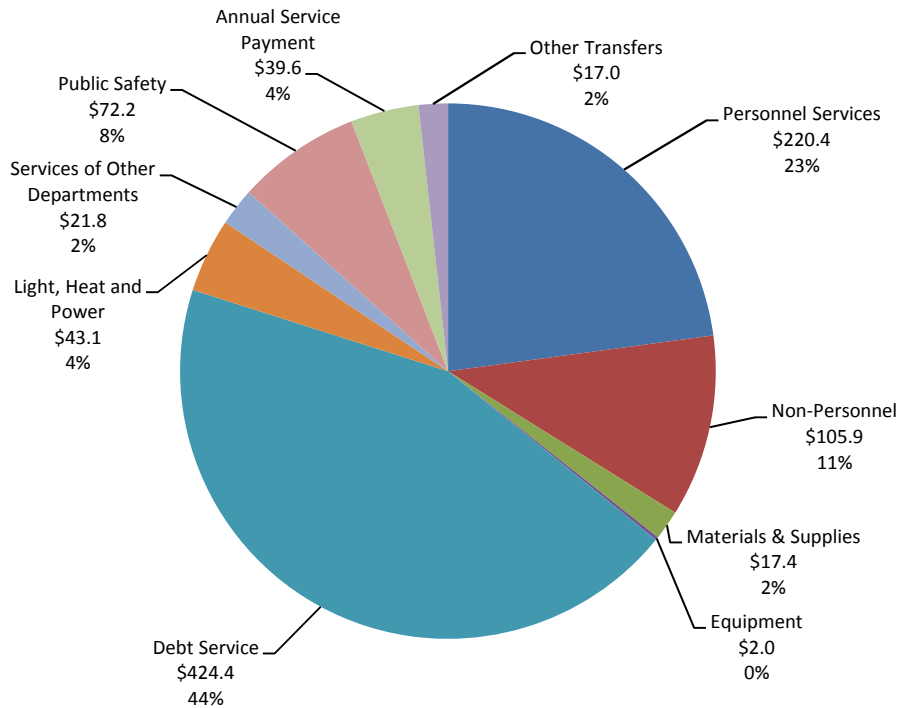




## FY 2015/16 Revenue (\$963.6 Million)



## FY 2015/16 Expense (\$963.6 Million)



**Revenue Budget  
Assumptions & Methodology  
Fiscal Year 2014/15**

The following revenue budget summary is based on the final Board of Supervisors approved budget for the Airport Commission.

**AVIATION**

**LANDING FEES**

**67111 Airline Landing Fees**

**Description:** Landing fees collected from commercial airlines (passenger and cargo flights) are assessed per 1,000 pounds of maximum landing weight for each aircraft arrival. The maximum landed weight and resulting landing fees vary by aircraft type as defined by the FAA Approved Aircraft Manual. Required total landing fee revenue is calculated through the Rates & Charges model, and equals the amount needed to cover the operating costs of the Airfield cost center, plus 50% of the calculated operating deficit or surplus in the Terminal and Groundside cost centers.

	Budget <u>FY 2013/14</u>	Budget <u>FY 2014/15</u>	<u>Variance</u>	Budget <u>FY 2015/16</u>
Revenue	\$138,535,000	\$146,359,000	\$7,824,000	\$159,278,000
Landed Weight (in 1,000 lb. units)	31,841,000	32,080,000	239,000	32,548,000

**Assumptions:** Forecast landed weight was derived from the airlines' combined arriving flight schedules and fleet mix submitted during the annual calculation of Airline Rates & Charges and a forecast prepared by the Airport's consultant, LeighFisher, Inc., in February 2014. Landed weight is forecast at 32,080,000 thousand-pound units in FY 2014/15. The landing fee was set at \$4.57 per 1,000 pounds, with a minimum fee of \$220 for aircraft operated by airlines signatory to the 2011 Lease and Use Agreement under a breakeven weight of 48,100 pounds. Non-signatory landing fee is set to reflect a 25% premium over the signatory rate (see 67161 Non-Signatory Airline Surcharge Fees). The estimated revenue from the premium is an offset in the calculation of landing fees.

**Methodology:** Revenue = Forecast landed weight X Derived landing fee rate

The FY 2014/15 budgeted landing fee revenue increase of 5.6% over the prior year budget reflects an increase in required airline revenue per the calculation of Airline Rates & Charges as specified in lease and operating agreements with the airlines. Airline forecast landed weight is projected to increase by 0.8% over the FY 2013/14 budgeted level. In combination, these factors resulted in a 4.8% increase in the landing fee from \$4.36 to \$4.57. The landed weight

is forecast to increase 1.4% when compared to the preliminary actual landed weight of 31,629,000 thousand pound units in FY 2013/14.

**67161 Non-Signatory Airline Surcharge Fees**

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$99,000	\$164,000	\$65,000	\$176,000

Airlines that are not signatory to the 2011 Lease and Use Agreement are subject to a 25% premium over the signatory rate (see 67111 Airline Landing Fees). The estimated revenue from the premium is an offset in the calculation of landing fees. FY 2014/15 budget reflects non-signatory airlines’ activities when the budget is prepared and the 4.8% increase in landing fee.

**TERMINAL RENTALS**

**Rental - Airline Terminal Leased Space**

**Description:** Rental revenue from exclusive, preferential and joint use space leased by airlines in Airport passenger terminals. Required total terminal rental revenue is calculated by the Rates & Charges model, and equals the amount needed to cover the operating costs of airline leased space, plus 50% of the calculated operating deficit or surplus for Terminal public space and the Groundside cost center.

<u>Account</u>	<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
67213 Rental-Airline North Terminal (T3)	\$57,974,000	\$67,052,000	\$9,078,000	\$71,828,000
67214 Rental-Airline South Terminal (T1)	31,182,000	27,599,000	(3,583,000)	28,380,000
67216 Rental-Airline Int’l Terminal Bldg. (ITB)	75,812,000	82,301,000	6,489,000	87,348,000
67217 Rental-Airline-Customs Facilities (ITB)	38,482,000	40,135,000	1,653,000	42,597,000
67218 Rental-Airline (T2)	<u>23,426,000</u>	<u>25,171,000</u>	<u>1,745,000</u>	<u>26,714,000</u>
<b>Total Terminal Rental Revenue</b>	<b>\$226,876,000</b>	<b>\$242,258,000</b>	<b>\$15,382,000</b>	<b>\$256,867,000</b>

**Assumptions:** Airline leased space forecast, prepared in consultation with Aviation Management, reflects known changes at the time the budget is prepared. Terminal 3, Boarding Area E re-opened in January 2014. United Airlines vacates from Terminal 1, Boarding Area B to resume operations in Boarding Area E. Airlines movements in connection to the Terminal 1 redevelopment are reflected in the space forecast.

**Methodology:**

For exclusive use space:

Revenue = Leased space sq. ft. X Applicable category (I-V) space rental rates

ITB Joint Use (including Customs ITB Facility)

ITB is designed and operated as a joint-use facility (i.e., terminal, ticketing, gate and baggage areas are designated common-use among the resident carriers). Rent payable for the joint-use space and facilities, as determined by the amount of space and the applicable category rate, is allocated to each carrier as follows:

- 20% of joint use rent is a flat fee paid by each carrier.
- 80% is allocated based on each carrier’s share of passengers. The type of space being used determines the passenger basis (i.e., total passengers, enplaned passengers only, deplaned passengers only) used for the allocation.

T1 and T2 Joint Use

In addition to the ITB, Terminals 1 and 2 have baggage areas designated as common-use among resident carriers. Space is shared between Alaska (until its move to the International Terminal), Frontier and US Airways in T1, and American and Virgin America in T2. The calculation methodology for rent payable by carriers is the same as used for the ITB.

The FY 2014/15 Budget reflects a 6.8% increase over the prior budget in required airline terminal rental revenue. Space adjustments were minimal for FY 2014/15 with a 17,000 square foot increase or 1.1% in airline leased space primarily due to United’s relocation from Terminal 1, Boarding Area B to Terminal 3, Boarding Area E. The required revenue increase outpaces the increase in airline leased space, resulting in an effective average rental rate increase of 5.6% from \$141.99 to \$149.98 per square foot.

**OTHER AVIATION RENTALS**

**67141 Jet Bridge Fees**

**Description:** Fees charged to Airlines for use of Airport-owned jet bridges in Terminal 1 and Terminal 3. The fee reflects the recovery of debt service and projected AO&M costs.

Budget	Budget		Budget
<u>FY 2013/14</u>	<u>FY 2014/15</u>	<u>Variance</u>	<u>FY 2015/16</u>
\$665,000	\$460,000	\$(205,000)	\$479,000

**Assumptions:** Southwest continues and Delta begins usage of Airport-owned jet bridges in T1. With the re-opening of Boarding Area E, United Airlines ceases its operations in Terminal 1 and are no longer using airport owned jet bridges. Turn fee remains at \$25.00 per turn in FY 2014/15 based on 100% cost recovery.

**Methodology:**

$$\text{Revenue} = \text{Forecast turns on Airport-owned jet bridges} \times \$25 \text{ per turn}$$

The FY 2014/15 budget reflects a decrease in jet bridge usage resulting from Frontier and US Airways' relocation to gates with non-Airport owned jet bridges and the ending of United Airline's temporary operation in Terminal 1.

**67142 Common Use Gate Fee**

**Description:** In accordance with the 2011 Lease and Use Agreement, fees are charged to Airlines for use of Common Use facilities as designated in the domestic terminals. The Airport retains exclusive control of all Common Use gates, Common Use Ticket Counters and Common Use Baggage Claim. Fees are assessed to users based on type of common use facilities used and the aircraft body type. Narrow-body aircraft are charged 100% of the Common Use fee and wide-body aircraft are charged 115% of the Common Use fee.

Budget	Budget		Budget
<u>FY 2013/14</u>	<u>FY 2014/15</u>	<u>Variance</u>	<u>FY 2015/16</u>
\$465,000	\$912,000	\$447,000	\$967,000

**Assumptions:** FY 2014/15 Budget reflects the assignment of two gates for common use at the time Airline rates were prepared and staff estimated use.

**Methodology:**

- Common Use Gate fee (per arrival or departure) is the aggregate of 50% of holdroom rent and 50% of loading bridge AO&M expenses divided by the average the number of arrivals (for use per arrival) or average number of departures (for use per departure).
- Common Use Baggage Claim Fee (per arrival) is the aggregate of the Common Use baggage claim rent and AO&M expenses for the Common Use baggage claim devices and inbound conveyors divided by the average number of arrivals.
- Common Use Ticket Counters (per departure) is the aggregate of the (a) Common Use ticket counters space rent, (b) Common Use baggage makeup area space rent, (c) AO&M expenses for the Common Use ticket counters and equipment, and (d) AO&M expenses for the baggage makeup and outbound conveyor systems divided by (e) the average number of departures.

The FY 2014/15 increase reflects current usage trends. Alaska Airlines, US Airways and Virgin America were the primary users of Common Use gates in FY 2013/14.

**67215 Rental - Airline Cargo Customs Facility**

**Description:** Revenue is reimbursement of operating expenses and debt service for construction of the Air Cargo Customs Facility located in West Field Cargo Building #1.

Budget	Budget		Budget
<u>FY 2013/14</u>	<u>FY 2014/15</u>	<u>Variance</u>	<u>FY 2015/16</u>
\$996,000	\$1,007,000	\$11,000	\$1,025,000

**Assumptions:** FY 2014/15 Budget reflects updated costs and Consumer Price Index (CPI) adjusted space rental. Debt service for the tenant improvements remains unchanged.

**Methodology:** Rent and actual operating cost of facility is assessed to client airlines, based on per airline pro-ration of transaction volume of total US Customs cargo entries.

Budgeted FY 2014/15 revenue increased due to updated operating costs and space rental.

**67321 Rental - Airline Ground Leases**

**Description:** Rental income from leases with Airlines for the use of various Airport-owned properties and facilities.

<u>Budget</u> FY 2013/14	<u>Budget</u> FY 2014/15	<u>Variance</u>	<u>Budget</u> FY 2015/16
\$13,840,000	\$15,690,000	\$1,850,000	\$15,778,000

**Assumptions:** Current leases will continue subject to specified Consumer Price Indices (CPI) based rent adjustments and property reappraisals.

**Methodology:** Sum of lease-specified rental payments

The increase in FY 2014/15 is primarily due to the renewal of the United Airline’s Maintenance & Operations Facility (MOC) lease that resulted in higher rent. CPI based rent adjustments & property reappraisals also contributed to the increase.

**67711 Parking – Employees**

**Description:** Revenue from parking permit fees paid by Airport tenant employees for the use of Airport-owned and operated parking facilities. These facilities include Lot C, Lot D, West Field Garage, designated areas in the Domestic Terminal garage, designated areas in the IT Garages A and G, and parking areas of common-use cargo buildings. Permits are sold on a quarterly basis.

