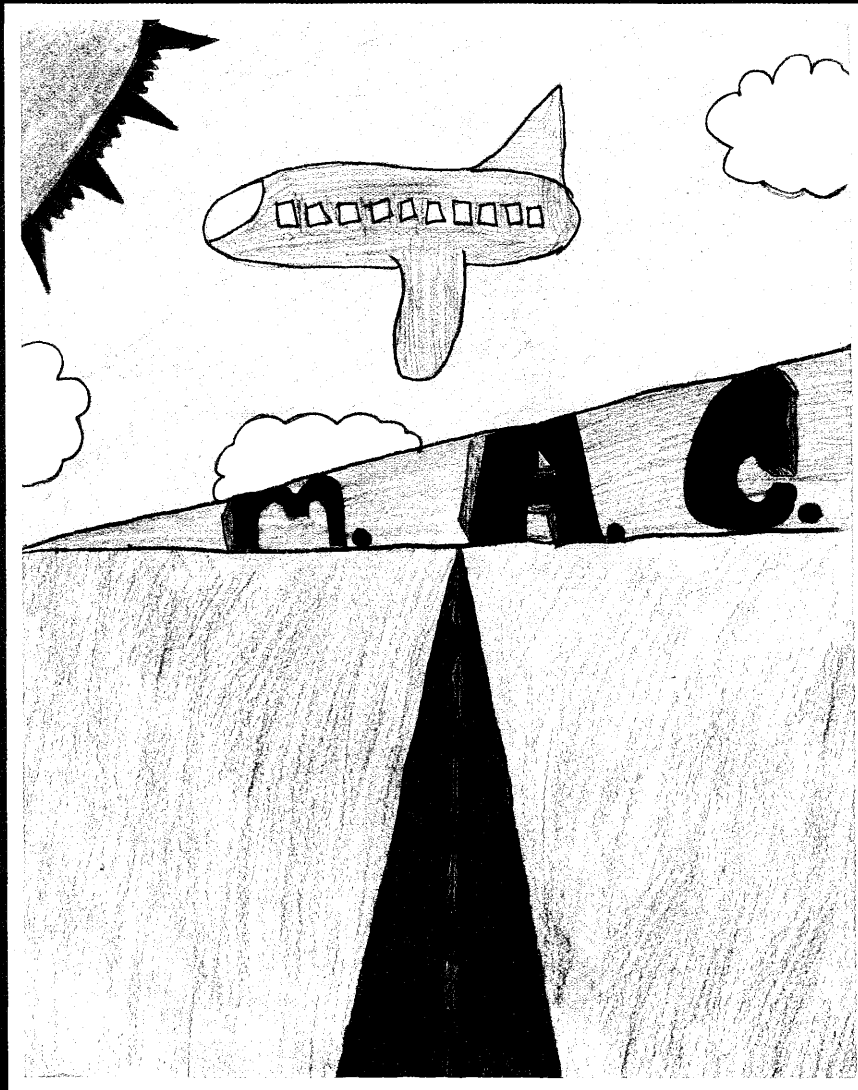




3 0307 00000 4328

**Minneapolis/St. Paul Minnesota • Metropolitan • Commission**



HE9813  
.M6  
M57  
2000

**2 0 0 0      e r a t i n g   B u d g e t**



**RECEIVED**

MAR 09 2000

LEGISLATIVE REFERENCE LIBRARY  
STATE OFFICE BUILDING  
ST. PAUL, MN 55155

# **METROPOLITAN AIRPORTS COMMISSION**

## **OUR VISION**

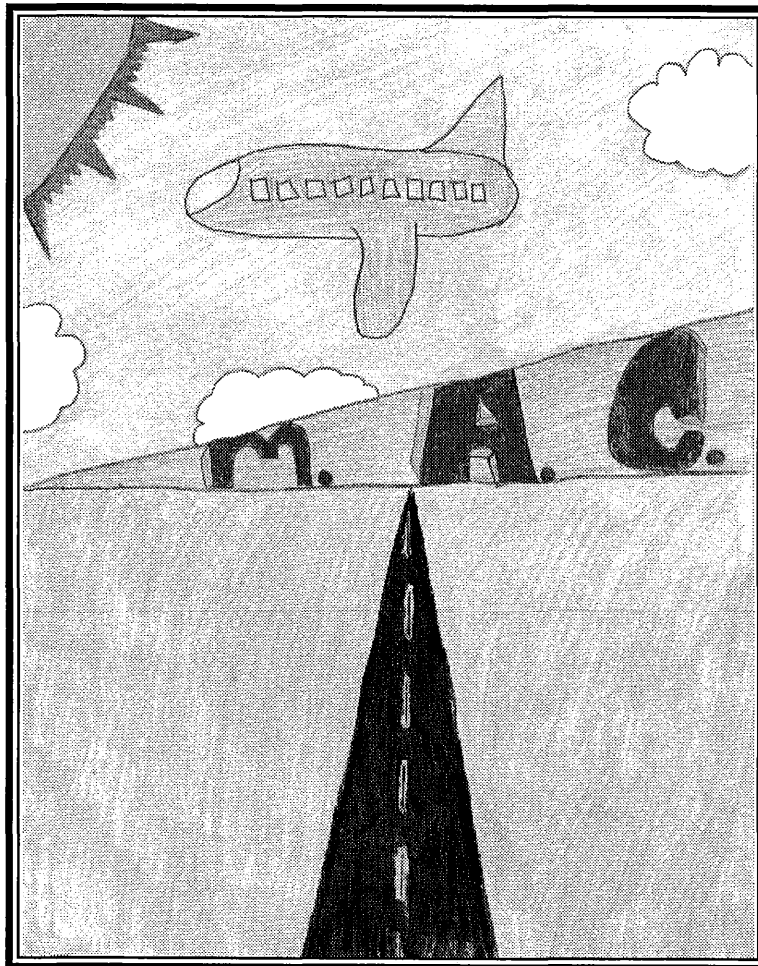
"Excellence in airport services is our vision and the measure of our success."

## **OUR MISSION STATEMENT**

"We provide and promote safe, convenient, environmentally sound and cost effective aviation services for our customers."

## **OUR VALUES**

- Integrity
- Customer Service
- Excellence
- Teamwork
- Commitment to the community and environment



***Drawing by: Catie Busch, Age 12  
Parents: Sandi and Steve Busch  
MAC Finanace Department***



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## TABLE OF CONTENTS – 2000 OPERATING BUDGET

	PAGE
<b>I. INTRODUCTION</b>	
Budget Message .....	2
GFOA Award .....	7
<b>II. GOALS AND OBJECTIVES</b>	
1999 Organizational Progress Report .....	8
1999 Departmental Progress Report .....	20
2000 Organizational Goals and Objectives .....	42
2000 Departmental Goals and Objectives .....	48
<b>III. OPERATING BUDGET – CASH FLOW</b>	
Summary .....	62
Financial Policies .....	62
Flow of Funds/Taxing Authority .....	64
Total Operating (including Non-Operating) Budget .....	67
Sources and Uses .....	67
<b>IV. OPERATING BUDGET REVENUE</b>	
Revenue/Expense Summary .....	70
Operating Revenues .....	71
Revenue Assumptions .....	73
<b>V. OPERATING BUDGET EXPENSE</b>	
Operating Expenses .....	82
Expense Assumptions .....	84
Detailed Expense Listing .....	92
<b>VI. OPERATING BUDGET CAPITAL EQUIPMENT</b>	
Capital Equipment Summary .....	122
<b>VII. BUDGET PROCESS</b>	
Description of Budget Preparation and Amendment Process .....	132
<b>VIII. ORGANIZATIONAL STRUCTURE</b>	
General Description .....	136
Chart of Organization .....	137
Department List .....	140
<b>IX. ORGANIZATIONAL PERSONNEL</b>	
Personnel Chart .....	142
Headcount Additions .....	145
<b>X. EXECUTIVE DIVISION</b>	
Department Summaries .....	146
<b>XI. LEGAL AFFAIRS DIVISION</b>	
Department Summaries .....	152
<b>XII. HUMAN RESOURCES DIVISION</b>	
Department Summaries .....	154

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## TABLE OF CONTENTS – 2000 OPERATING BUDGET

<b>XIII.</b>	<b>LABOR RELATIONS and GOVERNMENT AFFAIRS DIVISION</b>	
	Department Summaries .....	160
<b>XIV.</b>	<b>ENVIRONMENT AND PLANNING DIVISION</b>	
	Department Summaries .....	162
<b>XV.</b>	<b>ADMINISTRATIVE SERVICES DIVISION</b>	
	Department Summaries .....	166
<b>XVI.</b>	<b>OPERATIONS DIVISION</b>	
	Department Summaries .....	174
<b>XVII.</b>	<b>CONSTRUCTION BUDGET</b>	
	Capital Improvement Plan Summary and Policies .....	194
	Sources and Uses of Funds.....	197
	Projects-In-Process .....	198
	Capital Improvement Project Summaries .....	199
	MSP International.....	199
	Reliever Airports .....	204
<b>XVIII.</b>	<b>DEBT SERVICE BUDGET</b>	
	Debt Service Policies .....	208
	Debt Service Requirement.....	208
	Long Term Debt .....	209
	Debt Service Budget (Sources and Uses).....	212
<b>XIX.</b>	<b>STATISTICAL</b>	
	Historical Revenue / Expense Comparison.....	214
	Facility Comparison.....	217
	Commission Statistics .....	218
	Passengers.....	218
	Operations .....	219
	Cargo / Mail .....	220
	National Comparison.....	221
	Rates.....	221
	Concessions .....	222
	Industry .....	223
	Debt Ratios.....	223
	Financial Ratios.....	224
	Operating Ratios .....	225
	Population.....	226
	Airport Activity.....	228
<b>XX.</b>	<b>GLOSSARY</b> .....	230

# **MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION**

## **BUDGET MESSAGE – 2000 OPERATING BUDGET**

November 15, 1999

To The Public:

We are pleased to present the 2000 Metropolitan Airports Commission budget that was adopted by the Commission on November 15, 1999. Total operating revenue for 2000 is projected to be \$154,832,288 and operating expense is \$125,804,533.

The 2000 budget reflects the philosophy of MAC staff that the Commission should operate as a business and was prepared with the following guidelines in mind:

1. No taxes would be assessed to support MAC operations.
2. Debt service and a portion of construction costs would be fully funded by revenues.
3. Airline charges and rates would be reasonable as compared to other major airports.
4. A safe and efficient system of airports would be maintained.
5. The MAC would provide excellent service to its tenants and the travelling public.

### **FINANCE COMMITTEE**

During 1999 the Finance Committee reviewed and/or acted upon the following major activities: 1998 financial audit, 1999 GARB Series A & B Bonds, numerous tenant audits, short term borrowing policy, Special Facility Bond policy and the 2000 Operating Budget.

With regards to the Operating Budget for 2000, the Committee established guidelines that required significant justification for any item/area that caused an increase in total dollars. As new facilities continue to be placed into service, operating costs and personnel additions are necessary in order to maintain high quality service levels. The combination of additional facilities and restricted growth in expenditures created a significant challenge for staff. The results were for the most part beneficial, requiring staff to review processes in order to prioritize better and to look at alternative solutions to accomplish tasks with no reduction in service.

### **FUND OVERVIEW**

The Metropolitan Airports Commission (MAC) is accounted for as an Enterprise Fund. For internal purposes, MAC maintains three funds corresponding to three major functions: Operating Fund (Budget), Construction Fund (Budget) and Debt Service Fund (Budget). The Operating Fund maintains a balance of four months working capital (\$24.5 million in 2000). Transfers from this fund are made to both the Debt Service (based upon the required balance) and Construction Funds (remaining balance is transferred after debt service and operating balance are funded). The Construction Fund is used to finance the Capital Improvement Program, while the Debt Service Fund services the Commission's debt.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### BUDGET MESSAGE – 2000 OPERATING BUDGET

The table below is an overview of the Operating Fund and the required transfers.

<b>FUND BALANCE SUMMARY - 2000 BUDGET</b>					
<b>(\$ = 000)</b>					
	<b>1999</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Projection</u></b>	<b><u>Projection</u></b>
<b>OPERATING FUND</b>					
1/1 Balance	\$ 22,500	\$ 22,500	\$ 24,500	\$ 26,700	\$ 28,700
Sources Of Funds					
Operating Revenues	137,139	129,922	154,316	168,875	183,820
Interest Earnings	6,080	5,600	6,790	7,431	8,088
Total Sources of Funds	143,219	135,522	161,106	176,306	191,909
Uses of Funds					
Operating Expenses <sup>(excluding depreciation)</sup>	(68,919)	(67,450)	(73,920)	(79,860)	(86,121)
Equipment Purchases	(6,240)	(6,240)	(6,928)	(6,500)	(7,500)
Debt Service Transfer	(16,547)	(17,164)	(33,914)	(45,922)	(47,375)
Construction Fund Transfer	<u>(53,108)</u>	<u>(42,611)</u>	<u>(45,605)</u>	<u>(46,499)</u>	<u>(53,313)</u>
Total Uses of Funds	(144,814)	(133,465)	(160,367)	(178,781)	(194,309)
Net Change in Working Capital <sup>2</sup>	<u>1,595</u>	<u>(2,057)</u>	<u>(739)</u>	<u>2,476</u>	<u>2,400</u>
12/31 Balance	\$ 22,500	\$ 22,500	\$ 24,500	\$ 26,700	\$ 28,700

1 Interest Rate Assumed 5% in 1999 - 2002

2 Net change in working capital represents fluctuations in year-end operating payments and receivables.

As stated in the Commission's Financial Management Policies, the Operating Fund maintains a fund balance of four months working capital. A more detailed explanation regarding the Flow of Funds is included in the Operating Budget section – Flow of Funds/Taxing Authority.

### OPERATING BUDGET

Staff prepared the budget based on focusing the use of funds in areas that are most directly impacted by passengers and operations. In the past the Finance Committee or Budget Task Force had established revenue and expense growth targets. These were typically across the board increases and/or decreases. The 2000 Operating Budget used a process to redirect dollars from areas not impacted by passengers or operations to those areas that were. Service Centers were required to provide cost justification for any increase in their respective areas. The Operating Budget yielded projected revenue growth of 18.78% and expense growth of 13.97%. (See Revenue and Expense Assumptions for detail.)

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## BUDGET MESSAGE – 2000 OPERATING BUDGET

The following table is a summary of the 1999 and 2000 budgeted revenues and expenses:

(\$ = 000)			
	1999 <u>Estimate</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
<b>OPERATING REVENUE</b>			
Airline Rates & Charges	\$ 56,194	\$ 56,572	\$ 63,243
Concessions	62,370	58,084	67,136
Other	<u>18,575</u>	<u>15,266</u>	<u>24,453</u>
Total Operating Revenue	\$137,139	\$ 129,922	\$154,832
<b>OPERATING EXPENSE</b>			
Personnel	\$ 34,600	\$ 34,598	\$ 37,209
Administrative Expenses	1,400	1,431	1,758
Professional Services	4,600	4,561	4,801
Utilities	6,879	5,364	6,705
Operating Services	10,592	10,692	11,160
Maintenance	9,698	9,873	11,504
Depreciation	42,687	42,937	51,885
Other	<u>1,150</u>	<u>931</u>	<u>783</u>
Total Operating Expenses	<u>\$111,606</u>	<u>\$ 110,387</u>	<u>\$125,805</u>
Net Operating Income	<u>\$ 25,533</u>	<u>\$ 19,535</u>	<u>\$ 29,027</u>
*Required as a contribution to debt service and construction program financing.			

Service centers attempted to concentrate resources on the basic services provided to customers (airlines included), the travelling public, cargo shippers, and the owners and operators of general aviation aircraft. This meant shifting budget amounts to areas directly affected by activity or facility increases.

Revenues for 2000 are projected to grow \$24.9 million or 18.78% to \$154.8 million. Airline rates and charges are estimated to increase \$6.6 million or 11.66% to \$63.2 million. This increase can be attributed to additional depreciation and interest charges associated with runway reconstruction, deicing facilities, maintenance facilities, terminal improvements and new equipment. (See Revenue Assumptions explaining airlines rates and charges.) Concessions are projected to increase \$9.0 million or 15.49% to \$67.1 million. The increase is the result of new tenant agreements and additional parking facilities (See Revenue Assumptions – Concessions). Other revenue is forecasted to increase \$9.2 million or 60.18% to \$24.5 million. The additional revenue is primarily from the Customer Facility Charge paid by the Auto Rental Firms for their new facilities in the expanded parking decks.

Operating Expense is projected to increase \$15.4 million over the 1999 budget. Personnel costs are up 7.55% or \$2.6 million due to new positions in 1999 and 2000. Maintenance is increasing \$1.8 million or 18.20% because of expanded facilities. Depreciation will increase \$9.0 million due to the completion of numerous facilities. (See Depreciation Section under Expense Assumptions.) These three areas combine to account for \$13.4 million of the increase in operating expenses. Additional discussion is provided in the Expense Assumptions portion of the Operating Budget.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### BUDGET MESSAGE – 2000 OPERATING BUDGET

#### CAPITAL IMPROVEMENT PROGRAM

Each year the MAC approves Capital Projects that will start within the next twelve months, and a Capital Improvement Program which covers all projects which are to start during the second calendar year. In addition, a Capital Improvement Plan covering an additional five years is adopted.

Approved Capital Projects for 2000 is projected to be \$652,450,000. Funding for the program will come from funds currently on hand, federal and state grants, passenger facility charges Federal Letter of Intent (LOI) (See Construction Budget), internally generated funds, interest income, and the issuance of bonds. A summary of the Capital Improvement Program by Facility for 2000 compared with 1999 is as follows:

#### CAPITAL IMPROVEMENT PLAN SUMMARY (CIP) (\$ = 000)

	<u>1999</u>	<u>2000</u>
Minneapolis/St. Paul International		
Field & Runway	\$ 85,900	\$ 288,900
Environmental	42,470	31,370
Landside	<u>288,605</u>	<u>278,280</u>
Total Minneapolis/St. Paul International	\$416,975	\$598,550
Reliever Airports		
St. Paul	\$ 11,850	8,800
Flying Cloud	41,350	32,200
Crystal	1,200	750
Anoka	2,900	5,700
Lake Elmo	405	500
Airlake	<u>2,160</u>	<u>5,950</u>
Total Reliever Airports	\$ 59,865	\$53,900
Total All Facilities	<u>\$476,840</u>	<u>\$652,450</u>

A major difference in funding compared to previous years is the Federal Letter of Intent (LOI) (See Glossary for explanation). Bonds that are issued will be General Airport Revenue Bonds. A more detailed discussion of this program is provided in the Construction budget.

#### DEBT SERVICE

In 1999 the Commission issued its second Series of General Airport Revenue Bonds (GARBs). The Series A, B Bonds totaled \$267,510,000 and funded amount other things, terminal improvements and runway/taxiway improvements (See Debt Service/Construction Budgets for further details). It is anticipated that in the third quarter of 2000 the Commission will be issuing additional GARBs to fund a portion of the continued MSP capital program. Preliminary forecasts also indicate the likelihood of GARBs being needed in 2001. Issuance of bonds may be delayed depending upon timing and phasing of the capital program. Additional information is provided in the Debt Service Budget. The Commission does not anticipate any General Obligation Bond refundings in 2001.

# **MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION**

## **BUDGET MESSAGE – 2000 OPERATING BUDGET**

### **FUTURE OUTLOOK**

There are two issues which will have a significant impact on MAC as we proceed into 1999. The first issue is the expansion of MSP International. The second issue is Strategic Planning/Goals and Objectives.

#### **MSP International Expansion**

In 1996 the Commission and Legislature committed to the expansion of MSP International rather than build a new airport. Since that decision, development plans have focused on prioritizing the projects associated with a \$2.1 billion expansion and upgrade of the existing facilities through the year 2010. The timing of these projects will have a significant impact on which funding source is used. During the 1996 Legislative session, MAC received authority to issue General Airport Revenue Bonds (GARBs), Special Facility Bonds and PFC backed bonds. It is estimated that approximately 50% of the expansion and upgrade will be funded through the issuance of bonds. Other major funding sources will include Passenger Facility Charges and internally generated funds.

#### **Strategic Planning/Performance Leadership**

In 1999, MAC continued its strategic planning process by completing its third annual planning cycle. Employees, commissioners and management were invited to participate in the process.

Through strategic planning, MAC has improved the manner in which organizational goals are deployed to its divisions. Over the past couple of years department heads and their staffs have worked to link their objectives to the strategic plan, through MAC's Strategic Links process.

As a result, the alignment of department objectives with MAC's strategic direction has improved significantly. In 1999, computer technology was also utilized to streamline and simplify the planning and reporting process. Semi-annual updates to the strategic plan continue to be provided to Commissioners and employees to keep them informed of MAC's progress.

The cascading of organizational goals down through departments will continue to the individual level as we enter the Year 2000. The use of individual planning along with on-going coaching and feedback discussions will enhance the two-way communication between an employee and their supervisor. The use of individual planning will: 1) link individual objectives to department plans, 2) provide better direction to employees who have individual objectives, 3) help to increase productivity by eliminating duplicate work and 4) provide a basis for giving on-going feedback to employees about their work and for conducting a year end performance review with employees.

#### **AWARDS**

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Minneapolis-St. Paul Metropolitan Airports Commission for its annual budget for the fiscal year beginning January 1, 1999.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

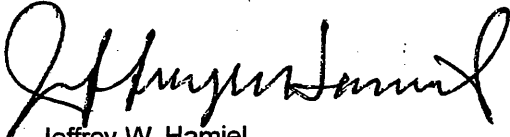
## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### BUDGET MESSAGE – 2000 OPERATING BUDGET

#### ACKNOWLEDGEMENT

This budget is the result of countless hours of work by the staff of the Finance Department and by Commissioners who served on the Finance Committee. A special thanks to everyone who helped develop the 2000 budget and who share the Commission's determination in making the MAC one of the most efficient and cost effective airport operators in the nation.