<u>Budget</u> FY 2013/14	<u>Budget</u> FY 2014/15	<u>Variance</u>	<u>Budget</u> FY 2015/16
\$7,975,000	\$9,128,000	\$1,153,000	\$9,351,000

**Assumptions:** Fee schedule remains unchanged from the prior year. Demand for permits by Airport tenant employees remains strong from increased tenant and contractor staff.

**Methodology:** Number of permits sold X Applicable permit fee

Budgeted FY 2014/15 revenue increases 14.5% from the prior year budget, reflecting higher demand in tenant employee parking permits and no change in rates.

### 67311 Rental - Airline Cargo Space

**Description:** Rental income from Airport-owned cargo facilities located in Buildings 5, 6, the South Field Cargo Building, the North Field Cargo facilities, and West Field Cargo Building 1.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$10,939,000	\$6,915,000	\$(4,024,000)	\$7,120,000

**Assumptions:** Month-to-month permits will be charged in accordance with established Rates and Charges. Longer term leases will be adjusted by CPI or step increases in accordance with lease terms in place for FY 2014/15.

**Methodology:** Leased space X Applicable rental rate(s)

FY 2014/15 variance reflects a combination of the expired American Airlines and DHL leases in conjunction with a reduction in rental square footage by Federal Express. CPI is assumed at 2.5% for longer term leases.

### 67411 Rental - Aircraft Parking

**Description:** Aircraft parking revenue for use of Airport-owned areas and facilities for the overnight storage of aircraft, and by cargo aircraft requiring ground time to load/unload cargo shipments.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$3,394,000	\$5,000,000	\$1,606,000	\$5,000,000

**Assumptions:** Forecast demand in FY 2014/15 based on FY 2013/14 estimates. No change in parking fees.

**Methodology:**

Revenue = Sum of monthly/hourly parking activity X Applicable rate

Rates are in eight hour increments and are location-based, with lower remote (plots 40, 41 and 50) rates and higher near terminal (all other locations) rates. Wide body aircraft are assessed higher rates than narrow body. The increase over the FY 2014/15 budget reflects trends in aircraft parking activity at the time the Budget was developed. Current major revenue contributors are Virgin America, United, Southwest and Delta Air lines.

### 67421 Rental - Airline-Superbay Hangar

**Description:** Lease revenue for the Superbay Hangar on Plot 40 from United Airlines and American Airlines.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$7,099,000	\$8,149,000	\$1,050,000	\$8,352,000

**Assumptions:** American and United continue under their leases, with CPI adjustments.

**Methodology:** Revenue = Leased space X Applicable sq. ft. rental rate

The FY14/15 budgeted increase reflects higher negotiated rates and additional square footage by American Airlines.

### 67511 Airline Support Services

**Description:** Lease payments, month-to-month permit revenue and access fees paid by aviation support service firms (including ground handlers and security checkpoint screening contractors) and other airport tenants for use of land, office space and the right to operate on the Airport to support airline flight operations.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$9,359,000	\$12,112,000	\$2,753,000	\$12,616,000

**Assumptions:** The number of ground handlers on lease or month-to-month permits remains relatively stable between 40 and 43. CPIs are assumed at 2.5%.

**Methodology:** Sum of lease payments, month-to-month permit fees and ground handler access fees.

Budgeted FY 2014/15 revenue increase of \$2.8 million or 29.4% reflects lease commencements and changes that occurred but were not budgeted during the prior fiscal year and the 5.6% increase in the average net effective rental rate.

### 67611 Rental Tank Farm Area

**Description:** Revenue from rental of land and pipeline rights-of-way granted to SFO Fuel (an Airline-owned fuel consortium), Shell Oil Company and Kinder, Morgan Energy Partners. The pipelines are used to transport jet fuel to the tanks, which store fuel used by the airlines.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$1,377,000	\$1,399,000	\$22,000	\$1,434,000



**Assumptions:** Existing leases and month-to-month permits continue throughout FY 2014/15. CPI assumed to be 2.5%.

**Methodology:** Sum of property and pipeline rights-of-way lease payments.

Budgeted FY 2014/15 revenue reflects CPI adjustments.

**67651 General Aviation-Fixed Base Operator (FBO) Activity**

**Description:** Activity revenue from General Aviation (non-commercial) aircraft owners, including landing fees, short-term and long-term aircraft storage, overnight aircraft parking and purchase of fuel. Currently two 25,000 square-foot Airport hangers are managed by Signature Flight Support, plus surrounding area that is used for aircraft parking. Signature also collects landing fees for GA aircraft operations. Minimum landing fees for fixed and rotary wing aircraft are based on aircraft weight. Minimum landing fees of \$170 and \$85 are collected for signatory fixed and rotary-winged aircraft under breakeven weights of 33,800 pounds and 16,900 pounds, respectively.

Budget	Budget		Budget
<u>FY 2013/14</u>	<u>FY 2014/15</u>	<u>Variance</u>	<u>FY 2015/16</u>
\$12,462,000	\$12,752,000	\$290,000	\$13,071,000

**Assumptions:** Overall revenue based on Minimum Annual Guarantee, set at \$12.7 million based on estimated CPI increase. Activity levels continue to produce sales activity below Minimum Annual Guarantee (MAG). Minimum landing fees increased by 6.3%. Aircraft parking rates were unchanged from FY 2013/14.

**Methodology:** Landing Fees = 100% of collected fees  
 Hangar rental revenue = 26% of Gross rental revenue  
 Aircraft parking revenue = Number of transactions X Duration  
 X Parking rate X 55%  
 Fuel service revenue = Actual fuel volume X Price per gallon X 27%  
 Advertising revenue = 40% of gross sales

Budgeted FY 2014/15 revenue reflects CPI adjusted MAG.

**NON-AVIATION**

**CONCESSIONS**

Concession revenue estimates are impacted by changes in passenger traffic. Enplaned passengers, the most often used metric, is detailed below.

	<u>FY 2013/14</u>				
<u>Enplaned</u>			<u>Budget</u>	<u>Variance to</u>	<u>Budget</u>
<u>Passengers</u>	<u>Budget</u>	<u>Actual</u>	<u>FY 2014/15</u>	<u>FY14 Budget</u>	<u>FY 2015/16</u>

Domestic	17,130,000	17,987,093	18,075,000	945,000	18,377,000
International	<u>4,840,000</u>	<u>5,008,581</u>	<u>5,069,000</u>	<u>229,000</u>	<u>5,206,000</u>
<b>Total</b>	<b>21,970,000</b>	<b>22,995,674</b>	<b>23,144,000</b>	<b>1,174,000</b>	<b>23,583,000</b>

Enplaned passengers are forecast to increase 5.3%, from 22.0 million budgeted in FY 2013/14 to 23.1 million for FY 2014/15. FY2013/14 surpassed 22.3 million enplanements established in the previous peak year of FY 2012/13.

### 35271 SFIA-Parking (Garage, Lots & Permits)

**Description:** Public parking revenues from the domestic and international terminal garages, long-term parking facility, valet parking and Parkfast.

<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Budget</u>
<u>FY 2013/14</u>	<u>FY 2014/15</u>		<u>FY 2015/16</u>
\$99,667,000	\$101,448,000	1,781,000	\$103,296,000

**Assumptions:** FY 2014/15 passenger forecast is met. Rates for all garages and long-term parking facility remain unchanged from FY 2013/14.

**Methodology:** FY 2014/15 revenue forecast reflects historical trends for parking time duration and demand/price elasticity by facility, and application of the ground access mode share to the FY 2014/15 forecast of enplaned passengers.

$$\text{Parking Revenue} = \text{Sum of all parking tickets} \times \text{duration} \times \text{parking rate}$$

FY 2014/15 budget increase reflects trends at the time the Budget was prepared and demand growth in parking garages related to FY 2014/15 passenger growth. FY 2013/14 parking revenue reached \$101 million.

### Rental – Non-Airline Terminal Leased Space

**Description:** Exclusive terminal space rental income from non-airline concession tenants. Leased areas largely comprise storage space.

<u>Account</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Budget</u>
	<u>FY 2013/14</u>	<u>FY 2014/15</u>		<u>FY 2015/16</u>
37213 Rental-Non Airline North Terminal (T3)	\$520,000	\$561,000	\$41,000	\$596,000
37214 Rental-Non Airline South Terminal (T1)	339,000	310,000	(29,000)	328,000
37215 Rental-Non Airline Central Terminal (T2)	377,000	440,000	63,000	523,000
37216 Rental-Non Airline Int'l Terminal (ITB)	<u>901,000</u>	<u>750,000</u>	<u>(151,000)</u>	<u>796,000</u>
<b>Total Non Airline Terminal Rental</b>	<b>\$2,137,000</b>	<b>\$2,061,000</b>	<b>\$(76,000)</b>	<b>\$2,243,000</b>

**Assumptions:** Current leases and month-to-month permits are renewed. Tenant space requirements remain constant throughout FY 2014/15. Rental revenue reflects applicable terminal space category rates.

**Methodology:** Revenue = Leased space X Applicable rental rate

The overall terminal rent variance in FY 2014/15 over the prior year budget reflects numerous storage space rental changes at terminal locations offset by a 5.6% increase in the average net effective rental rate.

### 37219 Rental-Other Buildings (Non-Airline)

**Description:** Rental income for space rented by non-airline tenants in non-terminal buildings.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$900	\$4,000	\$3,100	\$4,000

**Assumptions:** Tenants' space requirements remain unchanged and continue on a month-to-month permit basis.

**Methodology:** Sum of month-to-month permit revenue.

FY 2014/15 increase reflects the commencement of a storage space permit for Marina's Café at the Rental Car Center.

### 37311 Rental-Unimproved Area (Non-Airline)

**Description:** Land rental income for the Rental Car Center (RCC) and the Quick Turnaround (QTA) facility adjacent to the Rental Car Center. The QTA is the vehicle service facility for returned rental cars.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$3,570,000	\$3,402,000	\$(168,000)	\$3,482,000

**Assumptions:** CPI adjusted lease rate for the RCC is \$1.34 per square foot and \$2.30 per square foot for the QTA facility per the terms in the lease.

**Methodology:** Sum of lease payments from rental car tenants of the RCC and QTA facility.

FY 2014/15 budgeted variance reflects adjustments in rental rates as a result of the re-appraised land value.

### 37611 Concession Revenue-Car Rental

**Description:** Concession revenue generated from 10% commission rate applied against all on-Airport rental car gross sales.

Budget <u>FY 2013/14</u>	Budget <u>FY 2014/15</u>	<u>Variance</u>	Budget <u>FY 2015/16</u>
\$46,008,000	\$51,375,000	\$5,367,000	\$52,312,000

**Assumptions:** FY 2014/15 passenger forecast is met. Rental car companies continue to operate per lease terms.

**Methodology:** Revenue = 10% of average contract revenue X projected contract volume against a minimum annual guarantee.

FY14/15 budget reflects current trends of rental car activities when the Budget was developed. Preliminary FY 2013/14 rental car revenue is estimated at \$49.5 million.

### 37621 Off Airport Privilege Fee

**Description:** Airport access fee assessed to car rental companies operating off-Airport property. The fee is set at 10% of gross sales in excess of \$1,000,000.

Budget <u>FY 2013/14</u>	Budget <u>FY 2014/15</u>	<u>Variance</u>	Budget <u>FY 2015/16</u>
\$585,000	\$1,340,000	\$755,000	\$1,385,000

**Assumptions:** Payless Car Rental, Advantage Rent-A-Car, Firefly Rent A Car, Silvercar & Universal Van Rental continue its operations throughout FY 2014/15.

**Methodology:** Revenue = 10% of annual sales in excess of \$1,000,000

The increase in FY 2014/15 revenue budget reflects new operators and current off-airport rental car activity trends slightly offset by the re-introduction of the \$1,000,000 sales exemption threshold.

### 37512 Concession Revenue-Duty Free in Bond-ITB

**Description:** Commission income based upon Duty Free Merchandise sales in all terminal locations.

Budget <u>FY 2013/14</u>	Budget <u>FY 2014/15</u>	<u>Variance</u>	Budget <u>FY 2015/16</u>
\$26,430,000	\$27,233,000	\$803,000	\$27,488,000

**Assumptions:** The Minimum Annual Guarantee (MAG) payment to the Commission will be greater than the tiered percent-of-gross rent for FY 2014/15.

**Methodology:** The higher of either MAG or tiered percent-of-gross rent.

FY 2014/15 budget is based on MAG payment as it is not anticipated that the MAG will be exceeded based on a percent of gross sales.

### Concession Revenue - Retail

**Description:** Rent to the Airport from retail concession tenants excluding duty free and duty paid sales.

<u>Account</u>	Budget <u>FY 2013/14</u>	Budget <u>FY 2014/15</u>	<u>Variance</u>	Budget <u>FY 2015/16</u>
37521 Retail Revenue	\$12,980,000	\$12,171,000	\$(809,000)	\$12,479,000
37522 Retail Revenue – ITB	<u>846,000</u>	<u>1,214,000</u>	<u>368,000</u>	<u>1,234,000</u>
<b>Total Gifts &amp; Merchandise</b>	<b>\$13,826,000</b>	<b>\$13,385,000</b>	<b>\$(441,000)</b>	<b>\$13,713,000</b>

**Assumptions:** Forecast change in FY 2014/15 passenger activity is realized and the sales/enplanement ratio remains stable.

**Methodology:** MAG rent or percentage-of-gross rent and negotiated or lease-specified payment terms.

FY 2014/15 budgeted variance primarily reflects annual CPI adjustments to MAGs offset by new store openings that replace existing stores, with lowered MAG rent.

### Concession Revenue - Food and Beverage

**Description:** Rent to the Airport from food and beverage concession tenants.

<u>Account</u>	Budget <u>FY 2013/14</u>	Budget <u>FY 2014/15</u>	<u>Variance</u>	Budget <u>FY 2015/16</u>
37711 Food & Beverage	\$13,889,000	\$14,833,000	\$944,000	\$15,893,000
37712 Food & Beverage - ITB	<u>2,263,000</u>	<u>2,934,000</u>	<u>671,000</u>	<u>3,130,000</u>
<b>Total Food &amp; Beverage</b>	<b>\$16,152,000</b>	<b>\$17,767,000</b>	<b>\$1,615,000</b>	<b>\$19,023,000</b>

**Assumptions:** Forecast change in FY 2014/15 passenger activity is realized. Majority of food and beverage tenants will achieve gross sales levels that result in revenue in excess of their MAGs.

**Methodology:** MAG rent or percentage-of-gross rent and negotiated or lease-specified payment terms.

FY 2014/15 budget increases 10.0%, reflecting a combination of increased passenger traffic and higher food and beverage sales per passenger. FY 2015/16 Budget includes the opening of new concession locations as part of the T3 East renovation project at the frontal gates in Boarding Area F.

### 37911 Taxicabs

**Description:** Trip fees for taxicabs serving SFO.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$5,936,000	\$7,914,000	1,978,000	\$9,842,000

**Assumptions:** Forecast passenger activity for FY 2014/15 is realized. Taxi trip fees will be unchanged through December 31, 2014 at \$4/trip and \$2/2<sup>nd</sup> short trip and no charge for first short trip. Effective January 1, 2015, all taxi trips will be charged \$5/trip.

**Methodology:** Revenue = Projected taxi trip demand X taxi trip fee

FY 2014/15 budget increase reflects a combination of continuing robust demand and the new rate structure effective January 1, 2015. Preliminary FY 2013/14 taxi trip revenue is estimated at \$6.2 million.

### 37921 Ground Transportation Trip Fees (and Vehicle Registration Fees)

**Description:** Trip fees from ground transportation operators exclusive of taxis. Operator types include limousines, hotel shuttles, off-Airport parking shuttles, shared ride vans and scheduled shuttle vans (e.g., Super Shuttle), and scheduled and charter buses. This sub-object also includes vehicle registration, inspection fees and all other related service charges paid by all ground transportation providers.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$5,821,000	\$7,956,000	\$2,135,000	\$8,224,000

**Assumptions:** Passenger activity forecast and ground transportation trip forecast are realized. Trip fees increase between 2.7% and 3.6% from FY 2013/14. Vehicle registration fee remains at \$55 per vehicle and is assessed on all ground transportation operators, including taxis.

**Methodology:**

Revenue = Projected number of trips X Trip fees per mode + Vehicle registration fees

FY 2014/15 budget increase reflects a combination of strong trip increases in all modes of transportation and a 2.7% to 3.6% increase in trip fees. In FY 2013/14, limousines, charter buses, hotel shuttles, door-to-door pre-arranged vans and off-airport parking vans accounted for the majority of the increase. The combination of these modes added over 481,000 trips.

### 38111 CNG Service Station

**Description:** Commissions from on-Airport CNG sales to common carriers operating vehicles powered by this alternative fuel serving the Airport. Lease payments for land leases.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$104,000	71,000	\$(33,000)	\$71,000

**Assumptions:** Commission schedule remains unchanged at 3% of gross sales. Clean Energy and Trillium, USA land leases continue during forecast period.

**Methodology:** Revenue = Sum of property lease payments + 3% of CNG sales

FY 2014/15 revenue reflects existing land leases for the full fiscal year and a new rent structure for the Clean Energy Lease.

### 37411 Concession Revenue – Groundside

**Description:** Commission fees from catering trucks serving various work and tenant sites at SFO and rent from concessionaires located in the Rental Car Center.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$95,000	\$120,000	\$25,000	\$120,000

**Assumptions:** All current catering operators renew permits and continue to pay a monthly permit fee. Rental Car Center food & beverage concession tenant continues to remit rent percentage rate based on gross revenues.

**Methodology:** Revenue = Lease rent from the higher of either MAG or tiered percent-of-gross rent + Permit fees

FY 2014/15 budget reflects activity trends at the time the Budget was prepared.

### 37421 Concession Revenue – Telephone

**Description:** Commissions paid by pay-phone and cellular providers.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$2,289,000	\$1,931,000	\$(358,000)	\$2,013,000

**Assumptions:** Four cellular mobile service providers continue MAG payments. Pay-phone operator continues to provide service in FY 2014/15.

**Methodology:** Revenue = MAG rent from cellular phone providers (4 operators) + Estimated pay telephone operator commission

The budget-to-budget variance in FY 2014/15 is due to decreased pay-phone sales and the expiration of the Wi-Fi lease partially offset by MAG increases per the terms in the cellular phone leases.

### 37441 Concessions – Advertising

**Description:** Contractual access fee for advertising rights in terminals and parking garages. Clear Channel Communications is the current contractor.

Budget	Budget		Budget
<u>FY 2013/14</u>	<u>FY 2014/15</u>	<u>Variance</u>	<u>FY 2015/16</u>
\$7,500,000	\$10,250,000	\$2,750,000	\$10,506,000

**Assumptions:** Clear Channel Communications continues to manage all advertising distribution at the Airport during FY 2014/15.

**Methodology:** Revenue = Minimum Annual Guarantee Payment

Effective July 1, 2013, under a new lease, Clear Channel Communications pays Minimum Annual Guaranteed (MAG) payment only. MAG payment is subject to annual CPI adjustment.

### Concession - Others

**Description:** Commissions from non-airline vendors providing banking, ATM, currency exchange, and various passenger services including expedited traveler services.

<u>Account</u>	Budget	Budget		Budget
	<u>FY 2013/14</u>	<u>FY 2014/15</u>	<u>Variance</u>	<u>FY 2015/16</u>
37499 Concession Other	\$2,919,000	\$4,600,000	\$1,681,000	\$4,892,000
37501 Concession Other ITB	<u>4,664,000</u>	<u>4,960,000</u>	<u>296,000</u>	<u>5,100,000</u>
<b>Total Other Concessions</b>	<b>\$7,583,000</b>	<b>\$9,560,000</b>	<b>\$1,977,000</b>	<b>\$9,992,000</b>

**Assumptions:** Current leases for currency exchange facilities, luggage cart rental, terminal ATMs, and banking at SFO continue. Anticipates percent-of-gross sales rent from Travelex currency in FY 2014/15, with increase due to passenger growth.

**Methodology:** Lease-specified rent or percent-of-gross, depending on tenant's activity and lease terms.

FY 2014/15 budget-to-budget increase reflects a combination of increased sales and the anticipated commencement of the Common Use club lease in the fall of 2014.



## 25150 Airport Traffic Fines

**Description:** Fines for citations issued to public vehicles traveling on SFO property.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$168,000	\$180,000	\$12,000	\$181,000

**Assumptions:** No dramatic shift in historical relationship between fines and passenger activity.

**Methodology:** Revenue = Sum of all citations/fines issued and collected

Budget forecast is based on recent experience. Revenue is variable.

## SALE OF ELECTRICITY

### 77211 Sale of Electricity

**Description:** Sales of electricity to Airport tenants.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$23,999,000	\$22,996,000	\$(1,003,000)	\$23,572,000

**Assumptions:** Public Utilities Commission (PUC) projected rate increase and expected tenant usage are met. Effective July 1, 2013, scheduled airlines pay 100% of the prevailing PUC electricity rate per kilowatt-hour per Stipulated Judgment dated September 14, 1982.

**Methodology:**

Revenue = Number of kilowatt hours sold X Applicable PUC rate

FY 2013/14 budget included a higher than actual rate increase. FY 2014/15 reflects a rate increase based on current trends and lower than the prior year budget.

## OTHER SALES AND SERVICES

### 77111 Commission-Cogeneration Facility-UAL

**Description:** Commissions for electricity sales to PGE.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$102,000	\$0	\$(102,000)	\$0

**Assumptions:** The Cogeneration Facility is closed for operation.

### 77311 Water Resale-Sewage Disposal

**Description:** Water and sewer services provided to tenants.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$6,759,000	\$5,430,000	\$(1,329,000)	\$5,753,000

**Assumptions:** Water consumption meets forecast estimate. Rates increased 11.8%.

**Methodology:** Revenue = Number of units consumed X Applicable water and sewer rates

Anticipated increase in water consumption for FY 2013/14 budget did not transpire partially due to the closure of the Cogeneration facility. Preliminary actual FY 2013/14 water and sewage revenue was \$5.6 million. FY 2014/15 budget reflects a rate increase of 11.8% partially offset by reduced usage per the Mayor's executive directive to reduce water consumption by 10%.

### 77611 Sale of Natural Gas

**Description:** Natural gas services provided to terminal food court and rental car facility tenants.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$356,000	\$291,000	\$(65,000)	\$297,000

**Assumptions:** FY 2014/15 usage trend follows actual usage through December 2013.

**Methodology:** Revenue = Estimated gas therms used X applicable rate

FY 2014/15 budget is based on mid-year actual usage through December 2013.

### 37321 Rental Car Facility Fee

**Description:** Structure rent paid by five consolidated rental car companies, representing nine brands, occupying the Rental Car Center (RCC) and the Quick Turnaround (QTA) car return facility.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$12,727,000	\$14,491,000	\$1,764,000	\$14,853,000

**Assumptions:** CPI adjusted lease rate for the RCC is \$9.74 per square foot and \$2.68 per square foot for the QTA as per the terms in the lease.

**Methodology:** Revenue = Sum of RCC and QTA facility lease payments

FY 2014/15 increase reflects CPI rate adjustments per current lease.

**37217 Rental-BART**

**Description:** BART rent and custodial reimbursement made in conjunction with rental of its Station complex in Concourse H, located adjacent to Garage G.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$3,295,000	\$3,296,000	\$1,000	\$3,316,000

**Assumptions:** Based on current lease agreement.

**Methodology:** Revenue = \$2.5 million per year + custodial fees

The FY 2014/15 variance reflects increases in estimated custodial fees.

**25920 Fines/Penalties**

**Description:** Miscellaneous fines and penalties.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$5,000	\$0	\$(5,000)	\$0

**Assumptions:** Revenue trends vary.

**Methodology:** Sum of fines and penalties collected.

**37425 Telecommunication Fees**

**Description:** Access fees assessed to Airport tenants for telecommunications, data, and video services.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$2,590,000	\$2,901,000	\$311,000	\$3,014,000

**Assumptions:** Tenant requirements will continue to be serviced by the Airport's Information, Telecommunication and Technology (ITT) unit. Majority of the fees are monthly and remain unchanged from FY 2013/14. New ITT services were added to meet tenant needs.

**Methodology:** Revenue = Sum of service requests X Applicable fees

FY 2014/15 budget-to-budget increase reflects new ITT offerings to meet tenant demand.

#### **48923 Peace Officer Training**

**Description:** Reimbursement from the state government for Airport Dispatchers attending annual required training.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$15,000	\$20,000	\$5,000	\$20,000

Reimbursement payment from the State is recorded in this general ledger account and the associated payment to the Airports Dispatchers are paid and recorded in the Airport's expense account.

#### **67521 Transportation and Facilities Fees**

**Description:** Per contract fee assessed on each completed rental car contract as partial reimbursement for the capital and operating cost of the portion of the AirTrain system that is allocable to the consolidated Rental Car Center.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$32,371,000	\$36,579,000	\$4,208,000	\$37,246,000

**Assumptions:** Per contract fee remains at \$20.00 per rental car contract. The FY 2014/15 passenger forecast is realized.