Respectfully submitted,



Jeffrey W. Hamiel  
Executive Director



Stephen L. Busch  
Director of Finance

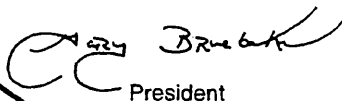


GOVERNMENT FINANCE OFFICERS ASSOCIATION

### *Distinguished Budget Presentation Award*

PRESENTED TO  
**Minneapolis/St. Paul Metropolitan Airports Commission,  
Minnesota**

For the Fiscal Year Beginning  
January 1, 1999

  
President  
Executive Director



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 ORGANIZATIONAL GOALS AND OBJECTIVES – PROGRESS REPORT

The Metropolitan Airports Commission completed its first strategic plan in 1998 and, beginning in 1999, utilized its strategic goals to drive department and individual planning throughout the organization. Mid-year and year-end reports were given to the Commissioners and employees to provide updates on the progress made throughout 1999. Over 100 accomplishments towards the achievement of our strategic plan were completed last year. As part of the planning cycle, developed to carry the plan forward, our first annual review of the strategic plan has been completed and the plan was revised to address future conditions. This annual planning cycle will continue as we begin to lay out plans for the year 2001 and beyond. The year-end report for 1999 is included here.

### Goal 1: To Operate a Safe and Secure Airport System

<i>Objective</i>	<i>Results Achieved</i>
<b>A. Develop and implement a comprehensive airport safety program on each of MAC's airports for employees, passengers and airfield users.</b>  <i>Status: Year to Date Actual Completion 50%</i>  <i>Year End Estimated Completion 100%</i>	<ul style="list-style-type: none"><li>✓ Hired a full-time Safety Specialist to assist in the day-to-day safety operation at MAC.</li><li>✓ Completed documentation of all Safety Programs.</li><li>✓ Developed and implemented a program addressing supervisor safety training and responsibilities.</li><li>✓ Initiated the development of a written construction safety program.</li></ul>
<b>B. Maintain and upgrade the security of the airports.</b>  <i>Status Year to Date Actual Completion 50%</i>  <i>Year End Estimated Completion 75%</i>	<ul style="list-style-type: none"><li>✓ Provided credit card fraud training to tenants.</li><li>✓ Added an additional first aid instructor.</li><li>✓ Assisted car rental agencies in development of loss prevention programs to address the transition to the new facility.</li><li>✓ Secured the services of an independent prosecutor to eliminate dependence on the City of Minneapolis and provide timely prosecution of airport cases.</li><li>✓ Conducted three security compliance "blitzes" with 20 citations issued.</li><li>✓ Added warning signs to security card readers to increase compliance.</li><li>✓ Replaced 8000 feet of security fencing with the new enhanced version.</li></ul>
<b>C. Develop strategies to minimize property and equipment damage.</b>  <i>Status: Year to Date Actual Completion 50%</i>  <i>Year End Estimated Completion 80%</i>	<ul style="list-style-type: none"><li>✓ Completed installation of a fleet management system at MSP.</li><li>✓ Completed system software testing for</li><li>✓ Developing an MSP Wildlife Awareness Campaign.</li></ul>

## Goal 2: To Provide World Class, Customer-Oriented Transportation Facilities at MSP

<i>Objective</i>	<i>Results Achieved</i>
<p><b>A. Continuously improve the customer experience.</b></p> <p><b>Status:</b>    <i>Year to Date Actual Completion</i>        <b>50%</b></p> <p>                  <i>Year End Estimated Completion</i>        <b>70%</b></p>	<ul style="list-style-type: none"> <li>✓ Created a customer service department at MSP.</li> <li>✓ Initiated the "MSP Service Professional Award Program" that recognizes employees who receive written compliments from the traveling public.</li> <li>✓ Developing a contingency plan to accommodate stranded passengers during weather-related emergencies at MSP.</li> <li>✓ Developing a customer service training program for airport employees.</li> <li>✓ Completed the implementation of the Concessions Plan:               <ul style="list-style-type: none"> <li>• Northstar Crossing - Opened:                   <ul style="list-style-type: none"> <li>– 2<sup>nd</sup> half of food court including (D'Amico &amp; Sons, Sbarro, Wok &amp; Roll/Kyoto, Cool Planet, and Wetzel's Pretzels)</li> <li>– Altitudes</li> <li>– InMotion Pictures</li> <li>– Museum Co. Store</li> <li>– Bow Wow Meow</li> <li>– Renovated (Royal Zeno Shines, Minnesota!, Tie Rack)</li> <li>– Touch the Earth became Spirit of the Red Horse</li> </ul> </li> <li>• Red Concourse – Opened:                   <ul style="list-style-type: none"> <li>– Urban Traveler</li> <li>– Simply Books</li> </ul> </li> <li>• Blue Concourse – Opened:                   <ul style="list-style-type: none"> <li>– Food Court (Pizza Hut, Caribou Coffee, Burger King, TCBY Treats, Cinnabon)</li> </ul> </li> <li>• Green Concourse                   <ul style="list-style-type: none"> <li>– Minnesota! Store</li> <li>– Airport Barber &amp; Stylists</li> <li>– Renovated Wilson's Leather</li> </ul> </li> </ul> </li> </ul>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 ORGANIZATIONAL GOALS AND OBJECTIVES – PROGRESS REPORT

<i>Objective</i>	<i>Results Achieved</i>
<p><b>B. Maintain and upgrade existing airside and Landside facilities.</b></p> <p><b>Status:</b>    <i>Year to Date Actual Completion</i>        <b>65%</b></p> <p>                  <i>Year End Estimated Completion</i>        <b>100%</b></p>	<ul style="list-style-type: none"> <li>✓ Began implementation of the 1999 Capital Improvement Program by awarding 52 bids with a total value of \$187 million.</li> <li>✓ Continued construction on major projects including: <ul style="list-style-type: none"> <li>• Parking-Auto Rental Expansion.</li> <li>• Automated People Mover.</li> </ul> </li> <li>✓ Began construction on major project still underway at mid-year including: <ul style="list-style-type: none"> <li>• Runway 12R-30L Reconstruction/Taxiway W – Segment 3</li> <li>• Inbound-Outbound Roadway Relocation.</li> <li>• Return to Terminal Loop.</li> <li>• North-South Runway Site Preparation.</li> <li>• North South Runway Storm Water</li> <li>• Green Concourse Extension Apron and Building.</li> <li>• Part 150 Residential Sound Insulation Program.</li> <li>• School Insulation Program.</li> </ul> </li> <li>✓ Initiated development of 2000-2007 CIP.</li> <li>✓ Replacement of parking lot count system for Econolot is substantially complete. Short-Term, General, and Garage are scheduled for conversion Aug-Oct.</li> <li>✓ Obtained Commission approval to construct a new HHH terminal.</li> </ul>
<p><b>C. Provide additional facilities through the implementation of the 2010 Plan to support growth and economic vitality.</b></p> <p><b>Status:</b>    <i>Year to Date Actual Completion</i>        <b>60%</b></p> <p>                  <i>Year End Estimated Completion</i>        <b>100%</b></p>	<ul style="list-style-type: none"> <li>✓ Completed the following 1999 activities related to 2010 Plan implementation: <ul style="list-style-type: none"> <li>• Exchange of the Met Center and Kelley-Lounsbury properties.</li> <li>• Appraisals and negotiations for other Runway Protection Zone properties.</li> <li>• Formation of the Low Frequency Noise Policy Committee.</li> <li>• Update of Runway 4-22 Extension environmental information for FAA.</li> <li>• Negotiations with airport tenants for lease acquisition and replacement facilities.</li> </ul> </li> </ul>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 ORGANIZATIONAL GOALS AND OBJECTIVES – PROGRESS REPORT

### Goal 3: To Build and Strengthen a Productive and Rewarding Work Environment that Demonstrates Trust and Respect

<i>Objective</i>	<i>Results Achieved</i>
<p><b>A. Attract and retain a qualified, diverse work force.</b></p> <p><i>Status: Year to Date Actual Completion 50%</i></p> <p><i>Year End Estimated Completion 95%</i></p>	<p>✓ Implementing an employee referral program. MAC employees have referred successful candidates for nine positions in 1999.</p>
<p><b>B. Provide resources necessary for employees to do their jobs.</b></p> <p><i>Status: Year to Date Actual Completion 50%</i></p> <p><i>Year End Estimated Completion 85%</i></p>	<p>✓ Enhanced the new employee orientation process and incorporated it into MAC's overall employee development program.</p> <p>✓ Identified a core curriculum for supervisory and management training and development, with the assistance of a management advisory group.</p> <p>✓ Developed an orientation program for supervisors and delivered it to 16 new supervisors.</p> <p>✓ Established an organization-wide Internal Training Network to assist with an organizational training needs assessment, to develop an organizational training matrix and schedule, and to strengthen MAC's ability to deliver training internally.</p> <p>✓ Developed and marketed a multi-media training resource library for use by all employees.</p> <p>✓ Completed needs assessment and selected system for new Computer Aided Dispatch System; system to go live October 6, 1999.</p> <p>✓ Completed 90% Y2K compliance on critical systems throughout MAC as of July 1999.</p>
<p><b>C. Continuously improve internal customer service.</b></p> <p><i>Status: Year to Date Actual Completion 0%</i></p> <p><i>Year End Estimated Completion 0%</i></p>	
<p><b>D. Improve employee job satisfaction and recognition.</b></p> <p><i>Status: Year to Date Actual Completion 30%</i></p> <p><i>Year End Estimated Completion 50%</i></p>	<p>✓ Increased employee participation in the 1999 Healthpath Assessment by 14.4% over the 1998 participation level.</p>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 ORGANIZATIONAL GOALS AND OBJECTIVES – PROGRESS REPORT

<i>Objective</i>	<i>Results Achieved</i>
<b>E. Review existing policies and procedures.</b>  <b>Status:</b> Year to Date Actual Completion 100%  Year End Estimated Completion 100%	<ul style="list-style-type: none"> <li>✓ Development of HR Policies and Procedures Manual and Administrative Policies and Procedures Manual completed in 1998.</li> <li>✓ Distributed the HR Policies and Procedures Manual to all supervisors and managers in May 1999.</li> </ul>
<b>F. Establish sound employee relations practices.</b>  <b>Status:</b> Year to Date Actual Completion 40%  Year End Estimated Completion 70%	<ul style="list-style-type: none"> <li>✓ Implemented a performance review feedback process for senior management. Process will be rolled out to the organization in 2000.</li> <li>✓ Prepared for labor negotiations by conducting surveys and indentifying internal compensation issues.</li> </ul>

## Goal 4: To Communicate Proactively and Effectively

<i>Objective</i>	<i>Results Achieved</i>
<b>A. Strengthen internal communications.</b>  <b>Status:</b> Year to Date Actual Completion 0%  Year End Estimated Completion 0%	<ul style="list-style-type: none"> <li>✓ Reformatted Tailwinds, MAC's employee newsletter.</li> <li>✓ Coordinated brown bag lunches with the Executive Director and individual departments.</li> <li>✓ Provided a weekly update on organizational activities and one-line messages from the Executive Director.</li> </ul>
<b>B. Enhance our public image.</b>  <b>Status:</b> Year to Date Actual Completion 0%  Year End Estimated Completion 0%	<ul style="list-style-type: none"> <li>✓ Conducted press briefing on 1999 construction projects.</li> <li>✓ Coordinated groundbreaking for new runway at MSP.</li> <li>✓ Conducted media tour of new car rental facilities and parking ramp.</li> <li>✓ Conducted research and focus groups regarding airport development issues, including naming and wayfinding.</li> <li>✓ Developing a new web site for external audiences.</li> </ul>
<b>C. Provide necessary technology for improved communications.</b>  <b>Status:</b> Year to Date Actual Completion 75%  Year End Estimated Completion 90%	<ul style="list-style-type: none"> <li>✓ Substantially completed the intranet infrastructure and content development.</li> <li>✓ Completed server upgrades of MACNET in July.</li> <li>✓ Completed assessment for remote access to Outlook via hand-held devices; Outlook is now available via the Internet connection.</li> <li>✓ Expanded the capability for MACNET management with tools for monitoring Internet use.</li> <li>✓ Hired a Software Application Specialist.</li> </ul>

## Goal 5: To Contribute to the Economic Vitality of the Region by Expanding and Improving Air Service

<i>Objective</i>	<i>Results Achieved</i>
<p><b>A. Develop a strategic marketing plan for MAC's airport system.</b></p> <p><b>Status:</b>    <i>Year to Date Actual Completion</i>    <b>75%</b></p> <p>                  <i>Year End Estimated Completion</i>    <b>100%</b></p>	<ul style="list-style-type: none"> <li>✓ Met with the following airlines to discuss new passenger and air cargo service for MSP: <ul style="list-style-type: none"> <li>• Southwest</li> <li>• Midway</li> <li>• Midwest Express</li> <li>• Spirit Airlines</li> <li>• Air Tran</li> <li>• Miami Air</li> <li>• Atlantic Coast Air</li> <li>• Virgin Atlantic</li> <li>• British Airways</li> <li>• Cathay Pacific</li> <li>• China Airlines</li> <li>• Lufthansa</li> </ul> </li> <li>✓ Developed marketing promotional strategies for the following events: <ul style="list-style-type: none"> <li>• Transportation Club Expo</li> <li>• International Air Cargo Conference and Exhibit</li> <li>• Oshkosh Air Show</li> </ul> </li> <li>✓ In conjunction with the Airport Task Force, planned and orchestrated two-community air service competition forums.</li> <li>✓ Sun Country Airlines began scheduled service, June 1999.</li> </ul>

## Goal 6: To Meet the Capital Development, Operating and Debt Service Requirements of the Airport System While Preserving Our Financial Strength

<i>Objective</i>	<i>Result Achieved</i>
<p><b>A. Provide creative, responsible funding for completion of the 2010 plan.</b></p> <p><b>Status:</b> Year to Date Actual Completion 90%</p> <p>Year End Estimated Completion 95%</p>	<ul style="list-style-type: none"> <li>✓ Issued \$268 million of General Airport Revenue bonds to finance Capital Improvement projects</li> <li>✓ Initiated the 5<sup>th</sup> PFC application.</li> <li>✓ Adapted a Special Facility Financing Policy</li> </ul>
<p><b>B. Maximize all sources of revenue and maintain competitive rates and charges.</b></p> <p><b>Status:</b> Year to Date Actual Completion 60%</p> <p>Year End Estimated Completion 100%</p>	<ul style="list-style-type: none"> <li>✓ Reached conceptual agreement with airlines concerning the airline use lease agreement.</li> <li>✓ Completed scheduled internal audits of airport tenants. <ul style="list-style-type: none"> <li>• Sun Country Airlines</li> <li>• Anoka Flight Training</li> </ul> </li> <li>✓ Opened the Business Conference Center.</li> <li>✓ Revised Ordinance #84 that established fees at the HHH Terminal.</li> <li>✓ Approved the Supplemental Agreement with Sun Country Airline for use and occupancy of the HHH Terminal.</li> <li>✓ Adopted a majority of the recommendations made by the Blue Ribbon Panel.</li> </ul>
<p><b>C. Provide cost effective services.</b></p> <p><b>Status:</b> Year to Date Actual Completion 50%</p> <p>Year End Estimated Completion 100%</p>	<ul style="list-style-type: none"> <li>✓ Completed scheduled consultant and vendor internal audits. <ul style="list-style-type: none"> <li>• Millar Elevator Service Company</li> <li>• ABM Janitorial Services</li> </ul> </li> <li>✓ Submitted expiring service contracts for bidding, RFP., or extension <ul style="list-style-type: none"> <li>• Security service for Gate D at MSP – St. Paul Downtown Airport</li> <li>• ABM Janitorial Contract</li> </ul> </li> <li>✓ Completed a study outlining buying strategies for electricity.</li> <li>✓ Established a restricted fund for medical and health care benefits.</li> <li>✓ Completed preliminary work necessary to implement a purchasing card system.</li> <li>✓ Evaluating an owner-controlled insurance program for ongoing construction projects.</li> </ul>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 ORGANIZATIONAL GOALS AND OBJECTIVES – PROGRESS REPORT

### Goal 7: To Maximize the Utilization of the Reliever Airport System

<i>Objective</i>	<i>Results Achieved</i>
<b>A. Improve financial viability of the airports.</b>  <b>Status:</b> <i>Year to Date Actual Completion</i> 60%  <i>Year End Estimated Completion</i> 90%	✓ Implemented the new rate structure at the Reliever Airports.
<b>B. Ensure compatible and orderly development of Airport land and establish guidelines for the use of airport facilities.</b>  <b>Status:</b> <i>Year to Date Actual Completion</i> 80%  <i>Year End Estimated Completion</i> 100%	✓ Streamlined the leasing process. ✓ Revised the leasing policy. ✓ Developed new leasing forms to be implemented 1/1/00.
<b>C. Improving customer service.</b>  <b>Status:</b> <i>Year to Date Actual Completion</i> 30%  <i>Year End Estimated Completion</i> 70%	✓ Conducted legislative briefings on Reliever Airport issues. ✓ Updated the Beacon newsletter.
<b>D. Strengthen community relations.</b>  <b>Status:</b> <i>Year to Date Actual Completion</i> 40%  <i>Year End Estimated Completion</i> 50%	
<b>E. Develop marketing plan(s).</b>  <b>Status:</b> <i>Year to Date Actual Completion</i> 60%  <i>Year End Estimated Completion</i> 90%	✓ Developed advertising for aviation trade magazines to increase the utilization of St. Paul Downtown Airport. Ads will begin late in 1999.



**Goal 8: To Strengthen Partner and Stakeholder Relationships**

<b>Objective</b>		<b>Results Achieved</b>
<b>A. Develop specific strategies to strengthen relationships.</b>		<ul style="list-style-type: none"> <li>✓ Met with congressional members on MAC issues including PFC's, AIP funding, competition, LRT, Wildlife Refuge agreement and Navy land transfer.</li> <li>✓ Presented MAC's position during the 1999 legislative session. Bills passed into law include: <ul style="list-style-type: none"> <li>• Creation of an airport impact zone for the city of Richfield and the Governor's Airport Community Stabilization Funding Task Force</li> <li>• Surface transportation deregulation with regulatory authority language for MAC</li> <li>• LRT funding</li> <li>• Y2K liability</li> <li>• 911 dispatcher immunity</li> </ul> </li> <li>✓ Successfully defeated several bills/ amendments which would have: <ul style="list-style-type: none"> <li>• Limited reliever airport expansion</li> <li>• Halted construction of north/south runway and implementation of the 2010 plan</li> <li>• Required airport and low frequency noise mitigation studies.</li> </ul> </li> <li>✓ Provided briefings and airport tours for state and federal legislators.</li> <li>✓ Negotiated all project labor agreements where beneficial to MAC on behalf of Airport Development.</li> </ul>
<b>Status</b>	<b>Year to Date Actual Completion</b> 70%  <b>Year End Estimated Completion</b> 100%	

## Goal 9: To Continue Our Leadership in Environmental Mitigation

<i>Objective</i>	<i>Results Achieved</i>
<p><b>A. Develop and maintain good working relationships with the public, affected communities and regulatory agencies.</b></p> <p><b>Status</b>    <i>Year to Date Actual Completion</i>    <b>50%</b></p> <p>                  <i>Year End Estimated Completion</i>    <b>100%</b></p>	<ul style="list-style-type: none"> <li>✓ Continued meetings with community groups, specifically in Eden Prairie and in communities around Anoka County-Blaine Airport.</li> <li>✓ Met with MPCA regarding water quality/air quality issues.</li> </ul>
<p><b>B. Develop and implement a noise mitigation program for each MAC airport</b></p> <p><b>Status</b>    <i>Year to Date Actual Completion</i>    <b>50%</b></p> <p>                  <i>Year End Estimated Completion</i>    <b>100%</b></p>	<ul style="list-style-type: none"> <li>✓ Continued tracking Stage II nighttime agreements.</li> <li>✓ Continued tracking Stage III aircraft utilization.</li> <li>✓ Continued residential insulation program / school insulation program.</li> <li>✓ Provided support to MASAC.</li> <li>✓ Completed analyses of: <ul style="list-style-type: none"> <li>• Corridor compliance.</li> <li>• Runup Noise impacts.</li> </ul> </li> </ul>
<p><b>C. Implement a Water Quality management program at each MAC airport in coordination with affected tenants.</b></p> <p><b>Status</b>    <i>Year to Date Actual Completion</i>    <b>50%</b></p> <p>                  <i>Year End Estimated Completion</i>    <b>100%</b></p>	<ul style="list-style-type: none"> <li>✓ Monitored water quality compliance.</li> <li>✓ Continued negotiations with MPCA regarding NPDES permit renewal.</li> </ul>
<p><b>D. Integrate mitigation programs/procedures with each development project.</b></p> <p><b>Status</b>    <i>Year to Date Actual Completion</i>    <b>50%</b></p> <p>                  <i>Year End Estimated Completion</i>    <b>100%</b></p>	<ul style="list-style-type: none"> <li>✓ Received DNR permits for North-South Runway construction.</li> <li>✓ Received Corps of Engineers permits for North-South Runway construction.</li> <li>✓ Continued discussions with NDR regarding future wetland mitigation.</li> </ul>

**Goal 10: To Commit to Excellence Through Strategic Planning**

<b><i>Objective</i></b>	<b><i>Results Achieved</i></b>
<b>A. Develop an integrated process that ensures the implementation of strategic planning.</b>  <b>Status:</b> <i>Year to Date Actual Completion</i> <b>100%</b>  <i>Year End Estimated Completion</i> <b>100%</b>	✓ Completed in 1998. Improvements to the process in 1999 include the development of an Access database that enables collection and dissemination of Strategic Plan Information.
<b>B. Develop appropriate evaluation measures to track progress, review and update.</b>  <b>Status:</b> <i>Year to Date Actual Completion</i> <b>40%</b>  <i>Year End Estimated Completion</i> <b>100%</b>	✓ Consolidation of organizational measures in process.
<b>C. Develop and implement an internal and external process for communicating the strategic plan.</b>  <b>Status:</b> <i>Year to Date Actual Completion</i> <b>100%</b>  <i>Year End Estimated Completion</i> <b>100%</b>	✓ Completed in 1998.