**Methodology:** Revenue = \$20.00 X Number of rental car contracts

FY 2014/15 increase reflects recent rental car contract trends, which result from passenger growth and strong rental car demand. Preliminary FY 2013/14 revenue is expected to total \$35.6 million.

#### **77911 Licenses & Permits**

**Description:** Airport fees assessed for issuance of security and ID badges, vehicle licenses and permits, film permits, registration seals and fingerprinting services.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$1,108,000	\$1,269,000	\$161,000	\$1,292,000

**Assumptions:** No changes in the fee schedule from FY 2013/14. Volume of issued badges and permits remains stable.

**Methodology:** Revenue = Forecast volume of services rendered X Applicable rate

Budgeted FY 2014/15 revenue is based on mid-year FY 2013/14 demand for badges, permits and other security access services.

### 77921 Collection Charges

**Description:** A 1.5% fee assessed on delinquent accounts (i.e., airlines and tenants who are in arrears on rent payable).

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$80,000	\$292,000	\$212,000	\$263,000

FY 2014/15 budget is based on recent collection charge trends through December 2013. Preliminary FY 2013/14 revenue from collection charges is expected to total \$0.4 million.

### 77931 Refuse Disposal

**Description:** Revenue from fees charged for the use of Airport-owned refuse collection facilities.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$590,000	\$642,000	\$52,000	\$677,000

**Assumptions:** Tenants renew existing permits. Refuse permit fee schedule is as follows: 1) Retail concessions: \$240.00 per month per location for “green” certified tenants and \$320.00 per month per location for non-certified tenants; 2) Food & beverage concessions: \$480.00 per month per location for “green” certified tenants and \$640.00 per month per location for non-certified tenants; and 3) \$582.00 per month for Airlines and airline support tenants.

**Methodology:**

Revenue = Number of user permits X applicable monthly refuse permit fee X 12 months

The increase in FY 2014/15 budget is primarily driven by rate increases of 6.9% to 7.1%.

### 77933 Miscellaneous Terminal Fees

**Description:** Revenue from: 1) reimbursement of tenant improvement fees for domestic terminal food and beverage locations, including food courts, and custodial reimbursement fees for services provided to the domestic terminal food court concessionaires; 2) concession

marketing fee from the tenants at \$1 per square foot per year; and 3) reimbursement for the construction of the secured connector.

<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Budget</u>
<u>FY 2013/14</u>	<u>FY 2014/15</u>		<u>FY 2015/16</u>
\$2,566,000	\$2,441,000	\$(125,000)	\$2,441,000

**Assumptions:**

- 1) Tenants fulfill existing leases with respect to payment of infrastructure fees. Fees are set at \$15 per square foot for each domestic terminal food and beverage locations, and an additional \$15 per square foot for each location in domestic food courts in Terminal 1 and Terminal 3 only. Rates for Terminal 2 vary by food court.
- 2) Monthly custodial reimbursement fee assumes cost recovery of productive work hours assessed to each domestic food court located concession tenant based on 20% fixed/ 80% volume based formula.
- 3) Concession marketing charge remains at \$1 per square foot per year.
- 4) The Terminal 3 – International Terminal Boarding Area G secure connector reimbursement of \$438,000 is paid by United Airlines pursuant the 2004 Bankruptcy Care Stipulation Agreement.
- 5) Equipment maintenance fee for the baggage handling system in Terminal 2 ended December 2013 per a 24-month agreement.

**Methodology:**

Infrastructure Improvement Fee

Revenue: (All domestic terminal food and beverage operators) = Total sq. ft. X \$15 per year

Food Court Infrastructure Fee

Revenue: (All domestic terminal food court operators) = Total sq. ft. X \$15 per year

Custodial Fee

Revenue: (Domestic terminal food court operators) = 20% of cost spread evenly among all food court operators and 80% of the cost allocated based on gross revenue.

Concession Marketing Charge

Revenue: Total concession tenants sq. ft. X \$1 per year

Secured Connector Reimbursement

\$438,000 /year as determined by agreement

FY 2014/15 budget-to-budget variance reflects space changes of food & beverage tenants.

**77942 Reimbursement from SFOTEC**

**Description:** This fee formerly reimbursed Airport Commission for custodial services for international activity in the hold-rooms and baggage claim areas in the International Terminal. Pursuant to the 2011 Lease and Use Agreement, effective July 1, 2011 custodial services for those areas will be provided by the Airport throughout all terminals. However, SFOTEC will continue to provide custodial service for the cleaning of the Passenger Loading Bridges (PLBs) in the International Terminal.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$80,000	\$90,000	\$10,000	\$92,000

FY 2014/15 budget reflects the estimated custodial cost for passenger loading bridges in the International Terminal.

**77951 Rent-Governmental Agency**

**Description:** Rent for Airport-owned facilities paid by Governmental Agencies including tenants such as the US Postal Service, USDA, TSA, and Department of Technology, a Department of the City & County of San Francisco.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$2,732,000	\$4,224,000	\$1,492,000	\$4,227,000

**Assumptions:** Lease requirements and month-to-month permits will be honored and met.

**Methodology:** Revenue = Sum of lease and month-to-month permit payments per agreement terms.

FY 2014/15's budget-to-budget increase is driven by the combination of the Department of Technology Agreement which was not included in the FY 2013/14 budget and additional space rental by TSA.

**77999 Miscellaneous Airport Revenue**

**Description:** Revenue not otherwise classified.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$100,000	\$114,000	\$14,000	\$100,000

**Assumptions:** FY 2014/15 revenue activity is unknown and not eligible for posting in existing sub-object accounts.

**Methodology:** Revenue = Sum of unknown income not otherwise classified

Revenue is variable.

### Non-Operating Revenue

#### 30120 Interest Earned-Fiscal Agent Account

**Description:** Interest earned on funds held by Fiscal Agent. Major funds are Debt Service Reserve Fund (DSRF) and Debt Service Fund (DSF).

Budget <u>FY 2013/14</u>	Budget <u>FY 2014/15</u>	<u>Variance</u>	Budget <u>FY 2015/16</u>
\$4,524,000	\$3,952,000	\$(572,000)	\$5,077,000

**Assumptions:** In the debt service reserve fund (DSRF), the last forward purchase sale agreement (FPSA) at 4.33% interest for an invested balance of \$100.4 million (the ML FPSA) will expire in November 2014 and future earning is assumed at a lower interest rate (ranging from 0.7% to 1.18%). Additional reserve deposits are assumed in FY 2015/16 in connection to the Series 2014 bond transaction. FY 2015/16 interest rate is forecast to range from 1.15% to 1.77%. In the debt service fund (DSF), a new FPSA is assumed at rate of 1.15% reflecting the current low interest rate environment.

**Methodology:** Revenue = Fund balances multiplied by assumed interest rates

The FY 2014/15 interest is based on estimates from the Airport's Fiscal Agent.

#### 30150 Interest Earned – Pooled Cash

**Description:** Funds deposited with the City Treasurer.

Budget <u>FY 2013/14</u>	Budget <u>FY 2014/15</u>	<u>Variance</u>	Budget <u>FY 2015/16</u>
\$3,302,000	\$1,787,000	\$(1,515,000)	\$2,649,000

**Assumptions:** Fund balances include all other funds on deposit in the operating fund. The average balance is assumed at 35% of total operating costs or \$182.3 million in FY 2014/15, plus a balance of \$92.7 million in the contingency fund account. Interest rate in FY 2014/15 and FY 2015/16 is assumed at 0.7% and 1.0%, respectively, on the assumption that short-term rates would remain low.

**Methodology:** Revenue = Fund balances multiplied by assumed interest rates.



The FY 2014/15 budget was estimated at a 0.7% interest rate, which is 60 basis points lower than the 1.25% used for FY 2013/14 budget and results in the decrease in interest income revenue. The pooled cash interest rate averaged 0.6% through the third quarter of FY 2013/14.

**67151 Passenger Facility Charge (PFC) Revenue**

**Description:** Revenue from the FAA-approved fee of \$4.50 per enplaned commercial aviation passenger that is applied to the operating budget.

<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
\$82,000,000	\$62,550,000	\$(19,450,000)	\$76,600,000

**Assumptions:** The Airport receives \$4.39 per enplaned passenger (\$4.50 collection less \$0.11 retained by collecting Airline) on approximately 85% of enplaned passengers (equal to the PFC-eligible passenger). PFC revenue can be applied to rates and charges or used for pay-as-you-go projects. Only amounts applied to rates are reflected here; any excess amounts remain in the PFC Fund Balance.

**Methodology:** Revenue = Amount applied to rates & charges

The ability to apply PFC revenue to the operating budget is based on approved use by the FAA. The Airport continues to use PFC revenue in FY 2014/15 to control Airline rates.

**9999B Fund Balance-Budget Basis**

**Description:** Consists of Deferred Aviation Revenue and Reconciling Difference necessary to balance the Operating Budget.

Deferred Aviation Revenue Surplus: Per the Lease and Use Agreement with the Airlines, revenue required from the airlines in the form of landing fees and terminal rentals is reconciled at the end of each fiscal year. Surplus amounts owed to the airlines are carried forward to subsequent rates year(s) as revenue, offsetting revenue required from the airlines. Surpluses are reflected in Airport Fund Balance. Deficits increase required airline revenue in subsequent rate years. Deferred Aviation Revenue is calculated as per the Lease and Use Agreement. \$30.0 million of a cumulative \$51.9 million was used in the determination of airline rates.

Reconciling Difference: The difference between the revenue and expense estimates budgeted for the annual Airport operating budget and those used for Rates & Charges. Rates are set and approved by the Airport Commission prior to final Budget adoption by the Mayor and Board of Supervisors.

	<u>Budget</u> <u>FY 2013/14</u>	<u>Budget</u> <u>FY 2014/15</u>	<u>Variance</u>	<u>Budget</u> <u>FY 2015/16</u>
Deferred Aviation Revenue Surplus	\$10,000,000	\$30,000,000	\$20,000,000	\$19,942,000
Reconciling Difference	<u>(3,036,703)</u>	<u>28,559,367</u>	<u>31,596,070</u>	<u>6,845,540</u>
<b>Total Fund Balance</b>	<b>\$6,963,297</b>	<b>\$58,559,367</b>	<b>\$51,596,070</b>	<b>\$26,787,540</b>

**SAN FRANCISCO AIRPORT COMMISSION  
REVENUE BUDGET SUMMARY  
FISCAL YEARS 2014/15 AND 2015/16**

	Budget FY 2013/14	Budget FY 2014/15	Budget FY 2014/15 vs. Budget 2013/14		Budget FY 2015/16	Budget FY 2015/16 vs. Budget FY 2014/15		
			Increase / Decrease Amount	Percent		Increase / Decrease Amount	Percent	
<b>REVENUE</b>								
Aviation								
Landing Fees	\$ 138,634,000	\$ 146,523,000	\$ 7,889,000	5.7%	\$ 159,454,000	\$ 12,931,000	8.8%	
Terminal Rentals	226,876,000	242,258,000	15,382,000	6.8%	256,867,000	\$ 14,609,000	6.0%	
Other Aviation Revenue	68,571,000	73,524,000	4,953,000	7.2%	75,193,000	\$ 1,669,000	2.3%	
Subtotal	<u>\$ 434,081,000</u>	<u>\$ 462,305,000</u>	<u>\$ 28,224,000</u>	<u>6.5%</u>	<u>\$ 491,514,000</u>	<u>\$ 29,209,000</u>	<u>6.3%</u>	
Non-Aviation								
Parking	\$ 99,667,000	\$ 101,448,000	\$ 1,781,000	1.8%	\$ 103,296,000	\$ 1,848,000	1.8%	
Concessions	138,204,900	154,549,000	16,344,100	11.8%	160,559,000	\$ 6,010,000	3.9%	
Sale of Electricity	23,999,000	22,996,000	(1,003,000)	-4.2%	23,572,000	\$ 576,000	2.5%	
Other Sales & Services	65,476,000	72,080,000	6,604,000	10.1%	73,591,000	\$ 1,511,000	2.1%	
Subtotal	<u>\$ 327,346,900</u>	<u>\$ 351,073,000</u>	<u>\$ 23,726,100</u>	<u>7.2%</u>	<u>\$ 361,018,000</u>	<u>\$ 9,945,000</u>	<u>2.8%</u>	
<b>Operating Revenue</b>	<u>\$ 761,427,900</u>	<u>\$ 813,378,000</u>	<u>\$ 51,950,100</u>	<u>6.8%</u>	<u>\$ 852,532,000</u>	<u>\$ 39,154,000</u>	<u>4.8%</u>	
Non-Operating Revenue								
Interest Income	\$ 7,826,000	\$ 5,739,000	\$ (2,087,000)	-26.7%	\$ 7,726,000	\$ 1,987,000	34.6%	
PFC Revenue	82,000,000	62,550,000	(19,450,000)	-23.7%	76,600,000	\$ 14,050,000	22.5%	
Deferred Aviation Surplus	10,000,000	30,000,000	20,000,000	200.0%	19,942,000	\$ (10,058,000)	-33.5%	
Reconciling Difference	(3,036,703)	28,559,367	31,596,070	-1040.5%	6,845,540	\$ (21,713,827)	-76.0%	
<b>Non-Operating Revenue</b>	<u>\$ 96,789,297</u>	<u>\$ 126,848,367</u>	<u>\$ 30,059,070</u>	<u>31.1%</u>	<u>\$ 111,113,540</u>	<u>\$ (15,734,827)</u>	<u>-12.4%</u>	
<b>TOTAL REVENUE</b>	<u>\$ 858,217,197</u>	<u>\$ 940,226,367</u>	<u>\$ 82,009,170</u>	<u>9.6%</u>	<u>\$ 963,645,540</u>	<u>\$ 23,419,173</u>	<u>2.5%</u>	