**This page has intentional been left blank.**

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

### **Administrative Services**

<b>Key Elements of Plan</b>	Improve measurement of strategic goals by implementing the Balanced Scorecard and training employees on measurement techniques.
<b>Expected Outcome/ Measure of Success</b>	Progress on goals is tracked.
<b>Comments</b>	Balanced Scorecard has been abandoned at this point. Employees will be trained how to set measurable goals during the 2001 Planning Process.
<b>Percent Complete Year End</b>	0 %
<b>Key Elements of Plan</b>	Reduce travel costs by evaluating the process used to secure travel services and making appropriate changes.
<b>Expected Outcome/ Measure of Success</b>	
<b>Comments</b>	By year end a pilot program was established in Administrative Services, Public Safety and the Executive Director that will continue through the first quarter of 2000. Delay in hiring an employee to assume all travel responsibilities has delayed implementation of the program.
<b>Percent Complete Year End</b>	35 %
<b>Key Elements of Plan</b>	Develop an organizational business continuity plan by planning and overseeing the development of a plan to execute their organizational effort.
<b>Expected Outcome/ Measure of Success</b>	
<b>Comments</b>	Departmental contingency plans are being developed as part of the Y2K effort. These will serve as a basis for the organizational business continuity plan.
<b>Percent Complete Year End</b>	50 %
<b>Key Elements of Plan</b>	Increase the effectiveness of gathering and disseminating strategic plan information.
<b>Expected Outcome/ Measure of Success</b>	All MAC employees, commissioners and stakeholders are knowledgeable about MAC's direction and progress on the strategic plan.
<b>Comments</b>	Process for reporting was improved during the 2000 Planning cycle. Two reports have been issued to date.
<b>Percent Complete Year End</b>	100 %

### **ADO**

<b>Key Elements of Plan</b>	Update and expand HHH Terminal Operating Procedures.
<b>Expected Outcome/ Measure of Success</b>	Procedures that include aircraft parking, deicing, engine run-ups and maintenance.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

### Comments

Percent Complete Year  
End

0 %

Key Elements of Plan

Continue to work with other divisions to ensure that operational input is considered in the planning of on-going and future projects.

Expected Outcome/  
Measure of Success

### Comments

The operational needs of the airport are being considered more than in the past. Airport Operations staff are invited to most decision making meetings to ensure that the facility being designed will work when completed. High success on landside facilities, marginal success on airside projects. More coordination and input needed to make this a truly world class airport.

Percent Complete Year  
End

60 %

Key Elements of Plan

Amend and update Ordinance No. 77.

Expected Outcome/  
Measure of Success

Revised HHH Terminal use fee structure.

### Comments

Percent Complete Year  
End

100 %

Key Elements of Plan

Obtain Commission approval to construct new HHH Terminal.

Expected Outcome/  
Measure of Success

New passenger terminal for charter and new entrant O&D carriers at MSP.

### Comments

Percent Complete Year  
End

100 %

Key Elements of Plan

Resolve operational problems and customer complaints regarding the Lindbergh Terminal International Arrival Facility (IAF).

Expected Outcome/  
Measure of Success

Users group to identify and improve international processing.

### Comments

To date, the group has helped improve service on many fronts, including the start of new service from Icelandair.

Percent Complete Year  
End

100 %

### *Airside-ADO*

Key Elements of Plan

Continue with and measure effectiveness of MSP Movement Area Driver's Certification Program.

Expected Outcome/  
Measure of Success

### Comments

Percent Complete Year  
End

0 %

Key Elements of Plan

Provide an adequate friction measuring system backup.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

<b>Expected Outcome/ Measure of Success</b>	Backup system is in place for critical winter operations.
<b>Comments</b>	Year 2000 project.
<b>Percent Complete Year End</b>	0 %
<b>Key Elements of Plan</b>	Provide contingency planning for all systems that may be affected by Y2K.
<b>Expected Outcome/ Measure of Success</b>	Backup plans are in place should systems fail.
<b>Comments</b>	
<b>Percent Complete Year End</b>	0 %
<b>Key Elements of Plan</b>	Replace or supplement existing friction measuring equipment and Data Link System.
<b>Expected Outcome/ Measure of Success</b>	
<b>Comments</b>	Removed from 1999 budget. Anticipate that it will be worked on in 2000.
<b>Percent Complete Year End</b>	0 %
<b>Key Elements of Plan</b>	Review Ordinance No. 82 applicability to licensing programs.
<b>Expected Outcome/ Measure of Success</b>	
<b>Comments</b>	
<b>Percent Complete Year End</b>	0 %
<b>Key Elements of Plan</b>	Develop processes that address airfield operational needs TracLink System.
<b>Expected Outcome/ Measure of Success</b>	
<b>Comments</b>	
<b>Percent Complete Year End</b>	25 %
<b>Key Elements of Plan</b>	Implement Trac Link as primary part of Runway Incursion Prevention Program.
<b>Expected Outcome/ Measure of Success</b>	
<b>Comments</b>	No barriers identified.
<b>Percent Complete Year End</b>	25 %
<b>Key Elements of Plan</b>	Implement USDA Wildlife Services recommendations as followup to MSP Wildlife Ecological Survey.
<b>Expected Outcome/ Measure of Success</b>	

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

Comments	Received 62 recommendations.
Percent Complete Year End	25 %
Key Elements of Plan	Implement formal runway friction management program.
Expected Outcome/ Measure of Success	
Comments	Remainder of equipment for implementation is expected to be procured in 2000.
Percent Complete Year End	75 %
Key Elements of Plan	Bring all systems into Y2K compliance.
Expected Outcome/ Measure of Success	Systems do not fail.
Comments	
Percent Complete Year End	100 %
Key Elements of Plan	Continue systems integration with FAXNET, SCAN, TracLink, MACNET, and SFT Data Link.
Expected Outcome/ Measure of Success	
Comments	
Percent Complete Year End	100 %
Key Elements of Plan	Develop a promotional program for interested schools that market MAC's internship program.
Expected Outcome/ Measure of Success	Three month summer internships.
Comments	
Percent Complete Year End	100 %
Key Elements of Plan	Implement formal runway friction management program.
Expected Outcome/ Measure of Success	
Comments	Staff has conducted preliminary friction surveys in July with final surveys to be completed in September. Rubber removal in process. Friction measurement program is status quo.
Percent Complete Year End	100 %
Key Elements of Plan	Plan and lay the foundation for MSP AOA Driver's Licensing Program.
Expected Outcome/ Measure of Success	



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

**Comments** Staff has met with tenants and broached the topic of an airport-wide driver's licensing program. Program funding has been submitted for 2000.

**Percent Complete Year End** 100 %

**Key Elements of Plan** Provide contingency planning for all systems that may be affected by Y2K.

**Expected Outcome/ Measure of Success** Backup plans are in place should systems fail.

**Comments**

**Percent Complete Year End** 100 %

**Key Elements of Plan** Review/revise all winter operations processes with MAC departments, FAA and tenants to better allocate resources with needs.

**Expected Outcome/ Measure of Success**

**Comments**

**Percent Complete Year End** 100 %

### **Commercial Management Airline Affairs**

**Key Elements of Plan** Continue to implement the Concessions Development Program.

**Expected Outcome/ Measure of Success**

**Comments**

**Percent Complete Year End** 0 %

**Key Elements of Plan** Increase DBE concessions to 8% of total by 12/99.

**Expected Outcome/ Measure of Success**

**Comments**

**Percent Complete Year End** 20 %

**Key Elements of Plan** Work with business, government, and community agencies/associations to identify air service needs and opportunities; Foster development of the various users of the Airports: travel agencies, cargo shippers, freight forwarders, visitor/convention bureaus.

**Expected Outcome/ Measure of Success**

**Comments**

**Percent Complete Year End** 30 %

**Key Elements of Plan** Seek out and develop new streams of revenue from Air Cargo operations.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

### Expected Outcome/ Measure of Success

#### Comments

Percent Complete Year End 80 %

Key Elements of Plan Develop a new concession plan that will implement customer driven concessions at: Green Concourse, Ext. - NOD, Green Concourse 2nd Extension, Ground Transport Center, Existing HHH (maybe a facelift), MP's dropped from 97/98 plan, Reliever Airports.

### Expected Outcome/ Measure of Success

#### Comments

Percent Complete Year End 90 %

Key Elements of Plan Establish a quality "value driven" DBE owned dining option. MP #6 Green Concourse.

### Expected Outcome/ Measure of Success

#### Comments

Percent Complete Year End 90 %

Key Elements of Plan Acquire the US Navy property, part of MAC's long term use objectives.

### Expected Outcome/ Measure of Success

#### Comments

This has been in the works for sometime but been delayed by the Navy. The Navy has finally completed its appraisal of the property and is ready to negotiate the land value. There may be some legislative issue involved in acquiring Federal land.

Percent Complete Year End 100 %

## **Communications – Public Safety**

Key Elements of Plan Complete development and distribution of departmental policy manual.

### Expected Outcome/ Measure of Success

#### Comments

Percent Complete Year End 0 %

Key Elements of Plan Define, develop and communicate departmental training standards.

### Expected Outcome/ Measure of Success

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

### Comments

Percent Complete Year End 30 %

Key Elements of Plan Bring all systems into Y2K compliance.

Expected Outcome/  
Measure of Success Systems do not fail.

Comments All systems tested and are compliant or means to make compliant along with contingency plan done.

Percent Complete Year End 100 %

Key Elements of Plan Migrate Andover alarm system to Card Access System and Honeywell System.

Expected Outcome/  
Measure of Success More user friendly systems in use.

Comments Completed. Andover alarm system eliminated. Specific alarm points monitored are now on more user friendly systems.

Percent Complete Year End 100 %

### Data Resources

Key Elements of Plan Complete an "Employee Satisfaction Survey".

Expected Outcome/  
Measure of Success

Comments HRD and Data Resources completed the "Employee Satisfaction Survey" project with 41% of employees responding. A report of the responses was issued to Senior Staff as well as summarized and reported to employees through computer e-mail and a Tailwinds article. The results are being further analyzed and used for 2001 organizational planning.

Percent Complete Year End 100 %

Key Elements of Plan Coordinate several benchmarking projects.

Expected Outcome/  
Measure of Success

Comments In 1999, Data Resources coordinated the completion of two benchmarking projects. One was an "Employee Satisfaction Survey", coordinated in partnership with HRD, which yielded some benchmark data on the specific subject of "internal customer service". Secondly, Data Resources coordinated the completion of an "Airport Performance Evaluation" by the Air Transport Association which examined MAC/MSP relative to a number of performance metrics. In general, the MAC rated highly among approximately fifteen comparable airports. These two studies yielded considerable benchmark data for MAC's "continuous improvement" planning.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

	Percent Complete Year End	100 %
<b>Diversity</b>		
	Key Elements of Plan	Centralize access to DBE/TGB/EEO information and provide training.
	Expected Outcome/ Measure of Success	Improved access to information.
	Comments	Upgraded software. Access has is not complete as yet.
	Percent Complete Year End	40 %
	Key Elements of Plan	Appraise goal-setting processes of TGB/DBE and affirmative action goals.
	Expected Outcome/ Measure of Success	Make sure we are operating bona fide systems.
	Comments	TGB/DBE programs are undergoing policy changes. Unable to complete because of TGB policy changes at the State level.
	Percent Complete Year End	60 %
	Key Elements of Plan	Develop centralized certification process with Metro Agencies.
	Expected Outcome/ Measure of Success	
	Comments	Met Council, MNDOT and MAC representatives have been meeting and drafting language. MNDOT has stalled this program. MAC completed all that it could at this point.
	Percent Complete Year End	100 %
	Key Elements of Plan	Encourage TGB participation in construction projects.
	Expected Outcome/ Measure of Success	
	Comments	Participation at 7.8% and goal was 8.5%. Average of 9.5 over last two years.
	Percent Complete Year End	100 %
	Key Elements of Plan	Maintain liaison to protected class organizations to enhance MAC's public image: MMSDC, MEDA, MCDL, AMAC, AWC, GLGAC, LEO, technical schools, National Association of Minority Contractors.
	Expected Outcome/ Measure of Success	
	Comments	
	Percent Complete Year End	100 %
	Key Elements of Plan	Review contract compliance system.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

<b>Expected Outcome/ Measure of Success</b>	Determine feasibility of future needs.
<b>Comments</b>	Goal setting process complete.
<b>Percent Complete Year End</b>	100 %
<b>Key Elements of Plan</b>	Support participation of DBE firms.
<b>Expected Outcome/ Measure of Success</b>	Increase participation from 6.4% to 7.5% for concessions and from 20.7% to 22% for construction, professional services and supplies.
<b>Comments</b>	Goal was changed to 17% and we accomplished 20% and are expecting 7.4% on concessions.
<b>Percent Complete Year End</b>	100 %

### ***Environment***

<b>Key Elements of Plan</b>	Function as in-house environmental consultant for other MAC departments.
<b>Expected Outcome/ Measure of Success</b>	Awareness and understanding of federal, state, and local environmental regulations prior to initiating projects.
<b>Comments</b>	
<b>Percent Complete Year End</b>	0 %
<b>Key Elements of Plan</b>	Improve storm water management to reduce or eliminate pollutant discharges into the Minnesota River.
<b>Expected Outcome/ Measure of Success</b>	Completed interagency coordination; necessary documentation and reporting completed; minimal water quality impacts on surrounding areas.
<b>Comments</b>	Still negotiating with PCA.
<b>Percent Complete Year End</b>	25 %
<b>Key Elements of Plan</b>	Bring all airport tenants and MAC operations into compliance with environmental regulations and requirements.
<b>Expected Outcome/ Measure of Success</b>	Completed Reliever Airport inspections, MSP inspections initiated, integrate database with GIS, increased effectiveness of recycling and waste management programs and reduced amount of hazardous waste generated, maximized compliance with environmental regulations.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

**Comments** Reliever Airports environmental compliance inspections are about 85% complete.

**Percent Complete Year End** 0 %

### *Finance*

**Key Elements of Plan** Improve Record Retention by evaluating uses and users of scanning/imaging system.

**Expected Outcome/ Measure of Success** Reduce cost of storing documents.

**Comments** With new IS director and other priorities (Bonds/Airline). Agreement/PFCs) this is delayed until first quarter 2000.

**Percent Complete Year End** 15 %

**Key Elements of Plan** Install new lockers to generate additional net revenue.

**Expected Outcome/ Measure of Success** Obtain a contract with a vendor that increases net revenues.

**Comments** This process has been delayed. RFP is to be issued late first quarter 00 with completion and implementation expected by the end of the second quarter 2000.

**Percent Complete Year End** 15 %

**Key Elements of Plan** Increase efficiency and productivity by implementing improvements to J.D. Edwards software.

**Expected Outcome/ Measure of Success** Become Y2K compliant, utilize system better, increase efficiency.

**Comments** Y2K compliant, we are starting to work on JDE usage and ease. The first two areas are Airport Development and Properties Management.

**Percent Complete Year End** 60 %

**Key Elements of Plan** Issue second series of General Airport Bonds. Complete the process for the 4th PFC application. Begin the process for the 5th application.

**Expected Outcome/ Measure of Success** Reduce the need for future bonds and reduce airline rates and reduce airline rates.

**Comments** The bond sale closed 7/27/99.

**Percent Complete Year End** 100 %

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

### *Fire Department-Public Safety*

<b>Key Elements of Plan</b>	Update current In-Service and Apprentice Training Manuals.
<b>Expected Outcome/ Measure of Success</b>	Revised training manuals.
<b>Comments</b>	
<b>Percent Complete Year End</b>	30 %
<b>Key Elements of Plan</b>	Develop a department operating guideline manual.
<b>Expected Outcome/ Measure of Success</b>	Administration and operations standard operating procedures are in place.
<b>Comments</b>	
<b>Percent Complete Year End</b>	40 %
<b>Key Elements of Plan</b>	Continue to improve the public safety and education programs now in place.
<b>Expected Outcome/ Measure of Success</b>	Updated educational programs.
<b>Comments</b>	
<b>Percent Complete Year End</b>	100 %

### *HRD*

<b>Key Elements of Plan</b>	Publish on-line annual organizational training calendar.
<b>Expected Outcome/ Measure of Success</b>	
<b>Comments</b>	Organizational training topics were solicited from Internal Training Network; very little response received. Implementation of training management software should facilitate this easier in 2000.
<b>Percent Complete Year End</b>	10 %
<b>Key Elements of Plan</b>	Develop appropriate measures for employee training and development.
<b>Expected Outcome/ Measure of Success</b>	
<b>Comments</b>	Worked with internal training network to identify department training matrices that can measure the quantity of training provided to employees; developed an organization-wide evaluation form that can be used to track training. Purchased training management software that will help with additional training and development measures in Year 2000.
<b>Percent Complete Year End</b>	15 %
<b>Key Elements of Plan</b>	Refine organizational training matrix.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

**Expected Outcome/  
Measure of Success**

**Comments**

Supervisory and management curriculum has been identified through needs assessment. Organization wide topics for employees and leadership development have yet to be identified. Integration of department training with organization training will be worked on in 2000 utilizing training management software.

**Percent Complete Year  
End**

25 %

**Key Elements of Plan**

Develop curriculum for on-going leadership, management and supervisory training.

**Expected Outcome/  
Measure of Success**

Curriculum, courses and resources available.

**Comments**

Curriculum has been developed for supervisory and management topics.

**Percent Complete Year**

50 %

**End**

**Key Elements of Plan**

Complete needs assessment for training.

**Expected Outcome/  
Measure of Success**

Training and development needs of supervisors and employees are identified.

**Comments**

Assessment has been completed for supervisory and management training, department training assessments are in process and will continue through Year 2000. Organization-wide training topics are in process of being identified.

**Percent Complete Year  
End**

60 %

**Key Elements of Plan**

Manage organization's strategic planning process and integration through department and individual planning.

**Expected Outcome/  
Measure of Success**

**Comments**

Process was automated in 1999. Individual planning will roll out in 2000 and be integrated into performance leadership.

**Percent Complete Year  
End**

100 %

**Key Elements of Plan**

Transition and Enhance "New Employee Orientation" from Employee Relations to HRD.

**Expected Outcome/  
Measure of Success**



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

**Comments** Orientation has been expanded, documented and fully transitioned from Employee Relations to HRD. Sixty four new employees attended this program in 1999. Orientation video is being updated with minor changes by year end.

**Percent Complete Year End** 100 %

### ***Human Resources***

**Key Elements of Plan** Continue process measurement activities.

**Expected Outcome/  
Measure of Success** Known measures for: cost/hire, exit interviews, turnover statistics by job family, salary increase process time.

**Comments**

**Percent Complete Year End** 75 %

**Key Elements of Plan** Establish a business continuation plan for department.

**Expected Outcome/  
Measure of Success**

**Comments**

**Percent Complete Year End** 75 %

**Key Elements of Plan** Communicate employee relations policy and procedure information on a regular basis.

**Expected Outcome/  
Measure of Success** Better inform employees about MAC workplace guidelines.

**Comments** Revise new employee orientation. Communicated through HR Bulletin and Organizational Staff Meetings.

**Percent Complete Year End** 100 %

**Key Elements of Plan** Complete vendor certification process for Y2K compliance.

**Expected Outcome/  
Measure of Success**

**Comments**

**Percent Complete Year End** 100 %

**Key Elements of Plan** Conduct telecommuting need assessment.

**Expected Outcome/  
Measure of Success** Determine feasibility for telecommuting at MAC.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

### Comments

Percent Complete Year  
End 100 %

Key Elements of Plan Continue to develop and maintain an effective compensation program and structure.

Expected Outcome/  
Measure of Success

### Comments

Percent Complete Year  
End 100 %

Key Elements of Plan Continue to utilize Diversity Administrator for staffing support.

Expected Outcome/  
Measure of Success

Comments Cross training for this position continued.

Percent Complete Year  
End 100 %

Key Elements of Plan Enhance new hire orientation process and transition the program from Employee Relations to HRD.

Expected Outcome/ Better educate new hires about MAC history and future.

Measure of Success

### Comments

Percent Complete Year 100 %

### End

Key Elements of Plan Publish one article per quarter in Tailwinds.

Expected Outcome/  
Measure of Success Disseminate ER information on frequently asked items.

Comments HR developed its own communications bulletin to supplement the Tailwinds.

Percent Complete Year  
End 100 %

Key Elements of Plan Review MAC policies and procedures.

Expected Outcome/  
Measure of Success Policies and procedures are relevant and useful tools for the organization.

Comments HR Policies and Procedures manual was rewritten and approved by the Commission and distributed to Mgrs/Suprs.

Percent Complete Year  
End 100 %

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

### ***Internal Audit***

<b>Key Elements of Plan</b>	Conduct audits identified on the 1999 Audit Schedule.
<b>Expected Outcome/ Measure of Success</b>	
<b>Comments</b>	Barriers: Audit schedule adjusted to accommodate review of high risk activities & audit requests. Lack of staff.
<b>Percent Complete Year End</b>	70 %

### ***Labor and Governmental***

<b>Key Elements of Plan</b>	Direct and coordinate activities of MAC staff and consultants involved with legislative strategy and responsibilities; meet with aviation industry representatives as necessary.
<b>Expected Outcome/ Measure of Success</b>	Positive public perception of our Airport System.
<b>Comments</b>	
<b>Percent Complete Year End</b>	0 %
<b>Key Elements of Plan</b>	Acquire funding for construction of north/south runway.
<b>Expected Outcome/ Measure of Success</b>	AIP / LOI process complete.
<b>Comments</b>	
<b>Percent Complete Year End</b>	100 %
<b>Key Elements of Plan</b>	Educate appropriate political bodies and governmental units about MAC airports.
<b>Expected Outcome/</b>	MAC's position on issues including airport planning and future development.
<b>Measure of Success</b>	Development is understood.
<b>Comments</b>	
<b>Percent Complete Year End</b>	100 %
<b>Key Elements of Plan</b>	Represent MAC and participate in formulating national positions on airport/airline issues.
<b>Expected Outcome/</b>	MAC's positions are included and presented to Congress and the administration.
<b>Measure of Success</b>	
<b>Comments</b>	
<b>Percent Complete Year End</b>	100 %

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

### **Landside-ADO**

<b>Key Elements of Plan</b>	Co-manage the way finding signage project, including naming the four parking quadrants.
<b>Expected Outcome/ Measure of Success</b>	Upgrade signage.
<b>Comments</b>	
<b>Percent Complete Year End</b>	0 %
<b>Key Elements of Plan</b>	Increase training given to Passenger Service Assistants.
<b>Expected Outcome/ Measure of Success</b>	Improve customer service.
<b>Comments</b>	Assistant Manager of Landside Operations will begin scheduling PSAs to continuing education courses.
<b>Percent Complete Year End</b>	100 %
<b>Key Elements of Plan</b>	Replace parking lot count system.
<b>Expected Outcome/ Measure of Success</b>	
<b>Comments</b>	Part of the replacement of the Revenue Control System. EconoLot 95% complete. Short Term, General and Garage scheduled for conversion August - October 1999.
<b>Percent Complete Year End</b>	100 %
<b>Key Elements of Plan</b>	Replace revenue control software and hardware for all MAC parking lots.
<b>Expected Outcome/ Measure of Success</b>	Upgrade revenue control system.
<b>Comments</b>	EconoLot 95% complete. Short Term, General and Garage scheduled for conversion August - October 1999.
<b>Percent Complete Year End</b>	100 %

### **IS**

<b>Key Elements of Plan</b>	Develop intranet site.
<b>Expected Outcome/ Measure of Success</b>	
<b>Comments</b>	Not completed. The site design is under review following the addition of an IS staff person to be responsible for the inter/intranet work.
<b>Percent Complete Year End</b>	25 %

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

<b>Key Elements of Plan</b>	Expand the use of intranet/groupware to provide improved access to corporate data (i.e., J.D. Edwards, policies, manuals, electronic forms, etc.).
<b>Expected Outcome/ Measure of Success</b>	
<b>Comments</b>	Intranet software development is complete. Demonstrations have been presented at the Organizational staff meeting, the Administration division meeting and the Human Resources division meeting as well as to the sponsoring group. Plans for introduction MAC-wide are being developed with a target rollout in January, 2000.
<b>Percent Complete Year End</b>	95 %
<b>Key Elements of Plan</b>	Complete any remaining Year 2000 upgrades of MACNET or conversion of information.
<b>Expected Outcome/ Measure of Success</b>	
<b>Comments</b>	Server upgrades were completed in July. Desktop upgrades required by the year 2000 have been completed.
<b>Percent Complete Year End</b>	100 %
<b>Key Elements of Plan</b>	Evaluate requirements for remote access into Outlook using hand-held devices.
<b>Expected Outcome/ Measure of Success</b>	
<b>Comments</b>	Remote access to Outlook (i.e. email) is available using the Internet, so hand-held devices with Internet connection and browsers can access Outlook. Palm Pilots have been tested successfully in synchronizing with Outlook and are in use by staff.
<b>Percent Complete Year End</b>	100 %

#### **Purchasing**

<b>Key Elements of Plan</b>	Improve customer service and productivity by implementing Purchasing/Accounts Payable process improvements.
<b>Expected Outcome/ Measure of Success</b>	Productivity through MAC card use, reduced overtime, and improved customer service.
<b>Comments</b>	Purchasing card data processing including transfer of data from credit card company, JD Edwards linkage is complete and in pilot use.
<b>Percent Complete Year End</b>	100 %

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

### ***Police-Public Safety***

<b>Key Elements of Plan</b>	Ensure personal and property security at MSP.
<b>Expected Outcome/ Measure of Success</b>	Increased law enforcement coverage, increased internal support staff, increased supervision of law enforcement resources, public interaction and education.

<b>Comments</b>	Four additional police officers and one additional sergeant were authorized in 1999. Positions were filled by April '99 providing increased law enforcement coverage and supervision. Support Staff duties reorganized to provide increased external and internal customer service.
-----------------	---

<b>Percent Complete Year End</b>	100 %
--------------------------------------	-------

<b>Key Elements of Plan</b>	Maintain and upgrade civil aviation security at MSP.
<b>Expected Outcome/ Measure of Success</b>	Increased community awareness of security requirements, improved signage and physical barriers, enhanced and/or replaced systems, programmatic enforcement of security rules and regulations.

<b>Comments</b>	Periodically conducted security compliance "blitzes" with security citations issued. Replaced 8000 feet of security fencing. Added warning signs to security card readers. Reviewed Security Ordinance for FAA compliance, revised and reissued ordinance. Continue to use SCAN and SAWBUCKs to increase community awareness of security issues.
-----------------	--

<b>Percent Complete Year End</b>	100 %
--------------------------------------	-------

<b>Key Elements of Plan</b>	Provide department members with optimum internal customer service in a cooperative and safe work environment.
<b>Expected Outcome/ Measure of Success</b>	Variety of training experiences including safety, line and support staff have equipment in optimum condition, our work environment promotes and encourages cooperation and respect.

<b>Comments</b>	Provided each member of department with variety of training experiences which included ethics, verbal judo and job specific training to promote optimum external and external customer service. Replaced equipment/tool when needed to provide safe work environment. Installed new software program for reports and record management.
-----------------	---

<b>Percent Complete Year End</b>	100 %
--------------------------------------	-------

### ***Public Affairs***

<b>Key Elements of Plan</b>	Track and follow up public opinion research from 1998 baseline research.
-----------------------------	--

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

### Expected Outcome/ Measure of Success

#### Comments

In conjunction with Airport Development, conducted research and focus groups regarding airport development issues, including naming and wayfinding.

#### Percent Complete Year

50 %

### End Key Elements of Plan

Communicate success of Part 150 program.

### Expected Outcome/ Measure of Success

#### Comments

Enhancements of noise and Part 150 information on the new website is underway, using more layman's language. Information about number of homes and costs of program to be included in MAC publications, such as annual report. Working with Environment and MASAC to expand communication to noise impacted communities via a newsletter; also working with various cities for internal distribution to their residents.

#### Percent Complete Year End

100 %

#### Key Elements of Plan

Reliever airport community relations program, particularly Flying Cloud (FCM) and Anoka (ANE).

### Expected Outcome/ Measure of Success

#### Comments

Updating Reliever Airport "Beacon" newsletter. Working with Reliever Department on communication as needed to tenants. Working with Government Affairs to provide handouts to legislators.

#### Percent Complete Year End

100 %

## ***Reliever Airports***

#### Key Elements of Plan

Update Commission policy on flying clubs.

### Expected Outcome/ Measure of Success

#### Comments

Meetings with commercial operators and MNDOT have been conducted.

#### Percent Complete Year End

30 %

#### Key Elements of Plan

Develop and implement a program to update legislators on the role, importance and the development of the Reliever Airports.

### Expected Outcome/ Measure of Success

Increased awareness and knowledge about the Reliever Airports.

#### Comments

Staff has met and toured several legislators, including flying to various Reliever Airports, on a BI-weekly basis.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

Percent Complete Year End	70 %
Key Elements of Plan	Update lease forms and begin the execution of new lease forms.
Expected Outcome/ Measure of Success	Lease forms that reflect industry standards and the amended lease policies.
Comments	The leasing process has been streamlined and the database is currently being updated. Staff has revised the leasing policy, which is currently out for legal review.
Percent Complete Year End	80 %
Key Elements of Plan	Create marketing strategy for Reliever Airports.
Expected Outcome/ Measure of Success	Increased utilization of St. Paul Downtown Airport by transient aircraft operators.
Comments	Reliever staff is working with CMAA and Padilla Spear to develop advertising to be rolled out in aviation trade magazines in late 1999.
Percent Complete Year End	90 %

#### ***Risk Insurance***

Key Elements of Plan	Evaluate an owner-controlled insurance program for ongoing construction projects.
Expected Outcome/ Measure of Success	Controls costs, ensures compliance with all applicable regulations, and promotes more effective risk management construction program.
Comments	Discussions with key members senior staff has occurred and further evaluation for feasibility is being conducted. Expected completion date is now April 2000.
Percent Complete Year End	80 %

#### ***Safety-Risk Insurance***

Key Elements of Plan	Provide the required training in various safety program areas (such as Confined Space Entry) annually for employees in affected departments. Review the various MAC written safety policies/procedures annually to stay current.
Expected Outcome/ Measure of Success	
Comments	The training programs are written. We were not able to conduct training on all topics this year.
Percent Complete Year End	100 %
Key Elements of Plan	Provide ready access to the written portions of MAC safety policies/procedures.
Expected Outcome/	



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

### Measure of Success

**Comments** Safety Policies/procedures completed and published in the Administrative Manual.

**Percent Complete Year End** 100 %

### Telecommunications - ADO

**Key Elements of Plan** Establish database to track radios and pagers.

**Expected Outcome/ Measure of Success** Documentation of end user and easier access to serial and telephone numbers.

### Comments

**Percent Complete Year End** 0 %

**Key Elements of Plan** Replace existing telephone system at St. Paul Holman Airport.

**Expected Outcome/ Measure of Success** Increased capacity of system.

**Comments** No barriers expected. Front end planning is scheduled for mid August and will take approximately 6 weeks to implement system once end user needs are defined.

**Percent Complete Year End** 100 %

**Key Elements of Plan** Replace existing telephone system in Field Maintenance Facility.

**Expected Outcome/ Measure of Success** Increased capacity of system.

**Comments** Initial meetings for planning have occurred with Field Maintenance, and assignments have been made for that department as well as Telecommunications. No barriers expected.

**Percent Complete Year End** 100 %

### Wellness

**Key Elements of Plan** Measure corporate health care costs of participants and non-participants in Wellness programs.

**Expected Outcome/ Measure of Success** Reduced health care costs.

**Comments** No further progress. Remains as an objective for 2000.

**Percent Complete Year End** 50 %

**Key Elements of Plan** Measure performance and "non-health cost" benefits of Wellness programs.

**Expected Outcome/ Measure of Success**

**Comments** No further progress made in 1999. Remains as an objective for 2000.

**Percent Complete Year End** 50 %

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### 1999 DEPARTMENTAL GOALS AND OBJECTIVES – PROGRESS REPORT

<b>Key Elements of Plan</b>	Restructure Wellness Committees.
<b>Expected Outcome/ Measure of Success</b>	Improved functioning of committees.
<b>Comments</b>	
<b>Percent Complete Year End</b>	100 %
<b>Key Elements of Plan</b>	Target employee groups with low participation in Wellness.
<b>Expected Outcome/ Measure of Success</b>	Increase participation in Wellness programs.
<b>Comments</b>	Participation in the 1999 health path assessment increased 14.4% over 1998's participation as a result of Wellness targeting employee groups with previously low participation rates.
<b>Percent Complete Year End</b>	100 %

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL GOALS & OBJECTIVES - 2000

The updated strategic plan is provided here, as was presented to the Commission in February, 1999. This update was prepared by obtaining input from Commissioners, senior staff, managers, supervisors and employee groups. Several changes were made to each of MAC's goals as contained in our original plan; major changes to the plan are as follows:

- Goal 8 "To strengthen partner and stakeholder relationships" was eliminated and the activities were incorporated into other goals.
- Goal 10 "A commitment to excellence through strategic planning" was eliminated because all of the objectives were achieved.
- A new Goal 8 "To implement the 2010 plan" was added to incorporate the financing and construction activities related to the 2010 plan.

This document continues to be used to help establish organizational priorities and accomplishing important tasks. Although our organization is busier than ever and our issues are more complex, we are more strategically focused as a result of our strategic planning efforts. Each year, this plan will be revisited to ensure that it addresses future conditions and issues that face the MAC.

---

### **GOAL 1. To operate a safe and secure airport.** *Tim Anderson, Leader*

---

#### ***Objective A. Enhance and ensure safety throughout the MAC system of airports.***

1. MAC Employee Safety
  - a. Critique MAC Safety Management Program
  - b. Update the program.
  - c. Measure the effectiveness of the program.
  - d. Modify the program, as needed.
2. Airport System Users
  - a. Evaluate potential injury producing environments.
  - b. Develop and implement countermeasures to minimize injury and/or property loss.
  - c. Determine program effectiveness and modify, as needed.
3. Contractor Safety
  - a. Develop and distribute a Contractor Safety Manual.
  - b. Audit the implementation of the Contractor Safety Program.

#### ***Objective B. Maintain and upgrade the security of the airports.***

1. Monitor and influence security initiatives at the Federal level.
2. Expand airport security training.
3. Enhance access control measures.

#### ***Objective C. Prevent and control property and equipment damage.***

1. Create a reporting and measurement system.
2. Ensure that safety standards and Code requirements are incorporated into facility design.

#### ***Objective D. Enhance emergency response capabilities.***

1. Expand use of Incident Command System.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL GOALS & OBJECTIVES - 2000

2. Develop Emergency Operations Center function.
3. Update Airport Emergency Plan.
4. Design and implement Emergency Operations Plan for MSP.

---

### **GOAL 2. To provide world class, customer-oriented transportation facilities at MSP.** *Tim Anderson, Leader*

---

#### ***Objective A. Continuously improve the customer experience.***

1. Develop a formal partnering plan with tenants.
2. Revive "Through the Customer's Eyes" program.

#### ***Objective B. Maintain and upgrade existing airside and landside facilities.***

1. Improve the aesthetic appeal of terminals.
2. Improve cleanliness of terminals and terminal complex areas.
3. Provide timely maintenance and restoration of airport facilities.

---

### **GOAL 3. To build and strengthen a productive and rewarding work environment that demonstrates trust and respect.** *Dave Bergsven, Leader*

---

#### ***Objective A. Recruit, develop, and retain a qualified, diverse work force.***

1. Expand recruitment and development efforts.
  - a. Develop and conduct training in leadership, management and supervision.
2. Improve flexibility to employees on issues of compensation, benefits and working conditions that attract and retain qualified employees.
  - a. Conduct a telecommuting feasibility study.
  - b. Implement a Compensation Plan that includes equity adjustments necessary to recruit and retain employees in key positions.
3. Develop and adopt a MAC diversity policy statement.
4. Implement Wellness strategic plan.
5. Reengineer the employee suggestion system.

#### ***Objective B. Develop business continuation capability.***

1. Apply Y2K contingency planning to business continuity.
2. Automate record retention.
3. Develop a business continuation plan, including disaster related elements.
4. Research and develop a succession planning strategy.

#### ***Objective C. Implement a performance management system.***

1. Implement the two-way feedback program.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL GOALS & OBJECTIVES - 2000

### **Objective D. Enhance internal communications.**

1. Improve communication between MAC departments, management and employees and staff and commissioners.
2. Facilitate communication between MAC departments where there are plans that will have a wider impact than a single department.

### **Objective E. Implement technology improvements.**

1. Complete implementation of MACNET 2000 Plan.
2. Update IS strategic plan.

---

## **GOAL 4. To generate understanding, acceptance and support for MAC's mission.** **Wendy Burt, Leader**

### **Objective A. Educate and inform the public of MAC's mission and the role of the airport system.**

1. Inform the public about the economic impact of the MAC's airports.
2. Report to the community about noise mitigation efforts.
3. Provide timely, accurate and focused messages to the media and public.
4. Facilitate communication among MAC departments where there are potential impacts to other departments and the public.

### **Objective B. Expand public affairs activities to communicate the MSP 2010 Plan.**

1. Develop a print and broadcast advertising campaign to educate and generate support for the MSP 2010 development plan.
2. Create media events, signage, updates to the website, brochures and other materials for the public explaining the terminal, airfield and landside development projects.

---

## **GOAL 5. To expand and improve air service alternatives.** **Jeff Hamiel, Leader**

### **Objective A. Increase domestic and international airline competition at MSP.**

1. Identify and recruit new entrants.
2. Evaluate all service incentive programs.
3. Monitor service levels
4. Evaluate the regional air transportation market.
5. Determine where there is a potential for new service.

### **Objective B. Increase public awareness of air service options throughout the Midwest region.**

1. Generate public awareness about the number and variety of airlines serving MSP.
2. Create public understanding that consumers have a role in fostering competition.
3. Communicate with the public, business leaders, elected officials and the travel industry the benefits of being a hub.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL GOALS & OBJECTIVES - 2000

**GOAL 6.** Effectively manage revenues and expenses to minimize the issuance of debt and maximize the use of operating funds to offset construction costs.  
*Denise Kautzer, Leader*

**Objective A.** *Maximize all sources of revenue and maintain competitive rates and charges.*

1. Review and analyze existing and potential sources of non-aeronautical revenue.
2. Renegotiate the Airline Lease.

**Objective B.** *Limit growth in controllable expenses.*

1. Review expense categories and identify potential savings.
2. Perform cost/benefit analysis on budget additions.

**GOAL 7.** To improve the utilization and reputation of the Reliever Airports.  
*Tim Anderson, Leader*

**Objective A.** *Improve the financial viability of the airports.*

1. Implement the new rate structure.
2. Revise and update cost minimization plan.
3. Develop and maximize alternative revenue sources.

**Objective B.** *Establish guidelines and policies for the use of airport facilities.*

1. Create and implement a "zoning" policy.
2. Review current use of land at St. Paul Downtown Airport for potential redevelopment.
3. Update leases policies and forms.
4. Update Commission policy on flying clubs.

**Objective C.** *Develop marketing plans.*

1. Update existing marketing plan for St. Paul Downtown Airport.
2. Develop marketing plan for the other five Reliever Airports.

**GOAL 8.** To implement the 2010 Plan.  
*Nigel Finney, Leader*

**Objective A.** *Provide additional facilities through the implementation of the 2010 Plan to support growth.*

1. Review and refine development projects necessary to implement 2010 plan.
2. Involve partners and users in identifying and prioritizing of development projects.
3. Include support facilities, utilities and staffing needed to support new construction.
4. Maximize use of existing facilities.
5. Refine and expand public information/media program.

**Objective B.** *Provide creative, responsible funding for completion of the 2010 Plan.*

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### ORGANIZATIONAL GOALS & OBJECTIVES - 2000

1. Refine the Capital Improvement Funding Plan.
2. Maximize the use of federal and state funding.
3. Determine the need and, if necessary, issue General Airport Revenue Bonds.

---

**Goal 9.**      **To continue our leadership in environmental mitigation**  
*Nigel Finney, Leader*

---

**Objective A.**    **Complete negotiations for a renewed NPDES Permit with the MPCA.**

1. Review History, compliance and accomplishments under the current permit.
2. Survey aviation industry and regulatory agency storm water management practices and requirements nationwide.
3. Involve tenant carriers as co-permittees.
4. Develop a permit proposal to begin negotiations with MPCA.
5. Complete negotiations with MPCA resulting in a draft NPDES permit for public review.

**Objective B.**    **Conduct Part 150 Study Update**

1. Develop the Purpose, Goals and Organization of the Update Process.
2. Establish the existing conditions.
3. Define future MSP conditions.
4. Recommend Noise Compatibility Program.
5. Implementation of Program.
6. Community Coordination.

**Objective C.**    **Complete Low Frequency Noise Policy Committee Analysis**

1. Review existing low frequency noise information for SFO, BOS, BWI, LAX and other published studies.
2. Conduct necessary studies.
3. Convene an Expert Technical Panel.
4. Present recommendations regarding appropriate noise metric, compatibility standards, and recommended programs, measures or techniques.
5. Prepare report.

**This page has intentional been left blank.**



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## DEPARTMENTAL GOALS AND OBJECTIVES - 2000 OPERATING BUDGET

### *Administrative Services*

- Goal:** Improve the measurement of strategic goals by training employees in measurement techniques.  
**Measurement:** Measurable strategic and departmental goals.
- Goal:** Partner with HRD to develop a pilot program in delivering internal customer service.  
**Measurement:** Improved internal customer service within the Administrative Services Division and development of a training program that can be used throughout the organization.
- Goal:** Review and update the Administrative Policies and Procedures Manual.  
**Measurement:** Employees access to updated policies and procedures.
- Goal:** Administer and refine the strategic planning process on an annual basis.  
**Measurement:** An improved strategic planning process.

### *ADO*

- Goal:** To promote MSP image and understanding through a virtual technology tour on the MAC website. The virtual tour will better prepare the traveling public for the experience at MSP.  
**Measurement:** The virtual tour will show computer images of the airport. Customers will have a choice to see ticketing or baggage routes. If they choose ticketing, the tour will take them from inbound roadway to parking, skyways, ticketing and finally to a gate.
- Goal:** Establish staff contract between Airport Development Directors and Operational departments to improve communication and working relationships.  
**Measurement:** Airport facilities that are more efficient, easier to maintain and require less operations and maintenance over the facilities life.
- Goal:** Develop Kids Play Area's in Lindbergh and new remote terminal.  
**Measurement:** More customer friendly terminal for families traveling with kids.