**SAN FRANCISCO AIRPORT COMMISSION  
REVENUE BUDGET DETAIL  
FISCAL YEARS 2014/15 AND 2015/16**

				Budget FY 2014/15 vs. Budget 2013/14			
		Budget FY 2013/14	Budget FY 2014/15	Increase / Decrease		Budget FY 2015/16	
				Amount	Percent		
<b>AVIATION</b>							
<u>LANDING FEES</u>							
67111	AIRLINE LANDING FEES	\$ 138,535,000	\$ 146,359,000	\$ 7,824,000	5.6%	\$ 159,278,000	
67121	ITINERANT AIRCRAFT LANDING FEES	-	-	-	0.0%	-	
67161	NON SIGNATORY SURCHARGE FEES	99,000.00	164,000.00	65,000.00	65.7%	176,000.00	
SUB-TOTAL LANDING FEES		\$ 138,634,000	\$ 146,523,000	\$ 7,889,000	5.7%	\$ 159,454,000	
<u>TERMINAL RENTALS</u>							
67213	RENTAL-AIRLINE NORTH TERMINAL	\$ 57,974,000	\$ 67,052,000	\$ 9,078,000	15.7%	\$ 71,828,000	
67214	RENTAL-AIRLINE SOUTH TERMINAL	31,182,000	27,599,000	(3,583,000)	-11.5%	28,380,000	
67216	RENTAL-AIRLINE-ITB	75,812,000	82,301,000	6,489,000	8.6%	87,348,000	
67217	RENTAL-AIRLINE-CUSTOMS FACILITIES-ITB	38,482,000	40,135,000	1,653,000	4.3%	42,597,000	
67218	RENTAL-AIRLINE-T2	23,426,000	25,171,000	1,745,000	7.4%	26,714,000	
SUB-TOTAL TERMINAL RENTALS		\$ 226,876,000	\$ 242,258,000	\$ 15,382,000	6.8%	\$ 256,867,000	
<u>OTHER AVIATION RENTALS</u>							
67141	JET BRIDGE FEES	\$ 665,000	\$ 460,000	\$ (205,000)	-30.8%	\$ 479,000	
67142	COMMON USE GATE FEES	465,000	912,000	447,000	96.1%	967,000	
67215	RENTAL-AIRLINE CARGO CUSTOMS FACILITY	996,000	1,007,000	11,000	1.1%	1,025,000	
67321	RENTAL-AIRLINE GROUND LEASES	13,840,000	15,690,000	1,850,000	13.4%	15,778,000	
67711	PARKING - EMPLOYEES	7,975,000	9,128,000	1,153,000	14.5%	9,351,000	
67311	RENTAL-AIRLINE CARGO SPACE	10,939,000	6,915,000	(4,024,000)	-36.8%	7,120,000	
67411	RENTAL-AIRCRAFT PARKING	3,394,000	5,000,000	1,606,000	47.3%	5,000,000	
67421	RENTAL-AIRLINE; SUPERBAY HANGAR	7,099,000	8,149,000	1,050,000	14.8%	8,352,000	
67511	AIRLINE SUPPORT SERVICES	9,359,000	12,112,000	2,753,000	29.4%	12,616,000	
67611	RENTAL TANK FARM AREA	1,377,000	1,399,000	22,000	1.6%	1,434,000	
67441	FBO-GENERAL AVIATION AIRCRAFT PARKING	-	-	-	0.0%	-	
67641	FBO-FUEL SERVICES	-	-	-	0.0%	-	
67651	FBO - OTHER SERVICES	12,462,000	12,752,000	290,000	2.3%	13,071,000	
SUB-TOTAL: OTHER AVIATION REVENUE:		\$ 68,571,000	\$ 73,524,000	\$ 4,953,000	7.2%	\$ 75,193,000	
TOTAL AVIATION REVENUE		\$ 434,081,000	\$ 462,305,000	\$ 28,224,000	6.5%	\$ 491,514,000	
<b>NON-AVIATION REVENUE</b>							
<u>CONCESSIONS</u>							
<u>PUBLIC PARKING</u>							
35271	PUBLIC PARKING	\$ 99,667,000	\$ 101,448,000	\$ 1,781,000	1.8%	\$ 103,296,000	
78902	NSF CHECKS	-	-	-	0.0%	-	
SUB-TOTAL: PARKING		\$ 99,667,000	\$ 101,448,000	\$ 1,781,000	1.8%	\$ 103,296,000	
<u>OTHER CONCESSIONS</u>							
37213	RENTAL-NORTH TERMINAL(NON-AIRLINE)	\$ 520,000	\$ 561,000	\$ 41,000	7.9%	\$ 596,000	
37214	RENTAL-SOUTH TERMINAL(NON-AIRLINE)	339,000	310,000	(29,000)	-8.6%	328,000	
37215	RENTAL-T2 (NON-AIRLINE)	377,000	440,000	63,000	16.7%	523,000	
37216	RENTAL-NON-AIRLINE; ITB	901,000	750,000	(151,000)	-16.8%	796,000	
37219	RENTAL-OTHER BUILDINGS(NON-AIRLINE)	900	4,000	3,100	344.4%	4,000	
37311	RENTAL-PAVED/UNIMPROV AREA (NON-AIRLINE)	3,570,000	3,402,000	(168,000)	-4.7%	3,482,000	
37611	CONCESSION REV-CAR RENTAL	46,008,000	51,375,000	5,367,000	11.7%	52,312,000	
37621	OFF AIRPORT PRIVILEGE FEE	585,000	1,340,000	755,000	129.1%	1,385,000	
37512	CONCESSION REV-DUTY FREE IN BOND-ITB	26,430,000	27,233,000	803,000	3.0%	27,448,000	
37521	CONCESSION REV-GIFTS & MERCHANDISE	12,980,000	12,171,000	(809,000)	-6.2%	12,479,000	
37522	CONCESSION REV-GIFTS & MERCHANDISE-ITB	846,000	1,214,000	368,000	43.5%	1,234,000	
37711	CONCESSION REV-FOOD & BEVERAGE	13,889,000	14,833,000	944,000	6.8%	15,893,000	
37712	CONCESSION REV-FOOD & BEVERAGE-ITB	2,263,000	2,934,000	671,000	29.7%	3,130,000	
37911	TAXICABS	5,936,000	7,914,000	1,978,000	33.3%	9,842,000	
37921	GROUND TRANS TRIP FEES	5,821,000	7,956,000	2,135,000	36.7%	8,224,000	
38111	CNG SERVICE STATION	104,000	71,000	(33,000)	-31.7%	71,000	
37411	CONCESSION REV-GROUNDSIDE	95,000	120,000	25,000	26.3%	120,000	
37421	CONCESSION REV-TELEPHONE	2,289,000	1,931,000	(358,000)	-15.6%	2,013,000	
37441	CONCESSIONS-ADVERTISING	7,500,000	10,250,000	2,750,000	36.7%	10,506,000	
37499	CONCESSION OTHERS	2,919,000	4,600,000	1,681,000	57.6%	4,892,000	
37501	CONCESSION-OTHERS-ITB	4,664,000	4,960,000	296,000	6.3%	5,100,000	
25150	AIRPORT TRAFFIC FINES	168,000	180,000	12,000	7.1%	181,000	
SUB-TOTAL CONCESSIONS		\$ 138,204,900	\$ 154,549,000	\$ 16,344,100	11.8%	\$ 160,559,000	

**SAN FRANCISCO AIRPORT COMMISSION  
REVENUE BUDGET DETAIL  
FISCAL YEARS 2014/15 AND 2015/16**

				Budget FY 2014/15 vs. Budget 2013/14			
		Budget FY 2013/14	Budget FY 2014/15	Increase / Decrease		Budget FY 2015/16	
				Amount	Percent		
<b>SALE OF ELECTRICITY</b>							
77211	SALES OF ELECTRICITY	\$ 23,999,000	\$ 22,996,000	\$ (1,003,000)	-4.2%	\$	23,572,000
<b>OTHER SALES &amp; SERVICES</b>							
77111	COMMISSION-COGENERATION FACILITY-UAL	\$ 102,000	\$ -	\$ (102,000)	-100.0%	\$	-
77311	WATER RESALE-SEWAGE DISPOSAL	6,759,000	5,430,000	(1,329,000)	-19.7%		5,753,000
77411	SECURITY SERVICES	-	-	-	0.0%		-
77611	SALE OF NATURAL GAS	356,000	291,000	(65,000)	-18.3%		297,000
37321	RENTAL CAR FACILITY FEE	12,727,000	14,491,000	1,764,000	13.9%		14,853,000
37217	RENTAL-BART	3,295,000	3,296,000	1,000	0.0%		3,316,000
25920	PENALTIES	5,000	-	(5,000)	-100.0%		-
37425	TELECOMMUNICATION FEES	2,590,000	2,901,000	311,000	12.0%		3,014,000
48923	PEACE OFFICER TRAINING	15,000	20,000	5,000	33.3%		20,000
60156	EVENT FEES	-	-	-	0.0%		-
67521	TRANSPORTATION AND FACILITIES FEES	32,371,000	36,579,000	4,208,000	13.0%		37,246,000
77911	LICENSES & PERMITS	1,108,000	1,269,000	161,000	14.5%		1,292,000
77921	COLLECTION CHARGES	80,000	292,000	212,000	265.0%		263,000
25990	SETTLEMENTS	-	-	-	0.0%		-
77931	REFUSE DISPOSAL	590,000	642,000	52,000	8.8%		677,000
77933	MISCELLANEOUS TERMINAL FEES	2,566,000	2,441,000	(125,000)	-4.9%		2,441,000
77942	REIMBURSEMENT FROM SFOTEC	80,000	90,000	10,000	12.5%		92,000
77951	RENT-GOVERNMENTAL AGENCY	2,732,000	4,224,000	1,492,000	54.6%		4,227,000
77999	MISC AIRPORT REVENUE	100,000	114,000	14,000	14.0%		100,000
	SUB-TOTAL OTHER SALES & SERVICES	\$ 65,476,000	\$ 72,080,000	\$ 6,604,000	10.1%	\$	73,591,000
	TOTAL NON-AVIATION REVENUE	\$ 327,346,900	\$ 351,073,000	\$ 23,726,100	7.2%	\$	361,018,000
	TOTAL OPERATING REVENUE	\$ 761,427,900	\$ 813,378,000	\$ 51,950,100	6.8%	\$	852,532,000
<b>NON-OPERATING REVENUE</b>							
<u>INTEREST INCOME</u>							
30120	INTEREST EARNED-FISCAL AGENT ACCOUNT	\$ 4,524,000	\$ 3,952,000	\$ (572,000)	-12.6%	\$	5,077,000
30150	INTEREST EARNED - POOLED CASH	3,302,000	1,787,000	(1,515,000)	-45.9%		2,649,000
30199	INTEREST EARNED ADJUSTMENT	-	-	-	0.0%		-
	SUB-TOTAL INTEREST INCOME	\$ 7,826,000	\$ 5,739,000	\$ (2,087,000)	-26.7%	\$	7,726,000
<u>FUND BALANCE</u>							
67151	USE OF PASSENGER FACILITY FEES	\$ 82,000,000	\$ 62,550,000	\$ (19,450,000)	-23.7%	\$	76,600,000
	DEFERRED AVIATION	10,000,000	30,000,000	20,000,000	200.0%		19,942,000
	RECONCILING DIFFERENCE	(3,036,703)	28,559,367	31,596,070	-1040.5%		6,845,540
	SUB-TOTAL FUND BALANCE	\$ 88,963,297	\$ 121,109,367	\$ 32,146,070	36.1%	\$	103,387,540
	TOTAL NON-OPERATING REVENUE	\$ 96,789,297	\$ 126,848,367	\$ 30,059,070	31.1%	\$	111,113,540
	<b>TOTAL AIRPORT REVENUE</b>	<b>\$ 858,217,197</b>	<b>\$ 940,226,367</b>	<b>\$ 82,009,170</b>	<b>9.6%</b>	<b>\$</b>	<b>963,645,540</b>