### *Airport Development*

- Goal:** Complete the conversion of the CIP data base/process from Metafile to Consolidated data base for CIP and associated data; additional flexibility in report generation, which should equate to staff time savings  
**Measurement:**
- Goal:** Improve on the Federal and State Aid reimbursement process.  
**Measurement:** File reimbursement applications within 30 days of construction payments to the contractor on all projects except Part 150 (Part 150 projects are typically addressed by "bid cycle").

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### DEPARTMENTAL GOALS AND OBJECTIVES - 2000 OPERATING BUDGET

- Goal:** Initiate/Complete assessment of Airport Development organizational structure--select consultant--develop work scope--conduct assessment.
- Measurement:** Development of a recommendation on whether or not adjustments should be made to the organizational structure of the department.
- Goal:** Develop and Implement a Building Permit/Inspection Program for Minneapolis-St. Paul International Airport.
- Measurement:** Adoption of an Ordinance establishing a Building Permit process; hiring of staff to administer the process/program; have program in full operation.
- Goal:** Support the development/construction of the proposed LRT from downtown Minneapolis to the Mall of America.
- Measurement:** Successful construction of the system through the airport.

#### *Airside-ADO*

- Goal:** Airport Emergency Plan -- Obtain FAA Approval for the revised Airport Emergency Plan as part of the MSP Certification Manual. Improve emergency notifications for MAC staff.
- Measurement:** The FAA has issued a draft Advisory Circular for Airport Emergency Plans. Once the Advisory Circular is finalized, Airports will be expected to update existing Emergency Plans contained in Airport Certification Manuals. The approval will require an extensive review by MSP's FAA Certification Inspector. The result will be a more comprehensive FAA-approved Airport Emergency Plan that will be used for training, drills and response for emergencies at MSP. Provide more information sooner at the onset of a disaster at MSP.
- Goal:** Airport Disaster Exercise -- Develop the 2001 Airport Disaster Exercise.
- Measurement:** The FAA requires MAC to have a large-scale disaster exercise every three years. This exercise must include all appropriate MAC departments and MAC's mutual aid agencies. The result of this development in 2000 will be an exercise in September of 2001.
- Goal:** Foreign Object Debris (FOD) prevention -- Establish and implement an MSP FOD prevention program.
- Measurement:** Reduced aircraft engine damage and taxiway and runway downtime to remove FOD.
- Goal:** Airside Operations Information Systems Integration -- Establish seamless computer environment with integration of FAA, NWA and Airside Operations Information systems.
- Measurement:** Development of a set of standardized informational tools upon which Airside Operations, FAA ATCT and NWA can use to increase airport capacity, efficiency and safety. Coordinated integration and collaboration of new and existing shared systems. Increase staff proficiency and efficiency in the areas of information dissemination and records retention.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## DEPARTMENTAL GOALS AND OBJECTIVES - 2000 OPERATING BUDGET

### *Commercial Management Airline Affairs*

- Goal:** Initiate on-going concession market research to determine customer feedback and expectations.
- Measurement:** Report to Commission progress made in six years and highlight customer expectations not being met.
- 
- Goal:** To develop a new belly cargo building for the airline tenants at MSP.
- Measurement:** A brand new belly cargo building owned and operated by MAC instead of a third party investor.
- 
- Goal:** Review and modify the existing airside service permit process in regard to ground handling service providers.
- Measurement:** Potential for additional revenue from other ground handling agents and establishing performance standards that will protect the tenants using these services.
- 
- Goal:** Coordinate CMAA's insurance certificates with an insurance management firm in tracking insurance compliance for MAC's leases.
- Measurement:** Verify and monitor insurance compliance, customize reports, image incoming documents into tenants history record, on-line access to view documents.
- 
- Goal:** Create and maintain a property management system for lease administration and investigate how it can be linked to GIS information.
- Measurement:** Coordinate, organize and monitor the property management system in administering lease history, abstract information, printing of reports, current tenant financial status and the possibility of viewing tenant leaseholds with the implementation of GIS.

### *Communications-Public Safety*

- Goal:** Increase effectiveness of work stations by separating audio assignments of radio frequencies and adding additional speakers to each.
- Measurement:** Reduce missed radio transmissions. Improve ability to comprehend multiple transmitting frequencies.
- 
- Goal:** Continue development of Communications policy manual and training standards.
- Measurement:** Operating consistency, reduction of liability.
- 
- Goal:** Expand Dialogic Communicator Hardware to facilitate Alpha pagers and additional incoming phone lines.
- Measurement:** Those receiving pager notification given the ability to call a number and retrieve specific message regarding an ongoing emergency at the airport.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## DEPARTMENTAL GOALS AND OBJECTIVES - 2000 OPERATING BUDGET

### *Customer Service-ADO*

- Goal:** Increase business services/revenue of conference center.  
**Measurement:** Satisfied - repeat customers, leader in airport conference center industry, and become a profitable and successful business.
- Goal:** Proactively improve customer experience/facilities/services  
**Measurement:** Satisfied passenger experience. Higher ranking in airport surveys and improved airport culture.

### *Data Resources*

- Goal:** Coordinate measurement of the effectiveness of the ATA Benchmarking study  
**Measurement:** Continuous improvement
- Goal:** Develop several prototype data collection/ presentation systems reporting regularly to Senior Staff  
**Measurement:** Contribute to culture change to incorporate measurement/continuous improvement
- Goal:** Institutionalize performance measurement within the MAC  
**Measurement:** Qualitative evaluation; periodic (annual) statement by senior staff of progress made institutionalizing performance management.
- Goal:** Participate in the Minnesota Quality Award Evaluation  
**Measurement:** Achieve maximum points on "Management by Fact" for the Minnesota Quality Award

### *Diversity*

- Goal:** Contract compliance with the Targeted Group Business(TGB), encourage the meaningful participation of women and minority owned firms. Legal requirement.  
**Measurement:** A 10%TGB goal is set for FY99-FY00.
- Goal:** Implementation of centralized certification rule requirement. The new DBE rules require that MAC, Metro Council and mandate develop a way to centralize the certification of Disadvantaged Business Enterprise (DBE) applicants by 2001. Legal requirement.  
**Measurement:** Centralize certification will make it easier for small businesses to obtain one stop DBE certification, which can be used by various agencies. Saves time and money for all involved.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## DEPARTMENTAL GOALS AND OBJECTIVES - 2000 OPERATING BUDGET

**Goal:** Provide diversity strategies to increase knowledge, change attitudes, modify negative behaviors, improve workplace climate and to promote a workplace that appreciates the uniqueness of each employee. Help MAC publicize a diversity policy statement.

**Measurement:** An environment that values the uniqueness of all people who help MAC meet the organizational objectives. MAC employee diversity will be recognized, valued and welcomed, through activities that recognize traditionally under-represented groups such as women, minorities, ethnicity, and sexual orientation which are employment diversity dimensions. To that end, we believe MAC employees will be more productive.

### *Employee Relations*

**Goal:** Examine the current payroll administration process to increase flexibility and eliminate unnecessary administration (fully utilize JDE for maximum payroll administration flexibility; reduce paper forms processing in payroll process.)

**Measurement:** Improve flexibility of payroll administration process.

**Goal:** Continue process measurement activities ( cost per hire, exit interview process, turnover statistics by job family, employee injury administration time, logging of benefit problems, and position reclassification processing time ).

**Measurement:** Improvement in timing and quality of services provided to employees.

**Goal:** With the HRD Department, establish a succession planning process that results in MAC either promoting or procuring the skills and competence necessary for continuous delivery of quality service.

**Measurement:** Ensure the continued effective performance of the organization with the planning and implementation of a succession planning process, and ensure leadership continuity in key positions.

**Goal:** Institutionalize a performance management system at MAC.

**Measurement:** Establish an employee measurement and recognition tool of department accomplishments linked to the MAC strategic plan.

### *Environment*

**Goal:** Complete and submit the Part 150 Study Update.

**Measurement:** FAA approval of the submitted Part 150 Study Update Document.

**Goal:** Conduct Airspace Requirement Analysis for Advanced Noise Abatement Procedures.

**Measurement:** Maximize noise abatement techniques for residents using advanced technology.

**Goal:** Develop and implement organic load reduction technology.

**Measurement:** Reduced overall percentage of organic load to the MN River.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## DEPARTMENTAL GOALS AND OBJECTIVES - 2000 OPERATING BUDGET

**Goal:** Submit and implement remediation programs at Baytown Township (Lake Elmo Airport).  
**Measurement:** Protect down gradient receptors (private wells) in area. Prevent further degradation of the aquifer.

### *Finance*

**Goal:** Financing projects in the CIP/2010 Plan - PFC #5 and Bond Issues.  
**Measurement:** Identify all projects that would fit into this application from both a timing standpoint and airline approval standpoint.

**Goal:** Work with Airport Development to review CIP process and improve communications.  
**Measurement:** Ability to track costs and funding mechanisms more closely.

**Goal:** Prepare all financial reports in accordance with requirements. These include: Audits, Budgets, CAFR, Budget Variances, Locker RFP and Post Retirement Study.  
**Measurement:** Have no significant audit findings, receive annual Budget and CAFR awards from GFOA.

**Goal:** Evaluate processes to improve, prioritize them and move forward.  
**Measurement:** Improved processes for Jet Forms, P Cards, Property Management, Payroll, Budget, Depreciation, Imaging, and Record Retention.

**Goal:** Provide departmental training as a team on a variety of topics.  
**Measurement:** Improved communications & customer service.

**Goal:** CAFR/Budget-Prepare these reports per GFOA requirements.  
**Measurement:** GFOA Awards for both documents.

### *Fire Department-Public Safety*

**Goal:** Develop a comprehensive plan review process for all new construction projects and major remodeling projects. This would also include a certificate of occupancy inspection program.

**Measurement:** Improved fire and building code compliance.

**Goal:** Study the options for the delivery of fire protection services at MSP.  
**Measurement:** Joint use facilities for training and equipment, Automatic Mutual aid response, contracting out for some services.

**Goal:** Develop Department training program into a fully performance based.  
**Measurement:** This type of training program would allow personnel to become more proficient in apparatus and equipment operation and the incident command system including emergency scene decision making.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## DEPARTMENTAL GOALS AND OBJECTIVES - 2000 OPERATING BUDGET

**Goal:** Train all Personnel to Hazardous Material Technician Level.  
**Measurement:** Improved response capability by current staff with the ability to handle more situations in a safe and efficient manner.

### *HRD*

**Goal:** Prepare Recommendation on future of MAC's Recognition System.  
**Measurement:** Determine if Suggestion System is a viable program at MAC.

**Goal:** Implement Training Management System for Organization-Wide Topics.  
**Measurement:** Begin to use system on organization-wide training: document process, phase in database tracking, publish training calendar by 1/31 with updates provided quarterly, implement on-line evaluation process and complete training matrix development.

**Goal:** In coordination with Employee Relations, conduct feasibility study on telecommuting.  
**Measurement:** Recommendation on viability of telecommuting at MAC.

**Goal:** Establish Measures and Utilize Data for HRD Functions.  
**Measurement:** Documented baseline measures on organizational performance, knowledge transfer from training increased; customer satisfaction information tracked on Employee Services and HRD products and services.

### *Human Resources*

**Goal:** Review the recruitment strategies implemented in 1999 and modify as necessary.  
**Measurement:** Recruitment strategies that are effective to get the best of the best and diverse people to staff for MAC.

### *Internal Audit*

**Goal:** Host the Association of Airport Internal Auditors (AAIA) 2000 Conference.  
**Measurement:** Network with other airport auditors, conduct airport audit training, discuss airport specific issues or trends, obtain external information relevant to airport auditing, and obtain information on airport auditing best practices.

**Goal:** Develop a process to download JDE information utilizing audit software.  
**Measurement:** To identify trends and material financial transactions. Develop informational reports.

**Goal:** To establish a quality assurance program for the Internal Audit Department.  
**Measurement:** Internal Auditing Standards Model.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## DEPARTMENTAL GOALS AND OBJECTIVES - 2000 OPERATING BUDGET

**Goal:** Participate in Peer Review under the guidelines of Institute of Internal Audit.  
**Measurement:** Peer Review Report.

**Goal:** Continue to work with Airport Development towards the establishment of a strong internal control structure for future construction projects.  
**Measurement:** Reduce the risk of errors resulting from excessive expenditures: non compliance with contractual terms, problems with contractor performance, and/or other concerns/issues related to the 2010 Plan.

### *Landside-ADO*

**Goal:** Establish revenue control procedures and develop custom reports for the new parking Revenue Control System.  
**Measurement:** Define auditing standards of the new revenue Control System. Improve reporting capabilities.

**Goal:** Revise the taxi ordinance (Ordinance 81).  
**Measurement:** To improve customer service and safety and to improve relationships with MAC, the taxi community, and taxi passengers.

**Goal:** Revise taxi dispatching procedures for the HHH Terminal.  
**Measurement:** Tying HHH dispatching into the Lindbergh AVI system will provide better control, accountability and more reliable service to HHH taxi passengers.

**Goal:** Revise Ordinance 85 (non-taxi commercial vehicles) or set up concession agreements to manage operations.  
**Measurement:** Maintain control of curbside access by non-taxi commercial vehicles.

**Goal:** Bid the parking management agreement, select a parking management company.  
**Measurement:** Efficient and accurate management of public parking operations.

**Goal:** Develop criteria for transit hub operations.  
**Measurement:** Define the layout of the transit hub and select operators that will use this area.

### *Maintenance-ADO*

**Goal:** Bidding and extending by RFP Maintenance vendor contracts such as Honeywell, Siemens, elevators, landscaping, etc.  
**Measurement:** To obtain the best qualified vendor(s) at the lowest possible price and find innovative ways to re-do the future contracts.

**Goal:** Revision of contract specifications for MAC projects to insure a serviceable long term end product. Incorporate a review process for trades/maintenance in reviewing all specified work and material.  
**Measurement:** Have a functional, useable facility which will last for years.



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## DEPARTMENTAL GOALS AND OBJECTIVES - 2000 OPERATING BUDGET

- Goal:** Revise work order system/implement "asset-handler" to capture costs and work activities of Maintenance forces.
- Measurement:** Save MAC Maintenance forces time and money in avoiding duplication of efforts.
- Goal:** Participate in and helping plan and implement the CIP process for the next 1-5 years.
- Measurement:** Integrate the maintenance needs with the ongoing development projects to avoid unnecessary duplication and to get the best possible finished product for the MAC.

### IS

- Goal:** Address the effectiveness of the JD Edwards software in meeting needs.
- Measurement:** Complete a review of MAC requirements and match with detailed description of JD Edwards capabilities. Determine if JD Edwards software will meet requirements. Decide if upgrade of JD Edwards software is needed. Upgrade AS/400 computer.
- Goal:** Expand IS support of MAC computing.
- Measurement:** Establish IS support for JD Edwards software, hardware. Determine service needed for 24 X 7 support with customers. Add 24 X 7 support for key information systems including but not limited to: Airside Operations, Landside, Public Safety, Maintenance. Create and develop a program of departmental liaisons for IS activities. Reactivate training programs for MAC staff. Further develop remote access capabilities for staff.
- Goal:** Build a common geographic information system base.
- Measurement:** An organization-wide geographic information system that holds data ranging from base map of the airport to building/room/equipment information.
- Goal:** Build organization-wide IS/technology coordination.
- Measurement:** Improved planning and budgeting processes based upon a strengthened role for the Enterprise Technology Group.

### Police-Public Safety

- Goal:** Provide law enforcement presence to ensure a safe airport by increased patrols, resources, public interaction/education, clerical support, shift of non-statutory duties from sworn to civilian (clerical/CSO) to gain additional police officer availability.
- Measurement:** Improved service to customers, record management, department planning, training, law enforcement presence (parking facilities, rental car areas, terminals, MSP community).
- Goal:** Maintain and upgrade civil aviation security at MSP through: Enhanced CCTV system. Increase number of Cash Challenge contacts two-fold.
- Measurement:** Increase compliance with security requirements.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## DEPARTMENTAL GOALS AND OBJECTIVES - 2000 OPERATING BUDGET

**Goal:** Meet civil aviation security needs by projecting coming FAA & airport standards, equipment/program. FAR 107 compliance. Weekly dialogue with FAA. Submit comments on NPRMs/other rule changes by 90% of due date. Continual Master Security Plan updates.

**Measurement:** Improved security awareness and alertness. Proper response to security issues affecting this airport. Increased level of interest within the department. Improved/expanded programs that provide for a more secure airport.

### *Public Affairs*

**Goal:** Use existing city newsletters, MAC's expanded website and other communication vehicles to disseminate key messages, in understandable terms, to a greater number of residents and community leaders in noise impacted communities.

**Measurement:** A greater number of noise impacted residents and community members will understand and support MAC's efforts to mitigate noise impacts.

**Goal:** Provide timely, accurate and focused messages to the media and public

**Measurement:** Key MAC messages will appear in the media and the public will be able to accurately articulate them.

**Goal:** Develop an on-going advertising campaign based on MSP 2010.

**Measurement:** A greater public awareness, understanding and support for MSP's expansion project and MAC's mission.

**Goal:** Develop specific messages to include in materials and information to our publics about the airport system's economic impact on the region. (Publics: community leaders and residents, business community, the travelling public, employees and legislators).

**Measurement:** Understanding that MAC is not taxpayer financed, greater understanding of the MAC airport system and its economic impact on the region.

### *Purchasing*

**Goal:** Implement a Purchasing Card program for MAC.

**Measurement:** Reduce the number of checks printed, reduce the number of requisitions under \$500, receipt of materials in a timely manner, improve blanket order process, significantly reduce the number of confirming and emergency orders, and reduce the amount of overtime for accounts payable.

**Goal:** 1. Improve flow of communications 2. Improve current purchasing technology 3. Emphasize customer service.

**Measurement:** Timely, accurate, informative, and focused information to the departments, reduce process confusion and paper. Improve communications with departments. Expect this to expand into a long range goal also.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## DEPARTMENTAL GOALS AND OBJECTIVES - 2000 OPERATING BUDGET

- Goal:** Take a leadership roll in the development of professional purchasing consortiums of airports at both the national and regional level.
- Measurement:** Increase buying power, share buying responsibilities and expertise with other members reducing the number of bids being processed at each airport.
- Goal:** 1. Utilize electronic commerce in the acquisition process by advertising bids and proposals and receive responses via the internet 2. Establish a web site for purchasing.
- Measurement:** Reduce paper process, costs of forms, mailing costs, buyers process time, additional information from a wider base of professionals, develop a way to track addendums, and increase the number of vendors participating.

### *Reliever Airports*

- Goal:** Create a staff utilization plan.
- Measurement:** Improved enforcement of MAC policies and regulations by organized employees.
- Goal:** Develop and implement a program to update legislators on the role and importance of the Reliever Airports, as well as the development of the airports.
- Measurement:** Increased awareness and knowledge of the importance and role of the Reliever Airport system by the legislators.
- Goal:** Update Commission policy on flying clubs.
- Measurement:** Improved policy or new ordinance regulating flying clubs.
- Goal:** Develop and maximize alternative revenue sources.
- Measurement:** Identification of alternative revenue sources and development of a plan to capture the revenue.

### *Risk/Insurance*

- Goal:** Review benefits programs to determine the enhancement of benefits and compliance with legal requirements.
- Measurement:**
- Goal:** Conduct and Owner Controlled Insurance (OOICP) feasibility study for construction. If favorable, implement RFP's.
- Measurement:**
- Goal:** Obtain bids from sources to provide Third Party Administrative (TPA) services for medical and dental benefits in 2000.
- Measurement:**

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### DEPARTMENTAL GOALS AND OBJECTIVES - 2000 OPERATING BUDGET

**Goal:** Work with the Benefits Committee to enhance the current Short Term Disability (STD) and sick day program.

**Measurement:**

**Goal:** Develop and Insurance tracking plan for all contracts.

**Measurement:**

#### ***Safety-Risk/Insurance***

**Goal:** To develop and distribute a written document addressing contractor's safety responsibilities when working on MAC properties and projects.

**Measurement:** A MAC Contractors Safety document that will be used to inform contractors of their safety obligations as required by OSHA and the MAC that becomes part of their construction contract.

**Goal:** Develop and Implement methods of measurement to document the effectiveness of the MAC Safety Program.

**Measurement:** Develop and Implement Monthly Statistical Accident reports for Senior Mgmt, Create a Supervisor Safety Training Program, Expand the implementation of individual department safety meetings, Implement an accident investigation process and expand the implementation and performance of safety inspections.

**Goal:** To audit and modify or update the Contractor Safety Program as needed.

**Measurement:** A useable, effective Contractor Safety Program that helps to ensure the safety of all personnel working on MAC projects.

#### ***Telecommunications-ADO***

**Goal:** Replace existing telephone system in the Energy Management Center

**Measurement:** Staff will have an effective, and operational telephone system.

**Goal:** Install a wireless communications network in the main terminal commencing with the Energy Management Center and moving into the electrical vaults and tunnels.

**Measurement:** Staff will have the ability to communicate in the event of an emergency situation, therefore creating safe, working conditions in an industrial environment.

**Goal:** Create a tracking mechanism for all communications equipment used by MAC staff, using the Access database and employee Id numbers.

**Measurement:** Management and staff will have access to database information regarding employee use of communications equipment (pagers, radios, desktop and cellular telephones, long distance use, etc.).

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### DEPARTMENTAL GOALS AND OBJECTIVES - 2000 OPERATING BUDGET

**Goal:** Complete an inventory/audit of our existing US West Customer Service.  
**Measurement:** It is unknown how long it has been since the Customer Service Record has been reviewed. This is the record of the complete list of telephone numbers that MAC pays for under utilities in our budget. A record has been started in the telecommunications department, of numbers that have been added, since the inception of the department. May result in cost savings to MAC.

#### **Wellness**

**Goal:** Increase employee awareness of Wellness options.  
**Measurement:** Measure participation in events, communicate programs through existing internal communication channels (wellness newsletter, mobile library, intranet, etc.) food and health fairs.

**Goal:** Encourage healthy; reduce unhealthy lifestyles.  
**Measurement:** Measures of participation and improvement. Maintain existing programs: Fitness Center, personal training, aerobics, move-to-improve program, flu shots, nurses hot-line, weight management classes, smoking cessation.

**Goal:** Reduce corporate health care costs.  
**Measurement:** Measure health care costs by comparing costs of wellness participants to non-participants, determine current (baseline) cost levels.

**Goal:** Enhance Wellness Committee stature.  
**Measurement:** Seek a "gold" workplace award, build a Twin Cities (corporate) wellness network, and coordinate a community involvement program.

**This page has intentional been left blank.**

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### 2000 OPERATING BUDGET

As in previous budget years, the operating revenue and operating expense assumptions have been prepared comparing the previous year's budget (1999) with the current year's budget (2000).

The Operating Budget section is presented in two sections. In the first section, the total revenues and expenses detailed from operations are incorporated into the Total Operating Budget summary. This schedule includes revenue and expense items which are non-operating. These include interest income and transfers to other funds. In the second part only revenue and expense derived from operating the Commissions facilities are presented. Revenue derived from user fees includes various fees from the airlines, concessions and miscellaneous/utilities/rental fees. Expenses detailed include Personnel, Administrative, Professional Services, Utilities, Operating Services, Maintenance, Depreciation, and Other. Equipment purchases are also detailed at the end of the expense by subledger section.

In April 1999, the Finance Committee directed staff to prepare the 2000 Operating Budget. The direction given staff was significantly different than prior years. In the past, specific targets were identified for both revenue and expenses. This year the Committee suggested the budget be prepared on a "what is required" basis. The guideline given to staff was that any increase would require extensive justification to be considered for approval.

As the table below indicates, significant increases are projected for both revenue and expenses. Assumptions and changes in both revenue and expense are explained further on in the detail area of this section.

(\$ = 000)	2000 Budget	1999 Budget	\$ Variance	% Variance
Operating Revenue	\$ 154,316	\$ 129,922	\$24,394	18.78%
Operating Expense	<u>125,805</u>	<u>110,387</u>	<u>15,418</u>	13.97%
Operating Revenue	<u>\$ 28,511</u>	<u>\$ 19,535</u>	<u>\$ 8,976</u>	

### FINANCIAL POLICIES – OPERATING BUDGET

The following represent the basic Operating Budget and Cash Management/Investment Policies under which this portion of the budget were prepared:

#### A. Operating Budget Policies

1. The Commission will pay all current expenditures from current revenues.
2. The Commission will maintain a working capital balance approximately four months of operating expenses. If the Commission deems it appropriate to reduce working capital for the portion above the formula amount, such reductions shall not exceed 50% of the excess in any one year.
3. The operating budget will be submitted with revenues exceeding expenditures with a sufficient margin to provide for replacement of property, plant and equipment.
4. In the event of a revenue shortfall in a current budget year, the Executive Director may recommend a transfer from the Commission's Operating Fund.
5. The budget will provide for adequate funding of all retirement systems.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### 2000 OPERATING BUDGET

6. The Finance Department will prepare monthly variance reports comparing actual versus budget revenue and expense.
  7. The budget will provide summary information regarding the Operating Fund, Construction Fund and Debt Service Fund projected for the next three years.
  8. Where possible the Commission will integrate performance measurement and/or efficiency indicators in the budget.
  9. Department heads will review monthly reports comparing actual revenues and expenses to budgeted amounts. Any variance in revenue, spending category or capital expenditures for their department as a whole projected to exceed \$100,000 by year-end, will be reported in writing to the Director of Finance and the Executive Director.
  10. The operating budget shall be submitted which has adequate revenues to cover all accrual based expenses except for depreciation on PFC or non-airport owned assets (airport noise abatement of off airport property).
- B. Operating Reserve - established by staff at four months working capital.
- C. Investment/Cash Management Policies
1. Cash Management
    - a) All securities are safekept at one institution.
    - b) All deposits must be insured or collateralized.
  2. Investments
    - a) Investment purchases are made only from dealers with offices located in the state of Minnesota.
    - b) All investment purchases require bids to be taken from several different dealers.
    - c) Investments purchased will be diversified under legal requirements trying to maximize Rate of Return.
    - d) The average Rate of Return will exceed the six month treasury bill.
    - e) All repurchase agreements are required to be collateralized.
    - f) The maturity of any investment shall not exceed three years.
    - g) To the extent possible, the MAC will attempt to match its investments with anticipated cash flow requirements.
    - h) The MAC will have at least 98% of its cash funds earning interest.
    - i) The addition of new accounts to the approved wire transfer list shall require the written authorization of the Finance Director and Executive Director.
  3. Collateral
    - a) Collateral must always be held by an independent third party with whom the MAC has a custodial agreement.
    - b) A clear marked evidence of ownership (safekeeping) must be supplied to the entity and retained.
    - c) To the extent that funds deposited are in excess of the available Federal Deposit Insurance, the MAC shall require the financial institutions to furnish collateral, security or corporate surety bond executed by a company authorized to do business in the state.
    - d) The MAC shall not own investments held in Government Accounting Standard No. 3 Risk Category Three for longer than four days and in no event shall Risk Category Three exceed 5% of the MAC's investment.

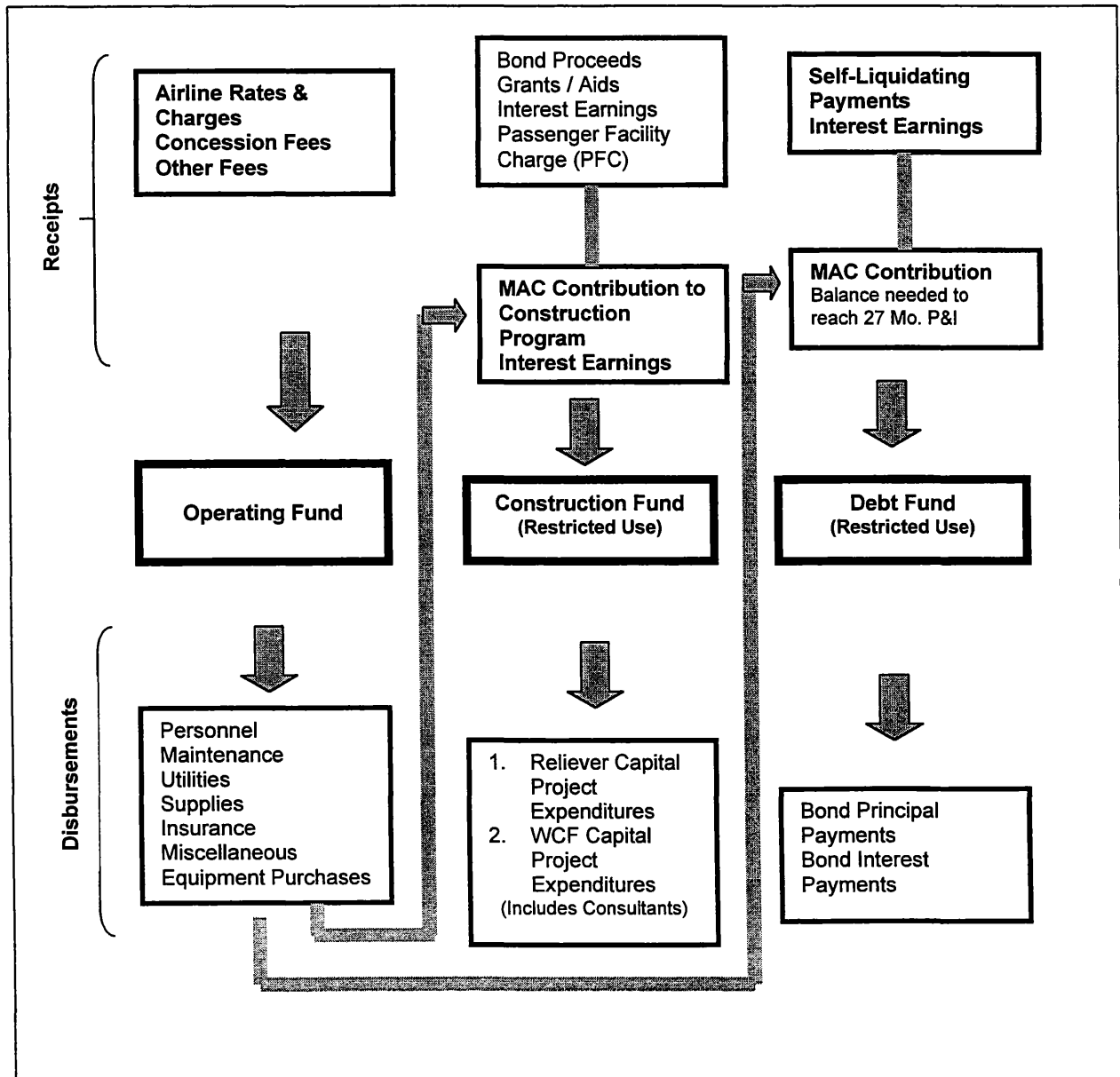


# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## FLOW OF FUNDS/TAXING AUTHORITY – 2000 OPERATING BUDGET

The MAC is accounted for as an Enterprise Fund. An Enterprise Fund accounts for all cost allocations including depreciation while its cost of services are recovered through user fees/charges. Amounts are restricted for construction and debt redemption. For internal purposes, MAC maintains three funds corresponding to three major functions: Operating Fund (Budget), Construction Fund (Budget) and Debt Redemption Fund (Budget).

The Flow of Funds chart below identifies the sources and uses of dollars within each fund and between funds. This chart is followed by a general summary of the three funds.



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## FLOW OF FUNDS/TAXING AUTHORITY – 2000 OPERATING BUDGET

The table below is presented to show the general flow of funds and the amount of dollars moving through each fund on an annual basis. The details for each fund are shown in their respective sections of the budget.

### FUND BALANCE SUMMARY - 2000 BUDGET

(\$ = 000)

	<u>1999 Estimate</u>	<u>1999 Budget</u>	<u>2000 Budget</u>	<u>2001 Projection</u>	<u>2002 Projection</u>
<b>OPERATING FUND</b>					
1/1 Balance	\$ 22,500	\$ 22,500	\$ 24,500	\$ 26,700	\$ 28,700
Total Sources Of Funds	143,219	135,522	161,106	176,306	191,909
Total Uses Of Funds	(144,814)	(133,465)	(160,367)	(178,781)	(194,309)
Transfers & Working Capital Changes	<u>1,595</u>	<u>(2,057)</u>	<u>(739)</u>	<u>2,476</u>	<u>2,400</u>
Ending Balance	\$ 22,500	\$ 22,500	\$ 24,500	\$ 26,700	\$ 28,700
<b>CONSTRUCTION FUND</b>					
1/1 Balance	\$305,789	\$111,342	\$346,769	\$ 281,975	\$ 201,945
Total Sources Of Funds	362,693	451,280	479,119	357,959	110,866
Total Uses Of Funds	<u>(321,713)</u>	<u>(398,000)</u>	<u>(543,913)</u>	<u>(437,989)</u>	<u>(248,863)</u>
Ending Balance	\$346,769	\$164,622	\$281,975	\$ 201,945	\$ 63,948
<b>DEBT SERVICE FUND</b>					
1/1 Balance	\$128,782	\$128,782	\$167,716	\$ 244,290	\$ 294,850
Total Sources Of Funds	83,145	102,864	125,500	123,336	89,818
Total Uses Of Funds	<u>(44,211)</u>	<u>(58,589)</u>	<u>(48,926)</u>	<u>(72,776)</u>	<u>(78,875)</u>
Ending Balance	\$167,716	\$173,057	\$244,290	\$ 294,850	\$ 305,793

- (1) Funds are described in detail and show all sources and uses of funds in their respective section of the document
- (2) Net change in working capital represents fluctuations in year end operating payments and receivables.
- (3) These figures are included in the Sources of Funds under the Construction Fund and Debt Service Fund respectively.

### TAXING AUTHORITY

The Commission has the ability to levy ad valorem property taxes upon properties at the Airport and under certain circumstances, upon all taxable property within the Metropolitan Area. Such taxing authority includes:

1. The power to levy property taxes on land leased at the Airport for police and fire protection, operation, and maintenance of roadway systems.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### FLOW OF FUNDS/TAXING AUTHORITY – 2000 OPERATING BUDGET

2. The power to levy property taxes not in excess of .00806 percent in each year upon the taxable market value of all property in the Metropolitan Area for Airport operation and maintenance costs of airport facilities, provided revenues are not otherwise available.

Although the Commission may levy property taxes for operation and maintenance expenses, the Commission is not currently levying taxes for these purposes. The Commission has entered into agreements in accordance with the Airport Law and the Resolution, whereby rental received by the Commission, together with other charges, rates, and fees imposed by the Commission, are sufficient to meet all expense of operation and maintenance of the Commission's property.

If the Commission were to have levied a tax based on the 1997/1998 taxable market value, the maximum amount available for maintenance and operations of the Commission would have been approximately \$8,000,000.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### TOTAL OPERATING BUDGET SUMMARY

In this section of the Operating Budget revenues and expenses from operating the facilities are combined with non-operating revenues and expenses.

The summary below illustrates how dollars are received and disbursed.

#### FUND BALANCE SUMMARY - 2000 BUDGET (\$ = 000)

	<u>1999 Estimate</u>	<u>1999 Budget</u>	<u>2000 Budget</u>	<u>2001 Projection</u>	<u>2002 Projection</u>
<b>OPERATING FUND</b>					
1/1 Balance	\$ 22,500	\$ 22,500	\$ 24,500	\$ 26,700	\$ 28,700
Sources Of Funds					
Operating Revenues	137,139	129,922	154,316	168,875	183,820
Interest Earnings	6,080	5,600	6,790	7,431	8,088
Total Sources of Funds	143,219	135,522	161,106	176,306	191,909
Uses of Funds					
Operating Expenses(excluding depreciation)	(68,919)	(67,450)	(73,920)	(79,860)	(86,121)
Equipment Purchases	(6,240)	(6,240)	(6,928)	(6,500)	(7,500)
Debt Service Transfer	(16,547)	(17,164)	(33,914)	(45,922)	(47,375)
Construction Fund Transfer	<u>(53,108)</u>	<u>(42,611)</u>	<u>(45,605)</u>	<u>(46,499)</u>	<u>(53,313)</u>
Total Uses of Funds	(144,814)	(133,465)	(160,367)	(178,781)	(194,309)
Net Change in Working Capital	<u>1,595</u>	<u>(2,057)</u>	<u>(739)</u>	<u>2,476</u>	<u>2,400</u>
12/31 Balance	\$ 22,500	\$ 22,500	\$ 24,500	\$ 26,700	\$ 28,700

1 Interest Rate Assumed 5% in 1999 - 2002

2 Net change in working capital represents fluctuations in year end operating payments and receivables.

### SOURCES AND USES

#### SOURCES

There are two sources of funding: operating revenues (airline rates and charges, concessions, and other rentals/miscellaneous) which are described in detail in the Revenue Assumptions section and interest earnings. Interest earnings are assumed to be at 5% for 1999 and 2002. The interest is earned on the balance in the Operating Fund and on MAC funded leases (i.e. Self-Liquidating—those facilities built by MAC and then leased to tenant).

## **MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION**

### **TOTAL OPERATING BUDGET SUMMARY**

#### **USES**

The Operating Fund will start 2000 with a \$24,500,000 balance in January and builds to a \$30–\$50 million balance toward September. On October 10th of each year, MAC must contribute from its Operating Fund to the Debt Service Fund an amount necessary to bring that fund balance up to the 27 month principal and interest level required by law (For General Obligation Bonds and Airport Improvement Bonds) (See Debt Service Budget for complete details.) The balance then increases until December at which time the Commission transfers the required amount for the GARB reserve and analyzes the fund, making sure that all operating expenses have been paid including capital equipment purchases, the debt service transfers made and the four months working capital balance is funded at \$24,500,000 (\$26,700,000 for 20001) in 2000. If there are net funds after this analysis, they are transferred to the Construction Fund. This transfer is estimated at \$45.6 million in 2000.

There are two related significant changes between the 1998 and 1999 budget years. First of all there is an increase in Operating Revenue of \$24,394,000. This increase is explained in detail in the Revenue Assumptions section. The other significant change is seen in the Debt Service Fund Transfer. The increase in the Debt Service transfer for the General Airport Revenue Bonds (GARB's) issued in 1999 and anticipated in 2000 and 2001 is required to ensure all balances are maintained according to the Master Trust Indenture. The Construction Fund Transfer and Debt Service Transfer are explained in detail in their respective sections.

**This page has intentional been left blank.**

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## SUMMARY OF REVENUE AND EXPENSE – 2000 OPERATING BUDGET

(\$ = 000)

REVENUE CATEGORY	1998 <u>Actual</u>	1998 <u>Budget</u>	1999 <u>Estimate</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	1999 Budget vs. 2000 Budget	
						Dollar <u>Change</u>	Percentage <u>Change</u>
Airline Rates & Charges	\$ 46,832	\$ 44,564	\$ 56,194	\$ 56,572	\$ 63,243	\$ 6,671	11.79%
Concessions	56,832	56,490	62,370	58,084	67,136	9,052	15.58%
Other	<u>13,284</u>	<u>13,428</u>	<u>18,575</u>	<u>15,266</u>	<u>24,453</u>	<u>9,187</u>	60.18%
Total Operating Revenue	\$116,948	\$114,482	\$ 137,139	\$ 129,922	\$ 154,832	\$ 24,910	19.17%

OPERATING EXPENSE	1998 <u>Actual</u>	1998 <u>Budget</u>	1999 <u>Estimate</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	1999 Budget vs. 2000 Budget	
						Dollar <u>Change</u>	Percentage <u>Change</u>
Personnel	\$ 32,433	\$ 31,830	\$ 34,600	\$ 34,598	\$ 37,209	\$ 2,611	7.55%
Administrative Expenses	1,113	1,176	1,400	1,431	1,758	327	22.85%
Professional Services	4,006	3,722	4,600	4,561	4,801	240	5.26%
Utilities	6,466	5,805	6,879	5,364	6,705	1,341	25.00%
Operating Services	10,414	10,580	10,592	10,692	11,160	468	4.38%
Maintenance	9,302	8,613	9,698	9,805	11,504	1,699	17.33%
Depreciation	36,756	36,502	42,687	42,937	51,885	8,948	20.84%
Other	<u>119</u>	<u>555</u>	<u>1,150</u>	<u>999</u>	<u>783</u>	<u>(216)</u>	-21.62%
Total Operating Expense	<u>\$100,609</u>	<u>\$ 98,783</u>	<u>\$ 111,606</u>	<u>\$ 110,387</u>	<u>\$ 125,805</u>	<u>\$ 15,418</u>	13.97%
Operating Income	\$ 16,339*	\$15,699*	\$25,533*	\$19,535*	\$ 29,027*	\$ 9,492*	

\* Required as a contribution to debt service and construction program financing.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OPERATING REVENUES – 2000 OPERATING BUDGET