**Airport-wide Expense Summary**  
**FY 2014/15 and FY 2015/16 Approved Budget**

Char Obj Description	FY 2013/14	FY 2014/15	Budget Incr/(Decr)		FY 2015/16
	Budget	Budget	Amount	Percent	Budget
<u>Salaries &amp; Fringe Benefits</u>					
001 001 PERMANENT SALARIES-MISC	112,359,073	117,798,511	5,439,438	4.8%	125,324,957
001 005 TEMP SALARIES-MISC	2,642,578	2,379,153	(263,425)	-10.0%	2,332,885
001 009 PREMIUM PAY	3,733,001	3,943,350	210,349	5.6%	3,944,550
001 010 ONE-TIME PAYMENTS	446,698	263,640	(183,058)	-41.0%	185,601
001 011 OVERTIME	1,782,596	2,159,520	376,924	21.1%	2,225,520
001 012 HOLIDAY PAY	947,750	1,251,500	303,750	32.0%	1,251,500
013 013 FRINGE BENEFITS	<u>72,136,172</u>	<u>109,850,616</u>	<u>37,714,444</u>	52.3%	<u>83,375,637</u>
Subtotal Personnel Expense	194,047,868	237,646,290	43,598,422	22.5%	218,640,650
020 020 OVERHEAD	2,588,499	1,766,036	(822,463)	-31.8%	1,723,614
<u>Non-Personnel Services</u>					
021 021 TRAVEL	435,441	511,565	76,124	17.5%	514,965
021 022 TRAINING	624,900	735,775	110,875	17.7%	693,000
021 023 EMPLOYEE EXPENSES	64,485	74,795	10,310	16.0%	74,795
021 024 MEMBERSHIP FEES	353,772	376,775	23,003	6.5%	377,525
021 025 ENTERTAINMENT AND PROMOTION	435,650	258,550	(177,100)	-40.7%	284,650
021 026 COURT FEES AND OTHER COMPENSATION	13,250	10,750	(2,500)	-18.9%	10,750
021 027 PROFESSIONAL & SPECIALIZED SERVICES	58,049,644	57,632,000	(417,644)	-0.7%	58,591,461
021 028 MAINTENANCE SVCS-BUILDING & STRUCTURES	1,475,900	1,519,000	43,100	2.9%	1,662,000
021 029 MAINTENANCE SVCS-EQUIPMENT	24,934,249	25,650,324	716,075	2.9%	29,449,722
021 030 RENTS & LEASES-BUILDINGS & STRUCTURES	278,750	278,400	(350)	-0.1%	291,400
021 031 RENTS & LEASES-EQUIPMENT	321,410	257,500	(63,910)	-19.9%	257,500
021 032 UTILITIES	4,987,600	5,035,000	47,400	1.0%	5,085,000
021 034 SUBSISTANCE	40,000	40,000	0	0.0%	46,000
021 035 OTHER CURRENT EXPENSES	4,274,610	5,309,399	1,034,789	24.2%	5,439,269
021 052 TAXES; LICENSES & PERMITS	3,028,985	2,790,500	(238,485)	-7.9%	2,844,500
021 053 JUDGMENTS & CLAIMS	217,000	200,000	(7,983,000)	-97.4%	200,000
021 054 OTHER FIXED CHARGES	<u>35,000</u>	<u>35,000</u>	<u>0</u>	<u>0.0%</u>	<u>35,000</u>
Subtotal Non-Personnel	99,570,646	100,715,333	1,144,687	1.1%	105,857,537
040 040 MATERIALS & SUPPLIES	15,195,354	17,318,880	2,123,526	14.0%	17,362,146
060 060 EQUIPMENT	1,624,825	2,722,336	1,097,511	67.5%	1,972,180
070 070 DEBT SERVICE	364,166,429	390,477,686	26,311,257	7.2%	424,391,269
081 081 SERVICES OF OTHER DEPTS (AAO FUNDS)	59,722,359	63,191,687	3,469,328	5.8%	64,971,352
086 086 EXPENDITURE RECOVERY	(29,400)	(63,000)	(33,600)	N/A	(65,000)
San Francisco Police Department	49,622,941	49,894,105	271,164	0.5%	50,080,228
San Francisco Fire Department	21,507,954	22,213,301	705,347	3.3%	22,148,851
Small Capital Outlay	4,488,000	4,509,000	21,000	0.5%	4,869,000
Facilities Maintenance/Art Acquisitions/Settlement Fund	9,310,000	11,403,000	2,093,000	22.5%	12,084,000
Annual Service Payment	36,950,985	38,400,000	1,449,015	3.9%	39,578,000
Surety Bond Fund	31,713	31,713	0	0.0%	31,713
<b>Total</b>	<b>858,798,173</b>	<b>940,226,367</b>	<b>81,428,194</b>	<b>9.5%</b>	<b>963,645,540</b>

**San Francisco Airport Commission  
Division Expense Summary  
FY 2014/15 and FY 2015/16 Approved Budget**

Char	Obj	Object Title	FY 2014/15 Administration & Policy	FY 2015/16 Administration & Policy
001	001	PERMANENT SALARIES-MISC	6,698,697	7,294,180
002	002	PERMANENT SALARIES-UNIFORM	0	0
005	005	TEMP SALARIES-MISC	968,332	955,500
009	009	PREMIUM PAY	30,000	31,000
010	010	ONE-TIME PAYMENTS	105,660	49,900
011	011	OVERTIME	13,220	13,220
012	012	HOLIDAY PAY	0	0
		<b>Subtotal Salaries</b>	<b>7,815,909</b>	<b>8,343,800</b>
013	013	FRINGE BENEFITS	12,869,104	13,187,971
020	020	OVERHEAD	0	0
021	021	TRAVEL	32,300	32,300
021	022	TRAINING	0	0
021	023	EMPLOYEE EXPENSES	57,800	57,800
021	024	MEMBERSHIP FEES	3,050	3,050
021	025	ENTERTAINMENT AND PROMOTION	12,000	37,000
021	026	COURT FEES AND OTHER COMPENSATION	0	0
021	027	PROFESSIONAL & SPECIALIZED SERVICES	1,107,000	1,107,000
021	028	MAINTENANCE SVCS-BUILDING & STRUCTURES	4,000	4,000
021	029	MAINTENANCE SVCS-EQUIPMENT	9,250	9,250
021	030	RENTS & LEASES-BUILDINGS & STRUCTURES	3,000	3,000
021	031	RENTS & LEASES-EQUIPMENT	0	0
021	032	UTILITIES	0	0
021	034	SUBSISTANCE	0	0
021	035	OTHER CURRENT EXPENSES	48,680	52,100
021	052	TAXES; LICENSES & PERMITS	0	0
021	053	JUDGMENTS & CLAIMS	0	0
021	054	OTHER FIXED CHARGES	0	0
		<b>Subtotal Non-Personnel Services</b>	<b>1,277,080</b>	<b>1,305,500</b>
040	040	MATERIALS & SUPPLIES	389,520	319,520
060	060	EQUIPMENT	0	0
070	070	DEBT SERVICE	0	0
081	081	SERVICES OF OTHER DEPTS (AAO FUNDS)	4,771,995	4,889,618
086	086	EXPENDITURE RECOVERIES	0	0
		Small Capital Outlay	0	0
		Facilities Maintenance	0	0
		Annual Service Payment	0	0
		Surety Bond Fund	0	0
		<b>Subtotal Other Transfers</b>	<b>0</b>	<b>0</b>
		<b>Total</b>	<b>27,123,608</b>	<b>28,046,409</b>

**San Francisco Airport Commission  
Division Expense Summary  
FY 2014/15 and FY 2015/16 Approved Budget**

Char	Obj	Object Title	FY 2014/15 Business & Finance	FY 2015/16 Business & Finance
001	001	PERMANENT SALARIES-MISC	9,833,197	10,308,850
002	002	PERMANENT SALARIES-UNIFORM	0	0
005	005	TEMP SALARIES-MISC	83,300	83,300
009	009	PREMIUM PAY	22,900	23,100
010	010	ONE-TIME PAYMENTS	25,670	33,059
011	011	OVERTIME	4,500	4,500
012	012	HOLIDAY PAY	<u>0</u>	<u>0</u>
		<b>Subtotal Salaries</b>	<b>9,969,567</b>	<b>10,452,809</b>
013	013	FRINGE BENEFITS	47,317,495	21,170,298
020	020	OVERHEAD	0	0
021	021	TRAVEL	62,000	62,400
021	022	TRAINING	0	0
021	023	EMPLOYEE EXPENSES	2,620	2,620
021	024	MEMBERSHIP FEES	6,025	6,125
021	025	ENTERTAINMENT AND PROMOTION	600	600
021	026	COURT FEES AND OTHER COMPENSATION	0	0
021	027	PROFESSIONAL & SPECIALIZED SERVICES	28,063,201	28,624,256
021	028	MAINTENANCE SVCS-BUILDING & STRUCTURES	35,000	35,000
021	029	MAINTENANCE SVCS-EQUIPMENT	458,066	560,766
021	030	RENTS & LEASES-BUILDINGS & STRUCTURES	267,400	280,400
021	031	RENTS & LEASES-EQUIPMENT	2,500	2,500
021	032	UTILITIES	0	0
021	034	SUBSISTANCE	0	0
021	035	OTHER CURRENT EXPENSES	346,425	444,125
021	052	TAXES; LICENSES & PERMITS	2,480,000	2,534,000
021	053	JUDGMENTS & CLAIMS	0	0
021	054	OTHER FIXED CHARGES	<u>0</u>	<u>0</u>
		<b>Subtotal Non-Personnel Services</b>	<b>31,723,837</b>	<b>32,552,792</b>
040	040	MATERIALS & SUPPLIES	21,300	21,300
060	060	EQUIPMENT	174,340	54,409
070	070	DEBT SERVICE	390,477,686	424,391,269
081	081	SERVICES OF OTHER DEPTS (AAO FUNDS)	8,458,582	8,829,760
086	086	EXPENDITURE RECOVERIES	0	0
		Small Capital Outlay	4,509,000	4,869,000
		Facilities Maintenance	0	0
		Annual Service Payment	38,400,000	39,578,000
		Surety Bond Fund	<u>31,713</u>	<u>31,713</u>
		<b>Subtotal Other Transfers</b>	<b>42,940,713</b>	<b>44,478,713</b>
		<b>Total</b>	<b>531,083,520</b>	<b>541,951,350</b>

**San Francisco Airport Commission  
Division Expense Summary  
FY 2014/15 and FY 2015/16 Approved Budget**

Char	Obj	Object Title	FY 2014/15 Communications & Marketing	FY 2015/16 Communications & Marketing
001	001	PERMANENT SALARIES-MISC	2,788,549	2,996,823
002	002	PERMANENT SALARIES-UNIFORM	0	0
005	005	TEMP SALARIES-MISC	35,000	15,000
009	009	PREMIUM PAY	7,900	7,900
010	010	ONE-TIME PAYMENTS	0	2,642
011	011	OVERTIME	2,000	2,000
012	012	HOLIDAY PAY	<u>0</u>	<u>0</u>
		<b>Subtotal Salaries</b>	<b>2,833,449</b>	<b>3,024,365</b>
013	013	FRINGE BENEFITS	1,232,377	1,221,415
020	020	OVERHEAD	0	0
021	021	TRAVEL	133,915	136,415
021	022	TRAINING	0	0
021	023	EMPLOYEE EXPENSES	1,450	1,450
021	024	MEMBERSHIP FEES	5,525	5,725
021	025	ENTERTAINMENT AND PROMOTION	133,000	135,000
021	026	COURT FEES AND OTHER COMPENSATION	8,000	8,000
021	027	PROFESSIONAL & SPECIALIZED SERVICES	3,263,000	3,338,000
021	028	MAINTENANCE SVCS-BUILDING & STRUCTURES	0	0
021	029	MAINTENANCE SVCS-EQUIPMENT	233,510	233,510
021	030	RENTS & LEASES-BUILDINGS & STRUCTURES	0	0
021	031	RENTS & LEASES-EQUIPMENT	0	0
021	032	UTILITIES	0	0
021	034	SUBSISTANCE	0	0
021	035	OTHER CURRENT EXPENSES	454,420	504,420
021	052	TAXES; LICENSES & PERMITS	0	0
021	053	JUDGMENTS & CLAIMS	0	0
021	054	OTHER FIXED CHARGES	<u>35,000</u>	<u>35,000</u>
		<b>Subtotal Non-Personnel Services</b>	<b>4,267,820</b>	<b>4,397,520</b>
040	040	MATERIALS & SUPPLIES	547,335	587,335
060	060	EQUIPMENT	0	0
070	070	DEBT SERVICE	0	0
081	081	SERVICES OF OTHER DEPTS (AAO FUNDS)	0	0
086	086	EXPENDITURE RECOVERIES	(55,000)	(57,000)
		Small Capital Outlay	0	0
		Facilities Maintenance	0	0
		Annual Service Payment	0	0
		Surety Bond Fund	<u>0</u>	<u>0</u>
		<b>Subtotal Other Transfers</b>	<b>0</b>	<b>0</b>
		<b>Total</b>	<b>8,825,981</b>	<b>9,173,635</b>