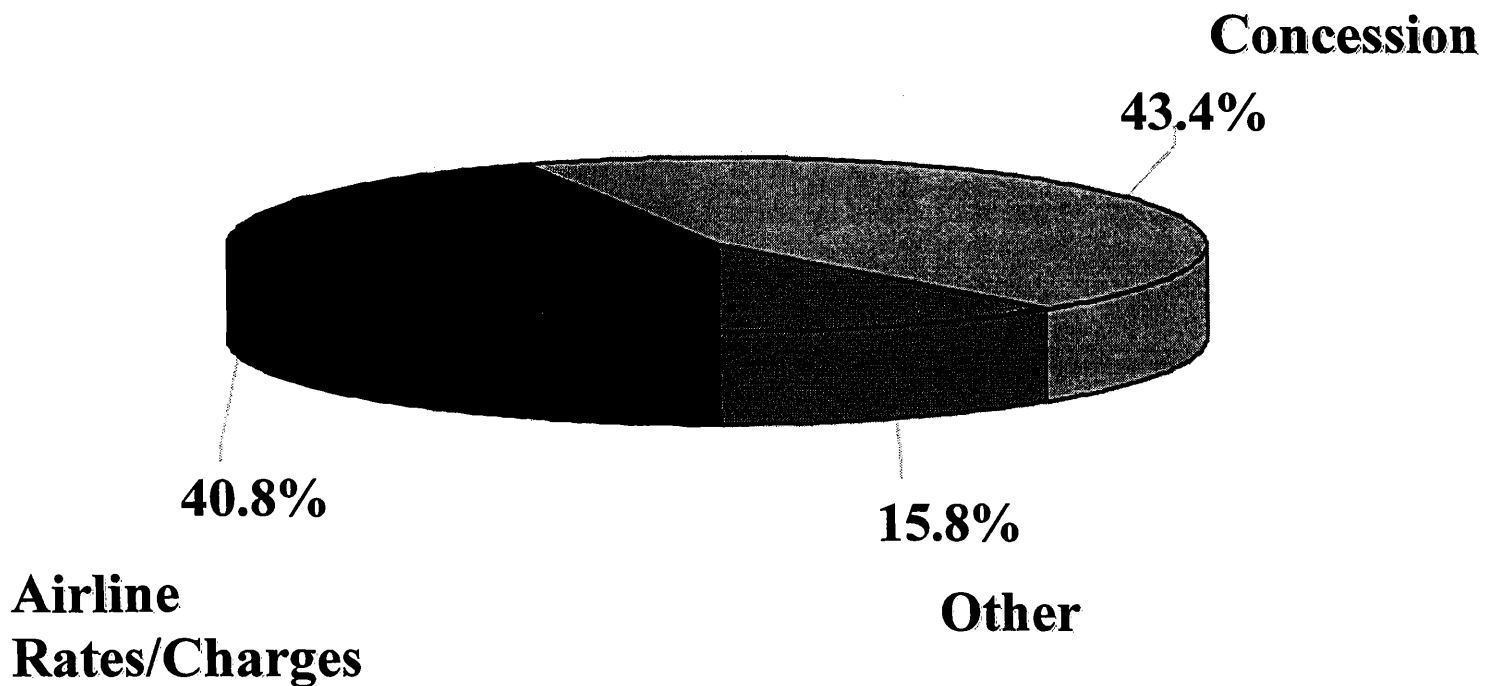
	1998	1999	1999	2000	1999 Budget vs 2000 Budget	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Dollar</u> <u>Change</u>	<u>%</u> <u>Change</u>
<b>Airline Rates &amp; Charges</b>						
Landing Fees	\$ 27,357,600	\$ 31,400,000	\$ 31,646,134	\$ 35,636,541	\$ 3,990,407	12.61%
Ramp Fees	4,753,400	4,950,000	4,869,347	5,628,660	759,313	15.59%
Terminal Rentals-Agreement	11,604,200	16,273,000	16,492,047	18,912,052	2,420,005	14.67%
Terminal Rentals-Other	420,800	421,000	420,765	420,765	-	0.00%
Terminal Rentals-IAF Facility	1,758,000	2,300,000	2,340,800	2,402,058	61,258	2.62%
Carrouseles & Conveyors	252,300	250,000	182,845	243,725	60,880	33.30%
Noise Surcharge	<u>685,300</u>	<u>600,000</u>	<u>619,624</u>	-	<u>(619,624)</u>	-100.00%
Total Airline Rates & Charges	\$ 46,831,600	\$ 56,194,000	\$ 56,571,562	\$ 63,243,801	\$ 6,672,239	11.79%
<b>Concessions</b>						
<b>Landside</b>						
Parking	\$ 35,052,000	\$ 37,620,000	\$ 36,345,404	\$ 40,819,933	\$ 4,474,529	12.31%
Auto Rental	10,335,000	11,200,000	9,553,274	12,467,539	2,914,265	30.51%
Ground Transportation Fees	<u>2,027,000</u>	<u>2,200,000</u>	<u>2,358,501</u>	<u>2,452,138</u>	<u>93,637</u>	3.97%
Total Landside	\$ 47,414,000	\$ 51,020,000	\$ 48,257,179	\$ 55,739,610	\$ 7,482,431	15.51%
<b>Terminal/Other</b>						
Food & Beverage	\$ 2,720,000	\$ 3,325,000	\$ 3,213,123	\$ 3,625,265	\$ 412,142	12.83%
Merchandise & Services	3,664,000	4,200,000	3,182,094	3,933,600	751,506	23.62%
Other Concessions/Services	<u>3,034,000</u>	<u>3,825,000</u>	<u>3,431,699</u>	<u>3,837,116</u>	<u>405,417</u>	11.81%
Total Terminal/Other	\$ <u>9,418,000</u>	\$ <u>11,350,000</u>	\$ <u>9,826,916</u>	\$ <u>11,395,981</u>	\$ <u>1,569,065</u>	15.97%
Total Concessions	\$ 56,832,000	\$ 62,370,000	\$ 58,084,095	\$ 67,135,591	\$ 9,051,496	15.58%
<b>Other</b>						
Building Rentals	\$ 4,687,600	\$ 6,325,000	\$ 3,690,070	\$ 11,363,981	\$ 7,673,911	207.96%
Lobby Fees - HHH Terminal	1,207,200	2,200,000	2,774,370	2,089,694	(684,676)	-24.68%
Ground - SW Cargo Area	1,009,300	875,000	1,036,747	1,024,567	(12,180)	-1.17%
Ground - Other	2,457,700	3,400,000	2,832,545	3,692,424	859,879	30.36%
Utilities	2,077,400	1,750,000	1,821,774	2,126,758	304,984	16.74%
Other	<u>1,845,100</u>	<u>4,025,000</u>	<u>3,110,624</u>	<u>4,155,467</u>	<u>1,044,843</u>	33.59%
Total	\$ <u>13,284,300</u>	\$ <u>18,575,000</u>	\$ <u>15,266,130</u>	\$ <u>24,452,891</u>	\$ <u>9,186,761</u>	60.18%
Total Operating Revenue	\$116,947,800	\$137,139,000	\$129,921,787	\$154,832,283	\$24,910,496	19.17%



MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OPERATING REVENUES – 2000 OPERATING BUDGET

## *2000 Budget Operating Revenues*



## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### REVENUE ASSUMPTIONS – 2000 OPERATING BUDGET

Estimates of revenue for 2000 are made by compiling information from the following sources:

- Projected passenger activity and operations from airlines using MSP
- Leases
- Contracts
- Other agreements at MSP and the Reliever Airports
- Historical trends

The explanations for revenue assumptions are based on a comparison of 1999 budget versus 2000 budget figures.

(\$ = 000)						1999 Budget vs. 2000 Budget	
REVENUE CATEGORY	1998 Actual	1998 Budget	1999 Estimate	1999 Budget	2000 Budget	Dollar Change	Percentage Change
Airline Rates & Charges	\$ 46,832	\$ 44,564	\$ 56,194	\$56,572	\$63,243	\$ 6,671	11.79%
Concessions	56,832	56,490	62,370	58,084	67,136	9,052	15.58%
Other	<u>13,284</u>	<u>13,428</u>	<u>18,575</u>	<u>15,266</u>	<u>24,453</u>	<u>9,187</u>	60.18%
Total Operating Revenue	<u>\$ 116,948</u>	<u>\$114,482</u>	<u>\$137,139</u>	<u>\$ 129,922</u>	<u>\$ 154,832</u>	<u>\$ 24,910</u>	19.17%

### AIRLINE RATES AND CHARGES

The current airline use agreement expired on 12/31/98. Negotiations were taking place at the time the 2000 budget was prepared. Rates and charges for the airlines were calculated based on the proposed agreement. The formulas are basically the same, however the percentages for allocations were updated to reflect current activity.

Approximately \$63 million, or 40.8%, of MAC's \$155 million in revenue is generated from rates charged to the airlines. The formulas for the rates (landing fee, ramp fee, and terminal rates) are established in the proposed airline use agreement. In addition the Lindbergh Terminal International Arrivals Facility (IAF) is included in this category. In accordance with these agreements, expenses from the Police, Fire, Maintenance Labor, Maintenance Equipment, and Administration service centers are allocated to the Field & Runway, Ramp, Terminal Building, and IAF service centers. Total costs plus the allocations are then used to determine the airline rates and charges. As a result, fluctuations in the allocated costs can cause a change in the airline rates.

### LANDING FEES

The Landing Fee is based upon total estimated expense in the Field & Runway service center. By dividing total field and runway expenses by the estimated landed weight (provided by the airlines), a budgeted landing fee is established for use during the year. In 2000 the landing fee rate is based upon a break even philosophy in which total revenue equals total expense.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### REVENUE ASSUMPTIONS – 2000 OPERATING BUDGET

A comparison of estimated 1999, 1999 budgeted and 2000 budgeted landing fee rates, landed weight and revenue of the major carriers follows:

	<u>1999 Estimate</u>	<u>1999 Budget</u>	<u>2000 Budget</u>	<u>% Change Budget to Budget</u>
Landing Fee	\$ 1.25	\$ 1.26	\$ 1.35	7.14%
Landed Weight	25,087,300	25,113,921	26,531,378	5.64%
Revenue	\$31,250,000	\$ 31,646,134	\$ 35,695,885	12.80%

The landing fee change between 1999 and 2000 can be attributed to the following combination:

1. Landed weight projections provided by the airlines indicate a 5.64% increase over the 1999 budget. This change reflects domestic and international activity. The increase in weight results in a \$.06 decrease in the fees.
2. Depreciation and Interest associated with several reconstruction and rehabilitation projects results in an increase of \$.13 or \$3,500,000.  
These projects include:
  - 1998 – Runway 12R/30L reconstruction (\$257,000).
  - Ramsey Jr. High (\$854,000)
  - Assumption Catholic School (\$155,000)
  - 2000 – 3 schools (\$205,000)
3. Field and Runway Maintenance Labor allocations result in an increase of \$.01 or \$388,000.
  - The 1999 budget included – 17 positions - (2) electricians, (1) painter, (1) plumber, (1) carpenter, (2) equipment workers, (8) field maintenance, (1) shop foreman, and (1) administrative. These positions are necessary to maintain existing conditions and improve aging facilities. Only 50% of salaries and wages were included in the 1999 budget. The majority of the 2000 budget increase is the result of a full year of salary vs. a partial year in 1999.
  - The 2000 budget also increased overtime and double time to reflect historical usage.
4. Administration Allocations result in an increase of \$.02 or \$780,000.
  - Additional staff (17 – 1999 budget and 6 – 2000 budget)
  - Depreciation and interest associated with Office additions
  - Professional services that were increased instead of staff additions.
  - And increases in both publications and marketing. (see expense assumptions for further detail)
5. Coverage Account Deposit results in a decrease of <\$.05> or \$1,172,000.
  - Per the airline lease agreement the coverage account is not being funded with landing fees.
6. Off Airport Noise results in an increase of \$.03 or \$620,000.
  - Off airport noise is no longer a separate fee and is included in the landing fee calculation per the airline agreement.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### REVENUE ASSUMPTIONS – 2000 OPERATING BUDGET

#### RAMP FEES

Aircraft parking ramp fees are calculated in the same manner as landing fees. Ramp fees are determined by dividing the total estimated Terminal Ramp expenses by total lineal feet of ramp available. The rate is based upon a break even philosophy. The major carriers are responsible for 8,496 feet and the regional carriers are responsible for 378 feet. This is a change from the prior airline agreement (MAC subsidized the regional portion in the past) in that now all costs are recovered.

The following is a comparison of estimated 1999, budgeted 1999 and budgeted 2000 ramp rates, revenue and expense.

	<u>1999 Estimate</u>	<u>1999 Budget</u>	<u>2000 Budget</u>	<u>% Change Budget to Budget</u>
Ramp Fee (per lineal foot)	\$597.25	\$548.72	\$634.35	15.61%
Ramp Footage	8,874	8,874	8,874	0.00%
Revenue	\$5,300,000	\$4,869,347	\$5,629,179	15.61%

The increase in the rate between the two years can be attributed to the following:

1. Depreciation & Interest results in an increase of \$43.14/LF or \$373,000
  - Depreciation and Interest expenses associated with the temporary regional ramp.
2. Maintenance/Labor allocation results in an increase of \$7.78/LF or \$69,000. Because Landing and Ramp Fees are calculated the same, both explanations are identical:
  - The 1999 budget included – 17 positions - (2) electricians, (1) painter, (1) plumber, (1) carpenter, (2) equipment workers, (8) field maintenance, (1) shop foreman, and (1) administrative. These positions are necessary to maintain existing conditions and improve aging facilities. Only 50% of salaries and wages were included in the 1999 budget. The major of the 2000 budget increase is the result of a full year of salary vs. a partial year in 1999.
  - The 2000 budget also increased overtime and double time to reflect actual from 1999.
3. Equipment Building allocation results in an increase of \$19.85/LF or \$176,000.
  - The 2000 budget included a full years depreciation and interest for equipment that was budgeted in 1998 and 1999.
4. Administration Allocations result in an increase of \$13.17/LF or \$117,000. Because Landing and Ramp Fees are calculated the same, both explanations are identical
  - Additional staff (17 – 1999 budget and 6 – 2000 budget)
  - Depreciation and interest associated with Office additions
  - Professional services that were increased instead of staff additions.
  - And increases in both publications and marketing. (see expense assumptions for further detail)

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### REVENUE ASSUMPTIONS – 2000 OPERATING BUDGET

#### TERMINAL AIRLINES – AGREEMENT

Airline building rates are calculated by allocating expense over the total rentable square footage in the Lindbergh Terminal. Airlines are charged for the space they occupy. Unlike landing fees and ramp fees, airline terminal building rates are not based upon a near break even or break even philosophy. Under this calculation, costs are recovered from the airlines in proportion to the rentable space they occupy in the terminal building. Previously the Green Concourse was a separate lease and not included in the Terminal calculation. Under the proposed new airline lease agreement all costs associated with the Green Concourse are now included in the Terminal rates and charges.

A comparison of estimated 1999, budgeted 1999 and 2000 rates follows:

	<b>1999</b>	<b>1999</b>	<b>2000</b>	<b>% Change</b>
	<b><u>Estimate</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget to Budget</u></b>
Exclusive (Per Sq. Ft.)	\$ 37.00	\$ 34.64	\$ 36.73	6.03%
Exclusive Janitored (Per Sq. Ft.)	\$ 41.00	\$ 38.54	\$ 40.56	5.24%

The rate change for exclusive space results from the items listed below;

1. Terminal building - Direct Expenses increased \$1.04/SF. The increase can be attributed to additional maintenance costs associated with:
  - Based on historical costs Carrouseles and Conveyors increased approximately \$126,000
  - As a result of the new facility additions elevator and escalators will be up approximately \$357,000.
  - The janitorial costs are projected to increase \$180,000 as a result of contract increases and additional square footage.
  - The terminal portion of the people mover is estimated at \$371,000.
2. Depreciation & Interest increase \$1.98/SF. The increase is associated to the following projects:
  - The Green and Gold connector - \$333,000
  - Green Concourse Phase 1 Gate Expansion - \$431,000
  - Public Address System. Central Alarm Monitoring & Fiber Optic Cable/ Core Building - \$225,000
3. Administrative Allocations increase \$.58/SF. See Landing fee explanation above.
4. Energy Management Center - Direct expense decreased \$.70. This resulted from a project transfer to the Terminal Building.
5. Coverage Account decreased \$.75/SF. Per the airline lease agreement the coverage account is not being funded through terminal rates.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### REVENUE ASSUMPTIONS – 2000 OPERATING BUDGET

#### LINDBERGH TERMINAL

The agreement for this facility includes a fee calculation similar to the ramp and landing fees (break even/revenue equals expense). Users of the facility will be charged a use fee based upon projected expenses. At year end an adjustment will be made for any overage or shortage.

The table below shows the fees for estimated 1999, budgeted 1999 and budgeted 2000:

	<u>1999 Estimate</u>	<u>1999 Budget</u>	<u>2000 Budget</u>	<u>% Change Budget to Budget</u>
Total Costs	\$2,450,000	\$2,340,800	\$2,402,058	2.62%
Passengers	610,000	590,000	606,110	2.73%
Fee/Passenger	\$4.02	\$3.97	\$3.96	-0.25%

The increase in the fee can be attributed to general additions to maintenance expenses.

#### CARROUSELS AND CONVEYORS

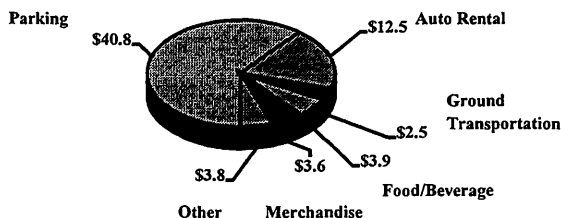
The budget for 2000, shows an \$86,000 increase from 1999, due to additional preventative maintenance.

#### NOISE SURCHARGE

The noise surcharge is now included in the landing fee calculation. Projects related to the insulation, replacement of windows and installation of air conditioning at for schools. These schools are located in neighborhoods highly impacted by noise. Also included are the noise monitoring system and Part 150 implementation. Depreciation and Interest for Off-Airport projects are the only costs included in this cost center.

#### CONCESSIONS

The 2000 budget for Concessions revenues shows a 15.58% or \$9,051,496 increase from the budgeted 1999 amount. Concession revenue consists of the following categories:



Category	Percentage of Total Concession Revenue
Parking	60.8%
Auto Rental	18.6%
Ground Transportation Fees	3.6%
Food and Beverage	5.4%
Merchandise and Personal Services	5.9%
Other Concessions/Services	5.7%

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### REVENUE ASSUMPTIONS – 2000 OPERATING BUDGET

#### PARKING

Parking revenue is projected to increase 12.31% from \$36,345,404 in 1999 to \$40,819,933 in 2000. The increase in revenue is due to additional parking spaces resulting from the construction of a new parking facility. Phase one of the parking structure opened three levels of the facility early in September 1999. The balance of the construction is anticipated to be completed by September 2000 when an additional 4,000 parking spaces will be added. The following chart shows the change in parking spaces from 1998 to 1999.

Parking Lot	Total Parking Spaces 1998	Total Parking Spaces 1999	Variance
Short Term Parking Lot	460	937	477
Garage	473	369	(104)
General Parking Lot	7,169	8,211	1,042
Econo Lot	2,789	2,789	0
Total Parking Spaces	10,891	12,306	1,415

#### AUTO RENTAL

Auto Rental fees are projected to increase by \$2,914,265 or 30.51% over the 1999 budget amount. In 1999 the Commission approved a new auto rental agreement. Consistent with the previous agreement Auto Rental firms pay a minimum rental fee plus a percentage of gross revenue above the minimum fee. Based on the new agreement the percentage of gross revenue payable to MAC will increase .5%. The balance of the increase is due to additional activity. The average increase in activity has been approximately 7.8%.

#### GROUND TRANSPORTATION

Ground Transportation fees are projected to increase 3.97% or \$93,637 over 1999. These fees are set by MAC Ordinance. The fees include licenses, permits, dwell time and trip fees. Types of transportation subject to these fees include taxis, limos, hotel/motel vans, off-air auto rental firms and some buses. When the 2000 budget was prepared rates had not been set for taxicab permit fees and trip fees. The 2000 budget was based on a slight increase in activity and 1999 rates.

#### FOOD & BEVERAGE

Food and Beverage is projected to increase 12.83% or \$412,142. The 2000 budget projected Food and Beverage revenue for all existing facilities to increase 5% over 1999 due to increased passenger activity. The balance of the increase is due the projected opening of several new facilities. The new locations were not included in previous budget.

#### MERCHANDISE & PERSONAL SERVICES

This area is projected to increase 23.62% or \$751,506. The first phases of the concession projected were complete in 1999. Actual revenue reported during the construction project exceeded 1999 budget expectations. New facilities for merchandise and service either opened earlier than expected or activity was greater than expected. The 2000 budget is projected a slight increase in activities due to passenger growth and the opening of several new facilities which are a part of the final phase of the concessions project.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

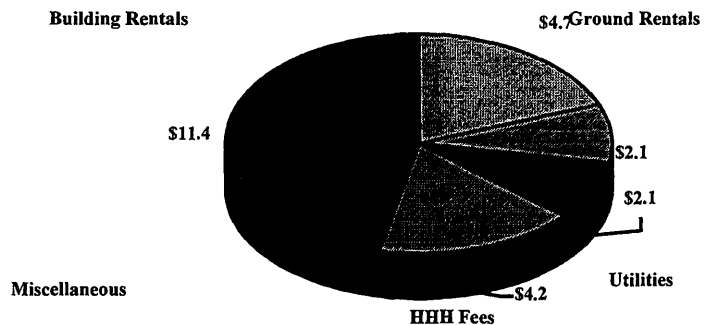
### REVENUE ASSUMPTIONS – 2000 OPERATING BUDGET

#### OTHER CONCESSIONS

This area includes advertising (indoor and outdoor), telephones, vending, auto services, and in-flight catering. Other Concessions are projected to increase 11.81% or \$405,417. The increase is attributed to increased passenger activity.

#### OTHER

The Other category is projected to increase 60.18% from \$15,266,130 to \$24,452,891. Included in this category are Building Rentals, Lobby Fees, Ground Rent-Southwest Cargo Area, Ground Rent-Other, Utilities, and Other.



#### BUILDING RENTALS

Building Rental is projected to increase \$7,673,911 or 207.96% over 1999. This category includes all building rental not included in airline rates and charges. The increase can be attributed to the following:

1. The majority of the increase is the result of the Customer Facility Charge (CFC). Per MAC Ordinance 88 which was effective April 1999, MAC will collect these fees to service the debt associated with the auto rental companies facilities.
2. A portion of the new parking facility is dedicated to the auto rental companies for ready returns. The auto rental companies are charged for number of spaces they occupy and a portion of the management and operations cost of the parking facility.
3. After several years of discussion, MAC has revised the charges for its 6 reliever airports. The new fee structure (excluding Depreciation) attempts to make the reliever airports more self-sufficient. The fee structure will be phased in over a number of years.

#### LOBBY FEES/HHH TERMINAL FEES

In June 1999, Sun Country Airlines changed from charter service to a scheduled airline. Sun Country Airlines is the primary tenant at the Humphrey Terminal. The reduction is due to a change in MAC Ordinance 89. Ordinance 89 changed the fee calculation from break even to a structure that is similar to the Lindbergh Terminal.

#### GROUND - OTHER

Ground - Other is projected it increase \$859,879 or 30.86%. Nearly all of the increase is due to the implementation of the reliever airport rates and charges. The 1999 budget was prepared based on the old methodology. The new fee structure went into effect January 1999.

#### UTILITIES

Utilities are projected to increase \$304,984 or 16.74% over 1999. The majority of the increase is due to a rate adjustment from the City of Minneapolis for water and sewer. The balance of the change is due to several new facilities that will come on line in 2000.