**San Francisco Airport Commission  
Division Expense Summary  
FY 2014/15 and FY 2015/16 Approved Budget**

Char	Obj	Object Title	FY 2014/15 Chief Operating Officer	FY 2015/16 Chief Operating Officer
001	001	PERMANENT SALARIES-MISC	11,374,462	12,703,604
002	002	PERMANENT SALARIES-UNIFORM	0	0
005	005	TEMP SALARIES-MISC	328,000	295,000
009	009	PREMIUM PAY	187,100	187,100
010	010	ONE-TIME PAYMENTS	43,000	0
011	011	OVERTIME	8,000	13,000
012	012	HOLIDAY PAY	0	0
		<b>Subtotal Salaries</b>	<b>11,940,562</b>	<b>13,198,704</b>
013	013	FRINGE BENEFITS	4,855,713	4,962,901
020	020	OVERHEAD	0	0
021	021	TRAVEL	44,250	44,250
021	022	TRAINING	0	0
021	023	EMPLOYEE EXPENSES	3,450	3,450
021	024	MEMBERSHIP FEES	5,650	5,650
021	025	ENTERTAINMENT AND PROMOTION	3,000	3,000
021	026	COURT FEES AND OTHER COMPENSATION	0	0
021	027	PROFESSIONAL & SPECIALIZED SERVICES	1,199,000	1,351,000
021	028	MAINTENANCE SVCS-BUILDING & STRUCTURES	0	0
021	029	MAINTENANCE SVCS-EQUIPMENT	2,075,000	4,704,000
021	030	RENTS & LEASES-BUILDINGS & STRUCTURES	0	0
021	031	RENTS & LEASES-EQUIPMENT	0	0
021	032	UTILITIES	1,184,000	1,184,000
021	034	SUBSISTANCE	0	0
021	035	OTHER CURRENT EXPENSES	3,192,344	3,171,019
021	052	TAXES; LICENSES & PERMITS	0	0
021	053	JUDGMENTS & CLAIMS	0	0
021	054	OTHER FIXED CHARGES	0	0
		<b>Subtotal Non-Personnel Services</b>	<b>7,706,694</b>	<b>10,466,369</b>
040	040	MATERIALS & SUPPLIES	1,210,600	1,226,100
060	060	EQUIPMENT	498,995	272,569
070	070	DEBT SERVICE	0	0
081	081	SERVICES OF OTHER DEPTS (AAO FUNDS)	1,269,985	1,584,737
086	086	EXPENDITURE RECOVERIES	0	0
		Small Capital Outlay	0	0
		Facilities Maintenance	0	0
		Annual Service Payment	0	0
		Surety Bond Fund	0	0
		<b>Subtotal Other Transfers</b>	<b>0</b>	<b>0</b>
		<b>Total</b>	<b>27,482,549</b>	<b>31,711,380</b>

**San Francisco Airport Commission  
Division Expense Summary  
FY 2014/15 and FY 2015/16 Approved Budget**

		FY 2014/15	FY 2015/16	
Char	Obj	Object Title	Director's Office	Director's Office
001	001	PERMANENT SALARIES-MISC	1,813,315	1,904,986
002	002	PERMANENT SALARIES-UNIFORM	0	0
005	005	TEMP SALARIES-MISC	125,000	125,000
009	009	PREMIUM PAY	3,800	3,800
010	010	ONE-TIME PAYMENTS	0	0
011	011	OVERTIME	0	0
012	012	HOLIDAY PAY	0	0
		<b>Subtotal Salaries</b>	<b>1,942,115</b>	<b>2,033,786</b>
013	013	FRINGE BENEFITS	786,815	761,117
020	020	OVERHEAD	0	0
021	021	TRAVEL	84,500	84,500
021	022	TRAINING	435,500	435,500
021	023	EMPLOYEE EXPENSES	4,500	4,500
021	024	MEMBERSHIP FEES	332,000	332,000
021	025	ENTERTAINMENT AND PROMOTION	95,000	95,000
021	026	COURT FEES AND OTHER COMPENSATION	2,750	2,750
021	027	PROFESSIONAL & SPECIALIZED SERVICES	240,000	440,000
021	028	MAINTENANCE SVCS-BUILDING & STRUCTURES	0	0
021	029	MAINTENANCE SVCS-EQUIPMENT	0	0
021	030	RENTS & LEASES-BUILDINGS & STRUCTURES	0	0
021	031	RENTS & LEASES-EQUIPMENT	10,000	10,000
021	032	UTILITIES	0	0
021	034	SUBSISTANCE	0	0
021	035	OTHER CURRENT EXPENSES	240,500	240,500
021	052	TAXES; LICENSES & PERMITS	7,000	7,000
021	053	JUDGMENTS & CLAIMS	200,000	200,000
021	054	OTHER FIXED CHARGES	0	0
		<b>Subtotal Non-Personnel Services</b>	<b>1,651,750</b>	<b>1,851,750</b>
040	040	MATERIALS & SUPPLIES	86,200	86,200
060	060	EQUIPMENT	0	0
070	070	DEBT SERVICE	0	0
081	081	SERVICES OF OTHER DEPTS (AAO FUNDS)	3,750,330	3,750,330
086	086	EXPENDITURE RECOVERIES	0	0
		Small Capital Outlay	0	0
		Facilities Maintenance	0	0
		Annual Service Payment	0	0
		Surety Bond Fund	0	0
		<b>Subtotal Other Transfers</b>	<b>0</b>	<b>0</b>
		<b>Total</b>	<b>8,217,210</b>	<b>8,483,183</b>

**San Francisco Airport Commission  
Division Expense Summary  
FY 2014/15 and FY 2015/16 Approved Budget**

Char	Obj	Object Title	FY 2014/15 Facilities Maintenance	FY 2015/16 Facilities Maintenance
001	001	PERMANENT SALARIES-MISC	63,975,935	67,552,568
002	002	PERMANENT SALARIES-UNIFORM	0	0
005	005	TEMP SALARIES-MISC	455,000	480,000
009	009	PREMIUM PAY	3,232,000	3,232,000
010	010	ONE-TIME PAYMENTS	85,000	100,000
011	011	OVERTIME	1,531,000	1,562,000
012	012	HOLIDAY PAY	<u>1,014,500</u>	<u>1,014,500</u>
		<b>Subtotal Salaries</b>	<b>70,293,435</b>	<b>73,941,068</b>
013	013	FRINGE BENEFITS	33,074,710	32,521,932
020	020	OVERHEAD	0	0
021	021	TRAVEL	500	500
021	022	TRAINING	0	0
021	023	EMPLOYEE EXPENSES	800	800
021	024	MEMBERSHIP FEES	1,400	1,400
021	025	ENTERTAINMENT AND PROMOTION	0	0
021	026	COURT FEES AND OTHER COMPENSATION	0	0
021	027	PROFESSIONAL & SPECIALIZED SERVICES	10,000	10,000
021	028	MAINTENANCE SVCS-BUILDING & STRUCTURES	1,480,000	1,623,000
021	029	MAINTENANCE SVCS-EQUIPMENT	5,721,300	5,982,300
021	030	RENTS & LEASES-BUILDINGS & STRUCTURES	0	0
021	031	RENTS & LEASES-EQUIPMENT	185,000	185,000
021	032	UTILITIES	3,780,000	3,830,000
021	034	SUBSISTANCE	0	0
021	035	OTHER CURRENT EXPENSES	207,430	209,430
021	052	TAXES; LICENSES & PERMITS	113,200	113,200
021	053	JUDGMENTS & CLAIMS	0	0
021	054	OTHER FIXED CHARGES	<u>0</u>	<u>0</u>
		<b>Subtotal Non-Personnel Services</b>	<b>11,499,630</b>	<b>11,955,630</b>
040	040	MATERIALS & SUPPLIES	13,536,325	13,787,991
060	060	EQUIPMENT	1,760,805	1,352,368
070	070	DEBT SERVICE	0	0
081	081	SERVICES OF OTHER DEPTS (AAO FUNDS)	42,632,085	43,642,799
086	086	EXPENDITURE RECOVERIES	(8,000)	(8,000)
		Small Capital Outlay	0	0
		Facilities Maintenance	11,403,000	12,084,000
		Annual Service Payment	0	0
		Surety Bond Fund	<u>0</u>	<u>0</u>
		<b>Subtotal Other Transfers</b>	<b>11,403,000</b>	<b>12,084,000</b>
		<b>Total</b>	<b>184,191,990</b>	<b>189,277,788</b>

**San Francisco Airport Commission  
Division Expense Summary  
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Char	Obj	Object Title	FY 2014/15 Operations & Security	FY 2015/16 Operations & Security
001	001	PERMANENT SALARIES-MISC	17,440,860	18,410,231
002	002	PERMANENT SALARIES-UNIFORM	0	0
005	005	TEMP SALARIES-MISC	95,000	100,000
009	009	PREMIUM PAY	378,600	378,600
010	010	ONE-TIME PAYMENTS	0	0
011	011	OVERTIME	574,500	604,500
012	012	HOLIDAY PAY	<u>237,000</u>	<u>237,000</u>
		<b>Subtotal Salaries</b>	<b>18,725,960</b>	<b>19,730,331</b>
013	013	FRINGE BENEFITS	8,051,561	7,875,330
020	020	OVERHEAD	0	0
021	021	TRAVEL	45,800	45,800
021	022	TRAINING	0	0
021	023	EMPLOYEE EXPENSES	1,750	1,750
021	024	MEMBERSHIP FEES	8,325	8,275
021	025	ENTERTAINMENT AND PROMOTION	6,000	5,100
021	026	COURT FEES AND OTHER COMPENSATION	0	0
021	027	PROFESSIONAL & SPECIALIZED SERVICES	21,227,299	21,665,705
021	028	MAINTENANCE SVCS-BUILDING & STRUCTURES	0	0
021	029	MAINTENANCE SVCS-EQUIPMENT	16,998,198	17,804,896
021	030	RENTS & LEASES-BUILDINGS & STRUCTURES	0	0
021	031	RENTS & LEASES-EQUIPMENT	35,000	35,000
021	032	UTILITIES	50,000	50,000
021	034	SUBSISTANCE	0	0
021	035	OTHER CURRENT EXPENSES	669,900	669,300
021	052	TAXES; LICENSES & PERMITS	5,300	5,300
021	053	JUDGMENTS & CLAIMS	0	0
021	054	OTHER FIXED CHARGES	<u>0</u>	<u>0</u>
		<b>Subtotal Non-Personnel Services</b>	<b>39,047,572</b>	<b>40,291,126</b>
040	040	MATERIALS & SUPPLIES	587,300	577,300
060	060	EQUIPMENT	51,300	20,000
070	070	DEBT SERVICE	0	0
081	081	SERVICES OF OTHER DEPTS (AAO FUNDS)	40,000	40,000
086	086	EXPENDITURE RECOVERIES	0	0
		Small Capital Outlay	0	0
		Facilities Maintenance	0	0
		Annual Service Payment	0	0
		Surety Bond Fund	<u>0</u>	<u>0</u>
		<b>Subtotal Other Transfers</b>	<b>0</b>	<b>0</b>
		<b>Total</b>	<b>66,503,693</b>	<b>68,534,087</b>

**San Francisco Airport Commission  
Division Expense Summary  
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Char	Obj	Object Title	FY 2014/15 Design & Construction	FY 2015/16 Design & Construction
001	001	PERMANENT SALARIES-MISC	2,184,929	2,367,565
002	002	PERMANENT SALARIES-UNIFORM	0	0
005	005	TEMP SALARIES-MISC	289,521	279,085
009	009	PREMIUM PAY	73,900	73,900
010	010	ONE-TIME PAYMENTS	0	0
011	011	OVERTIME	25,500	25,500
012	012	HOLIDAY PAY	0	0
		<b>Subtotal Salaries</b>	<b>2,573,850</b>	<b>2,746,050</b>
013	013	FRINGE BENEFITS	942,593	973,684
020	020	OVERHEAD	1,766,036	1,723,614
021	021	TRAVEL	22,000	22,500
021	022	TRAINING	0	0
021	023	EMPLOYEE EXPENSES	1,125	1,125
021	024	MEMBERSHIP FEES	10,100	10,600
021	025	ENTERTAINMENT AND PROMOTION	3,500	3,500
021	026	COURT FEES AND OTHER COMPENSATION	0	0
021	027	PROFESSIONAL & SPECIALIZED SERVICES	100,000	100,000
021	028	MAINTENANCE SVCS-BUILDING & STRUCTURES	0	0
021	029	MAINTENANCE SVCS-EQUIPMENT	15,000	15,000
021	030	RENTS & LEASES-BUILDINGS & STRUCTURES	0	0
021	031	RENTS & LEASES-EQUIPMENT	5,000	5,000
021	032	UTILITIES	0	0
021	034	SUBSISTANCE	0	0
021	035	OTHER CURRENT EXPENSES	98,000	97,000
021	052	TAXES; LICENSES & PERMITS	125,000	125,000
021	053	JUDGMENTS & CLAIMS	0	0
021	054	OTHER FIXED CHARGES	0	0
		<b>Subtotal Non-Personnel Services</b>	<b>379,725</b>	<b>379,725</b>
040	040	MATERIALS & SUPPLIES	53,000	53,000
060	060	EQUIPMENT	0	0
070	070	DEBT SERVICE	0	0
081	081	SERVICES OF OTHER DEPTS (AAO FUNDS)	0	0
086	086	EXPENDITURE RECOVERIES	0	0
		Small Capital Outlay	0	0
		Facilities Maintenance	0	0
		Annual Service Payment	0	0
		Surety Bond Fund	0	0
		<b>Subtotal Other Transfers</b>	<b>0</b>	<b>0</b>
		<b>Total</b>	<b>5,715,204</b>	<b>5,876,073</b>

**San Francisco Airport Commission  
Division Expense Summary  
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Char	Obj	Object Title	FY 2014/15 Planning & Env. Affairs	FY 2015/16 Planning & Env. Affairs
001	001	PERMANENT SALARIES-MISC	1,491,222	1,581,716
002	002	PERMANENT SALARIES-UNIFORM	0	0
005	005	TEMP SALARIES-MISC	0	0
009	009	PREMIUM PAY	6,500	6,500
010	010	ONE-TIME PAYMENTS	4,310	0
011	011	OVERTIME	0	0
012	012	HOLIDAY PAY	0	0
		<b>Subtotal Salaries</b>	<b>1,502,032</b>	<b>1,588,216</b>
013	013	FRINGE BENEFITS	635,074	619,650
020	020	OVERHEAD	0	0
021	021	TRAVEL	10,800	10,800
021	022	TRAINING	0	0
021	023	EMPLOYEE EXPENSES	800	800
021	024	MEMBERSHIP FEES	2,175	2,175
021	025	ENTERTAINMENT AND PROMOTION	5,450	5,450
021	026	COURT FEES AND OTHER COMPENSATION	0	0
021	027	PROFESSIONAL & SPECIALIZED SERVICES	2,311,000	1,844,000
021	028	MAINTENANCE SVCS-BUILDING & STRUCTURES	0	0
021	029	MAINTENANCE SVCS-EQUIPMENT	0	0
021	030	RENTS & LEASES-BUILDINGS & STRUCTURES	8,000	8,000
021	031	RENTS & LEASES-EQUIPMENT	0	0
021	032	UTILITIES	0	0
021	034	SUBSISTANCE	0	0
021	035	OTHER CURRENT EXPENSES	19,200	19,200
021	052	TAXES; LICENSES & PERMITS	60,000	60,000
021	053	JUDGMENTS & CLAIMS	0	0
021	054	OTHER FIXED CHARGES	0	0
		<b>Subtotal Non-Personnel Services</b>	<b>2,417,425</b>	<b>1,950,425</b>
040	040	MATERIALS & SUPPLIES	6,000	6,000
060	060	EQUIPMENT	18,000	18,000
070	070	DEBT SERVICE	0	0
081	081	SERVICES OF OTHER DEPTS (AAO FUNDS)	10,000	10,000
086	086	EXPENDITURE RECOVERIES	0	0
		Small Capital Outlay	0	0
		Facilities Maintenance	0	0
		Annual Service Payment	0	0
		Surety Bond Fund	0	0
		<b>Subtotal Other Transfers</b>	<b>0</b>	<b>0</b>
		<b>Total</b>	<b>4,588,531</b>	<b>4,192,291</b>

**San Francisco Airport Commission  
Division Expense Summary  
FY 2014/15 and FY 2015/16 Approved Budget**

Char	Obj	Object Title	FY 2014/15 Fire Department	FY 2015/16 Fire Department
001	001	PERMANENT SALARIES-MISC	357,540	370,382
002	002	PERMANENT SALARIES-UNIFORM	10,960,598	11,107,498
005	005	TEMP SALARIES-MISC	0	0
009	009	PREMIUM PAY	1,863,367	1,881,182
010	010	ONE-TIME PAYMENTS	500,000	500,000
011	011	OVERTIME	3,739,049	3,774,117
012	012	HOLIDAY PAY	0	0
		<b>Subtotal Salaries</b>	<b>17,420,554</b>	<b>17,633,179</b>
013	013	FRINGE BENEFITS	4,902,893	4,627,245
020	020	OVERHEAD	0	0
021	021	TRAVEL	40,000	40,000
021	022	TRAINING	170,275	127,500
021	023	EMPLOYEE EXPENSES	0	0
021	024	MEMBERSHIP FEES	1,425	1,425
021	025	ENTERTAINMENT AND PROMOTION	0	0
021	026	COURT FEES AND OTHER COMPENSATION	0	0
021	027	PROFESSIONAL & SPECIALIZED SERVICES	0	0
021	028	MAINTENANCE SVCS-BUILDING & STRUCTURES	0	0
021	029	MAINTENANCE SVCS-EQUIPMENT	100,000	100,000
021	030	RENTS & LEASES-BUILDINGS & STRUCTURES	0	0
021	031	RENTS & LEASES-EQUIPMENT	0	0
021	032	UTILITIES	0	0
021	034	SUBSISTANCE	0	0
021	035	OTHER CURRENT EXPENSES	4,000	3,675
021	052	TAXES; LICENSES & PERMITS	0	0
021	053	JUDGMENTS & CLAIMS	0	0
021	054	OTHER FIXED CHARGES	0	0
		<b>Subtotal Non-Personnel Services</b>	<b>315,700</b>	<b>272,600</b>
040	040	MATERIALS & SUPPLIES	445,300	265,400
060	060	EQUIPMENT	33,000	27,000
070	070	DEBT SERVICE	0	0
081	081	SERVICES OF OTHER DEPTS (AAO FUNDS)	0	0
086	086	EXPENDITURE RECOVERIES	0	0
		Small Capital Outlay	0	0
		Facilities Maintenance	0	0
		Annual Service Payment	0	0
		Surety Bond Fund	0	0
		<b>Subtotal Other Transfers</b>	<b>0</b>	<b>0</b>
		<b>Total</b>	<b>23,117,447</b>	<b>22,825,424</b>

**San Francisco Airport Commission  
Division Expense Summary  
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Char	Obj	Object Title	FY 2014/15 Police Department	FY 2015/16 Police Department
001	001	PERMANENT SALARIES-MISC	9,550,234	9,921,525
002	002	PERMANENT SALARIES-UNIFORM	21,828,369	22,168,015
005	005	TEMP SALARIES-MISC	0	0
009	009	PREMIUM PAY	1,419,638	1,433,834
010	010	ONE-TIME PAYMENTS	646,500	772,500
011	011	OVERTIME	1,450,000	1,475,000
012	012	HOLIDAY PAY	<u>936,362</u>	<u>936,362</u>
		<b>Subtotal Salaries</b>	<b>35,831,103</b>	<b>36,707,236</b>
013	013	FRINGE BENEFITS	14,236,825	13,548,642
020	020	OVERHEAD	0	0
021	021	TRAVEL	35,500	35,500
021	022	TRAINING	130,000	130,000
021	023	EMPLOYEE EXPENSES	500	500
021	024	MEMBERSHIP FEES	1,100	1,100
021	025	ENTERTAINMENT AND PROMOTION	0	0
021	026	COURT FEES AND OTHER COMPENSATION	0	0
021	027	PROFESSIONAL & SPECIALIZED SERVICES	111,500	111,500
021	028	MAINTENANCE SVCS-BUILDING & STRUCTURES	0	0
021	029	MAINTENANCE SVCS-EQUIPMENT	40,000	40,000
021	030	RENTS & LEASES-BUILDINGS & STRUCTURES	0	0
021	031	RENTS & LEASES-EQUIPMENT	20,000	20,000
021	032	UTILITIES	21,000	21,000
021	034	SUBSISTANCE	40,000	46,000
021	035	OTHER CURRENT EXPENSES	28,500	28,500
021	052	TAXES; LICENSES & PERMITS	0	0
021	053	JUDGMENTS & CLAIMS	0	0
021	054	OTHER FIXED CHARGES	<u>0</u>	<u>0</u>
		<b>Subtotal Non-Personnel Services</b>	<b>428,100</b>	<b>434,100</b>
040	040	MATERIALS & SUPPLIES	436,000	432,000
060	060	EQUIPMENT	185,896	227,834
070	070	DEBT SERVICE	0	0
081	081	SERVICES OF OTHER DEPTS (AAO FUNDS)	2,258,710	2,224,108
086	086	EXPENDITURE RECOVERIES	0	0
		Small Capital Outlay	0	0
		Facilities Maintenance	0	0
		Annual Service Payment	0	0
		Surety Bond Fund	<u>0</u>	<u>0</u>
		<b>Subtotal Other Transfers</b>	<b>0</b>	<b>0</b>
		<b>Total</b>	<b>53,376,634</b>	<b>53,573,920</b>



**San Francisco Airport Commission  
Division Expense Summary  
FY 2014/15 and FY 2015/16 Approved Budget**

Char	Obj	Object Title	FY 2014/15 Airport Total	FY 2015/16 Airport Total
001	001	PERMANENT SALARIES-MISC	127,508,940	135,412,430
002	002	PERMANENT SALARIES-UNIFORM	32,788,967	33,275,513
005	005	TEMP SALARIES-MISC	2,379,153	2,332,885
009	009	PREMIUM PAY	7,225,705	7,258,916
010	010	ONE-TIME PAYMENTS	1,410,140	1,458,101
011	011	OVERTIME	7,347,769	7,473,837
012	012	HOLIDAY PAY	<u>2,187,862</u>	<u>2,187,862</u>
		<b>Subtotal Salaries</b>	<b>180,848,536</b>	<b>189,399,544</b>
013	013	FRINGE BENEFITS	128,905,160	101,470,185
020	020	OVERHEAD	1,766,036	1,723,614
021	021	TRAVEL	511,565	514,965
021	022	TRAINING	735,775	693,000
021	023	EMPLOYEE EXPENSES	74,795	74,795
021	024	MEMBERSHIP FEES	376,775	377,525
021	025	ENTERTAINMENT AND PROMOTION	258,550	284,650
021	026	COURT FEES AND OTHER COMPENSATION	10,750	10,750
021	027	PROFESSIONAL & SPECIALIZED SERVICES	57,632,000	58,591,461
021	028	MAINTENANCE SVCS-BUILDING & STRUCTURES	1,519,000	1,662,000
021	029	MAINTENANCE SVCS-EQUIPMENT	25,650,324	29,449,722
021	030	RENTS & LEASES-BUILDINGS & STRUCTURES	278,400	291,400
021	031	RENTS & LEASES-EQUIPMENT	257,500	257,500
021	032	UTILITIES	5,035,000	5,085,000
021	034	SUBSISTANCE	40,000	46,000
021	035	OTHER CURRENT EXPENSES	5,309,399	5,439,269
021	052	TAXES; LICENSES & PERMITS	2,790,500	2,844,500
021	053	JUDGMENTS & CLAIMS	200,000	200,000
021	054	OTHER FIXED CHARGES	<u>35,000</u>	<u>35,000</u>
		<b>Subtotal Non-Personnel Services</b>	<b>100,715,333</b>	<b>105,857,537</b>
040	040	MATERIALS & SUPPLIES	17,318,880	17,362,146
060	060	EQUIPMENT	2,722,336	1,972,180
070	070	DEBT SERVICE	390,477,686	424,391,269
081	081	SERVICES OF OTHER DEPTS (AAO FUNDS)	63,191,687	64,971,352
086	086	EXPENDITURE RECOVERIES	(63,000)	(65,000)
		Small Capital Outlay	4,509,000	4,869,000
		Facilities Maintenance	11,403,000	12,084,000
		Annual Service Payment	38,400,000	39,578,000
		Surety Bond Fund	<u>31,713</u>	<u>31,713</u>
		<b>Subtotal Other Transfers</b>	<b>54,343,713</b>	<b>56,562,713</b>
		<b>Total</b>	<b>940,226,367</b>	<b>963,645,540</b>