## **MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION**

### **REVENUE ASSUMPTIONS – 2000 OPERATING BUDGET**

#### **OTHER**

Other is projected to increase \$1,044,843 or 33.59% over 1999. Included in the new fee structure at the reliever airports is a phased in increase in fuel flowage fees. Also a rate increase which was effective April 1999 for Employee Parking comprises the balance of the change.

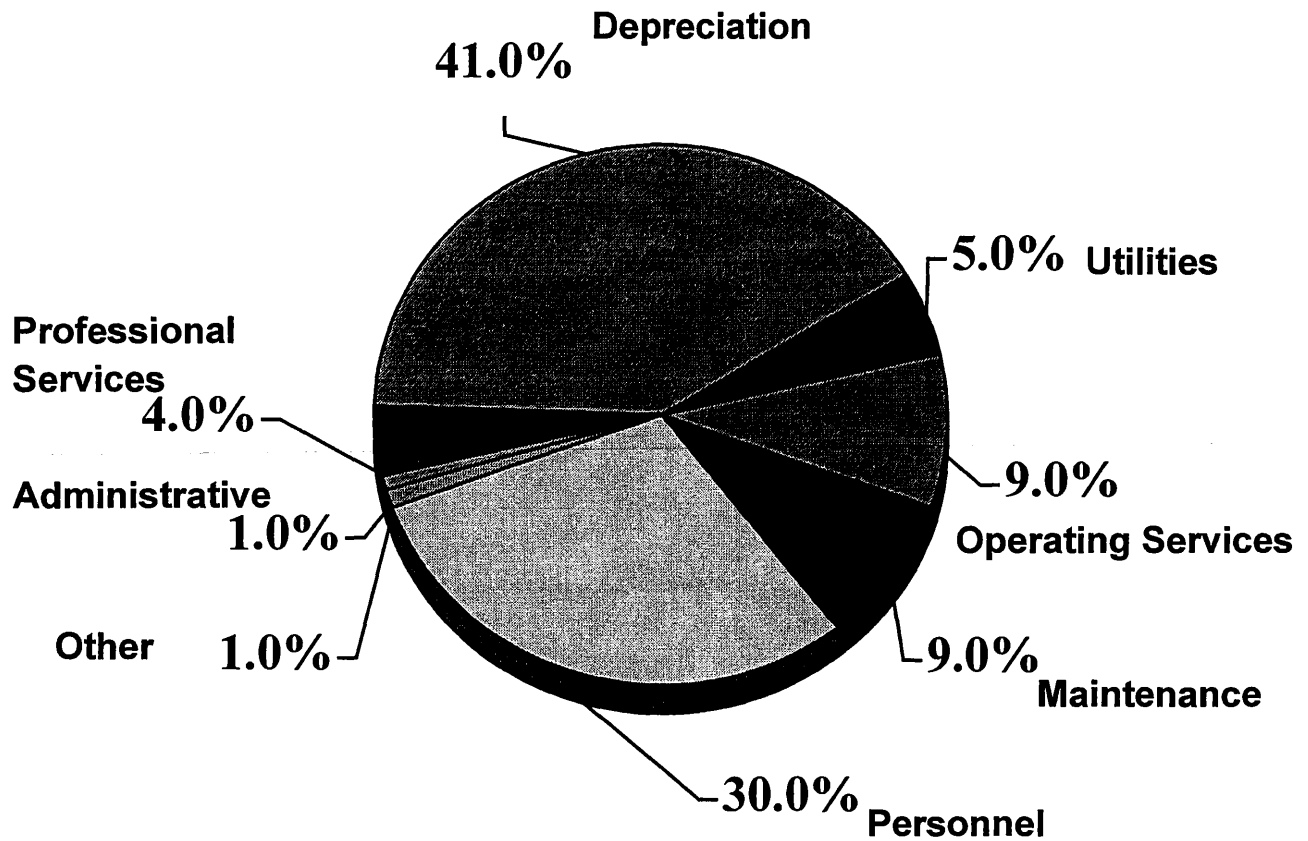
**This page has intentional been left blank.**

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OPERATING EXPENSES – 2000 OPERATING BUDGET

	1998 <u>Actual</u>	1998 <u>Budget</u>	1999 <u>Estimate</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	1999 Budget vs 2000 Budget	
						Dollar <u>Change</u>	% <u>Change</u>
<b>Personnel</b>							
Salaries & Wages	\$23,079,923	\$22,744,230	\$25,349,000	\$24,720,101	\$27,035,995	\$ 2,315,894	9.37%
Benefits	9,325,265	9,056,229	9,225,000	9,848,636	10,143,393	294,757	2.99%
Commissioner Per Diem	<u>27,460</u>	<u>29,350</u>	<u>26,000</u>	<u>29,350</u>	<u>29,350</u>	-	0.00%
Total Personnel	\$ 32,432,648	\$ 31,829,809	\$ 34,600,000	\$ 34,598,087	\$ 37,208,738	\$ 2,610,651	7.55%
<b>Administrative Expenses</b>	\$ 1,112,697	\$ 1,176,468	\$ 1,400,000	\$ 1,431,434	\$ 1,758,001	\$ 326,567	22.81%
<b>Professional Services</b>	\$ 4,005,662	\$ 3,721,798	\$ 4,600,000	\$ 4,560,978	\$ 4,800,699	\$ 239,721	5.26%
<b>Utilities</b>	\$ 6,466,406	\$ 5,804,849	\$ 6,879,000	\$ 5,363,930	\$ 6,705,480	\$ 1,341,550	25.00%
<b>Operating Services</b>							
Parking Management	\$ 4,176,144	\$ 4,038,250	\$ 4,203,000	\$ 4,418,404	\$ 4,820,378	\$ 401,974	9.10%
Shuttle Bus Services	2,872,078	2,774,714	2,286,000	2,127,869	1,791,466	(336,403)	-15.81%
Service Agreements	873,661	932,658	875,000	1,151,278	1,348,221	196,943	17.11%
Storm Water Monitoring	1,216,218	1,225,000	1,062,000	1,300,000	1,250,000	(50,000)	-3.85%
Other	<u>1,275,632</u>	<u>1,609,397</u>	<u>2,166,000</u>	<u>1,694,238</u>	<u>1,949,543</u>	<u>255,305</u>	15.07%
Total Operating Services	\$ 10,413,733	\$ 10,580,019	\$ 10,592,000	\$ 10,691,789	\$ 11,159,608	\$ 467,819	4.38%
<b>Maintenance</b>							
Trades	\$ 836,333	\$ 623,134	\$ 875,000	\$ 682,972	\$ 718,552	\$ 35,580	5.21%
Field	1,509,778	1,660,553	2,375,000	2,092,557	2,435,490	342,933	16.39%
Building	1,795,043	1,484,816	1,348,000	1,525,767	2,885,618	1,359,851	89.13%
Equipment	1,101,814	1,079,975	1,000,000	1,407,555	1,203,253	(204,302)	-14.51%
Cleaning	<u>4,059,208</u>	<u>3,764,228</u>	<u>4,100,000</u>	<u>4,095,797</u>	<u>4,261,364</u>	<u>165,567</u>	4.04%
Total Maintenance	\$ 9,302,176	\$ 8,612,706	\$ 9,698,000	\$ 9,804,648	\$ 11,504,277	\$ 1,699,629	17.33%
<b>Depreciation</b>	\$ 36,755,827	\$ 36,502,136	\$ 42,687,000	\$ 42,936,521	\$ 51,885,207	\$ 8,948,686	20.84%
<b>Other</b>							
General Insurance	\$ 1,012,989	\$ 1,237,097	\$ 1,392,000	\$ 1,337,097	\$ 1,335,489	\$ (1,608)	-0.12%
Minor Equipment	386,521	283,770	531,000	618,545	351,688	(266,857)	-43.14%
Other	594,015	311,832	377,000	321,492	373,096	51,604	16.05%
Reimbursed	<u>(1,874,216)</u>	<u>(1,278,000)</u>	<u>((1,150,000))</u>	<u>(1,278,000)</u>	<u>(1,277,750)</u>	<u>\$ 250</u>	-0.02%
Expense							
Total Other	\$ 119,309	\$ 554,699	\$ 1,150,000	\$ 999,134	\$ 782,523	\$ (216,611)	-21.68%
<b>Total Operating Expense</b>	\$ 100,608,458	\$ 98,782,484	\$111,606,000	\$110,386,521	\$ 125,804,533	\$15,418,012	13.97%

***2000 Budget Operating Expenses (\$ = 000)***



## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### EXPENSE ASSUMPTIONS – 2000 OPERATING BUDGET

The Finance Committee, instructed staff to develop the 2000 budget similar to 1999 guidelines:

- Any increase to the controllable expense for the service center budgets would require a detailed analysis to support the change. Service centers were allowed to make changes to line items as long as the bottom line did not increase. Because of previous contractual agreements salaries and wages for existing personnel were excluded from the bottom line for the service center.
- All capital equipment requests required a detailed analysis

Based on the information supplied by budget specialists, utility companies, suppliers and historical analysis the 2000 expense budget is projected to increase 14.0% from to \$110,386,521 to \$125,804,533.

(\$ = 000)						1999 Budget vs 2000 Budget	
OPERATING EXPENSE	1998 Actual	1998 Budget	1999 Estimate	1999 Budget	2000 Budget	Dollar Change	Percentage Change
Personnel	\$32,433	\$31,830	\$34,600	\$34,598	\$37,209	\$2,611	7.55%
Administrative Expenses	1,113	1,176	1,400	1,431	1,758	327	22.85%
Professional Services	4,006	3,722	4,600	4,561	4,801	240	5.26%
Utilities	6,466	5,805	6,879	5,364	6,705	1,341	25.00%
Operating Services	10,414	10,580	10,592	10,692	11,160	468	4.38%
Maintenance	9,302	8,613	9,698	9,805	11,504	1,699	17.33%
Depreciation	36,756	36,502	42,687	42,937	51,885	8,948	20.84%
Other *	119	555	1,150	999	783	(216)	-21.62%
Total Operating Expense	<u>\$100,609</u>	<u>98,783</u>	<u>\$111,606</u>	<u>\$110,387</u>	<u>\$125,805</u>	<u>\$15,418</u>	13.97%

\* Includes General Insurance, Minor Equipment, Reimbursed Expense and miscellaneous items.

### PERSONNEL

Personnel costs are projected to increase 7.55% or approximately \$2,611,000 over the 1999 budget. The increase can be attributed to the following items:

1. Headcount – Staff has proposed an increase of 12 positions. Four other positions were cut for a net increase of 8 positions over the current budgeted staffing level of 514. The new positions for 2000 are:
  - **Data Resources Secretary**, Deputy Administrative Services – This employee will develop databases, analyze and provide statistical data, and generate report documents. In addition, research information as requested, prepare correspondence, and maintain departmental files.
  - **Assistant Manager – Contracts and Grants**, Airport Development– This position will assist the Airport Development Project Manager with the management of administrative functions in the department. They will assist in the following:
    - Development of continuing consultant contracts
    - Issuing professional service authorizations
    - Coordination of construction project specification language and bid dates
    - Construction project bid openings
    - Review of bids received
    - Development of recommendations concerning award
    - Review of all construction contracts and bonds of insurance certificates for accuracy prior to Commission execution.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### EXPENSE ASSUMPTIONS – 2000 OPERATING BUDGET

- Assist in processing of all contractor/consultant invoices for payment and in the maintenance of appropriate databases.
- Responsible for coordination of support material and preparation of draft applications to obtain Federal and State Grants – Aid.
- Responsible for coordination support material and preparation of draft Planning and Environment Committee agenda item memorandums.
- **Business Analyst, IS** – Analyze business processes with staff:
  - Determine requirements and specifications for automated information systems.
  - Create conceptual design for information systems.
  - Assist staff with process re-design.
  - Prepare maintain documentation about MAC business functions, processes and systems
- **System Support Analyst, IS** – This individual will provide support for MAC systems outside of the 8:00 AM –5:00 PM, Monday – Friday. Supported systems include those in place or planned for :
  - Airside, Landside, Public Safety and Maintenance.
  - Troubleshoot and resole off-hours problems concerning: networks, servers, applications software, and desktop equipment.
  - Coverage may include being on-call with specified callback and onsite response times.
  - Work may be done from home using MAC-provided equipment and communications.
- **AS/400 JD Edwards Programmer Analyst, IS** – Responsible for all phases of the AS/400 and staff support for JD Edwards software.
- **Manager – Application Development, IS** – This individual will supervise IS staff in the application development area. This includes: 2 Business analysts, 1 web master, 1 desktop support – applications.
- **Assistant Manager Concessions, Commercial Management/Airline Affairs** – This individual's responsibility will include:
  - Host agreement compliance and monitoring,
  - Food assortment and quality planning.
  - Board of health and regulations compliance.
  - Assist in new concession planning for HHH, Green Concourse, etc.
- **Firefighter (3)**, In order to comply with FAA regulation for response to multiple emergencies additional firefighters are needed. The Firefighters will be responsible for general fire fighting and rescue duties.
- **Police Officer, Police** – The Police Officer will be responsible for law enforcement duties at the airport, which include patrol, field security, calls for service and crime prevention.
- **Plumber, Trades/Plumbers** - To continue general upkeep of expanding MAC facilities an additional painter is required. This position will allow this area to maintain and repair both existing and new facilities on a timely basis.

These positions will add approximately \$600,000, to the 2000 budget.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### EXPENSE ASSUMPTIONS – 2000 OPERATING BUDGET

2. Only a partial year of salaries and wages were included for the 53 positions approved in 1999. The 2000 budget includes a full year of salaries and wages for all 1999 approved head count. This will increase the budget by an estimated \$700,000.
3. Wages for 2000 will increase as a result of salary and contract adjustments. These are estimated at \$600,000.
4. Historically overtime and double time for the Maintenance – Field has been under stated. Based on a five-year analysis. Maintenance – Field increased overtime and double time to reflect actual usage. The budget increase for 2000 overtime is 6.46% or \$87,402 and double time is 17.9% or \$106,039.
5. Several service centers will be using temporary staff members to help with the increasing workloads. The use of temporary staff will allow the service center to dedicate the required hours for special projects and work backlogs. The budget increase for 2000 is 63.3% or \$169,183.
6. The balance of the increase is in employee insurance and severance. Employee insurance (\$200,000) increase is due to a slight premium adjustment and new employees for 2000. The severance increase (\$70,000) can be attributed to new employees for 1999/2000.

### ADMINISTRATIVE

This category consists of office and computer supplies, travel, information sources, and printing costs. Administrative services are projected to increase 22.85% or approximately \$326,600. The increase can be attributed primarily to increased printing and publication cost. Several of the MAC brochures will be combined in to one comprehensive guide. Some of the previous brochures had not been updated in over 3 years.

### PROFESSIONAL SERVICES

Professional Services are estimated to increase 5.26% or approximately \$240,000. The net change in professional services is primarily due to Public Information Services. The increase represents Public Relation consultants used to supplement staff. They provide design services, develop communications plans and advertising concepts and handle the details of securing advertising space, bids and projects as needed.

The following table identifies the major consulting areas:

Type of Service	Department	Dollars
Accounting & Audit Fees	Finance	\$ 179,000
Software Consulting	IS, Finance, Airport Development,	
	Noise Aviation Program,	243,000
Legal Fees	General Counsel	578,000
	Environmental/Noise	125,000
	Reliever Airports	75,000
Engineering Fees	Planning & Development - General	262,000
	Planning & Development - MSP	576,500
Environmental Engineering	Environmental - MSP/Relievers	486,000
Legislative	Labor/Legislative – Local	90,000
	Labor/Legislative – National	245,000
Strategic Planning	Human Resource Development	100,000
Public Information Services	Public Affairs	222,000
	Commercial Development/Airlines Affairs	\$ 200,000
Total		\$3,381,500

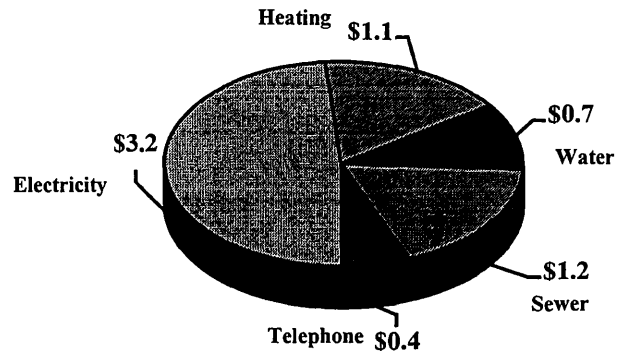
## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### EXPENSE ASSUMPTIONS – 2000 OPERATING BUDGET

#### UTILITIES

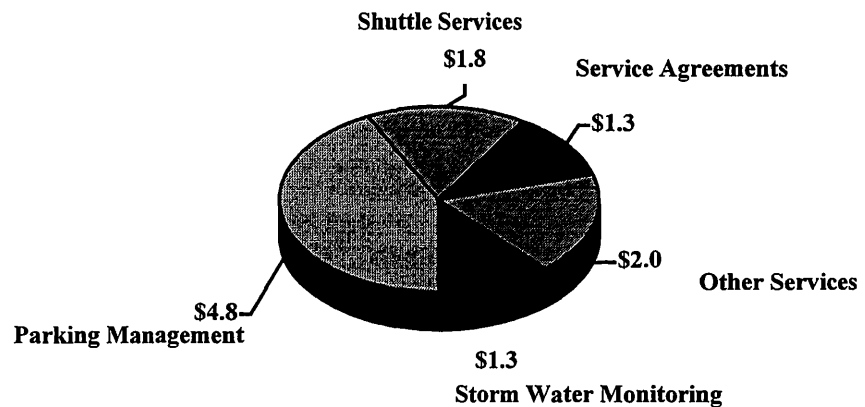
Utilities are projected to increase an estimated \$1,341,000 or 25.00% from the 1999 budget. These changes can be attributed to the following items:

1. Electricity is projected to increase 43.9% or \$982,700. Based on the issuance of an RFP for electrical service, the 1999 budget was reduced by approximately 20%. The 1999 savings were not realized. MAC will continue pursuing the RFP, however, with continued added facilities, the Commission is focused on limiting the increases. The 2000 budget increases reflect the addition of moving walks and heating / ventilation systems on the Green Concourse and the new parking facility.
2. Based on recent historical consumption figures the 2000 budget was increased 25.9% or \$136,300 for water and 17.5% or \$185,000 for sewer.



#### OPERATING SERVICES

Operating Services is projected to increase 4.38% or approximately \$468,000. Major components of this category include Shuttle Bus Services, Parking Management Contracts, Service Agreements and Storm Water Monitoring. Together these items comprise over 71% of this category. The increase can be attributed to a combination of all of the major components.



1. Shuttle bus services are decreased 15.8% or \$336,403. With the completion of the new auto rental facility, this service is no longer required. (See Maintenance for additional charges for the People Mover.)
2. Parking Management Contract is projected to increase 9.1% or \$401,974 over 1999. Similar to 1999 the budget includes an increase in wages and benefits. The balance of the increase is due to completion of the new parking facility. Several exist lanes and cashiers have been added.
3. Service Agreements are projected to increase 17.1% or \$196,943 over 1999. The increase is due to the additional equipment required by the new parking system.



## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

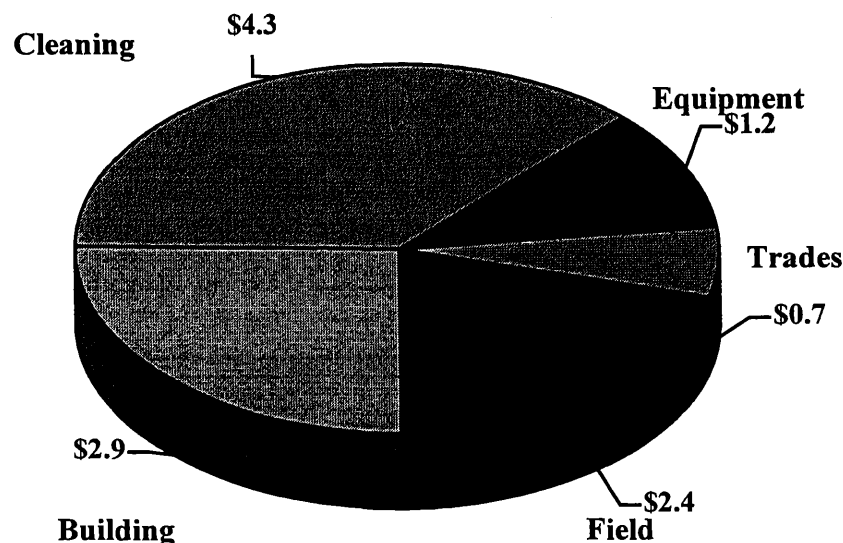
### EXPENSE ASSUMPTIONS – 2000 OPERATING BUDGET

4. Operating Service – Other is projected to increase 15.7% or \$265,305. The changes in this category are the result of the following:
- The copy agreement for the document management center has increased due to activity and additional responsibilities.
  - The increase in miscellaneous charges is attributed to funding for taxi safety classes and taxicab mechanical inspections. Before licensing each taxicab the driver must complete a safety/customer service class that is taught by the county. Effective 2000 MAC will require all taxicabs to complete a mechanical inspection. Costs for the taxi safety class and inspection are collected from the taxi cab drivers before enrollment and/or inspection.
  - Expenses for the management and upkeep of the Anoka County Airport Tower were reclassified from maintenance expense to operating services.

### MAINTENANCE

This category has five components: Trades (Painters, Carpenters, Electricians and Plumbers), Field, Building, Equipment and Cleaning. In total, the increase in this category is 17.33% or \$1,699,629. The table below identifies the changes in the individual components:

Components	1999 Budget	2000 Budget	Change Dollars	Percentage
Trades	\$ 682,972	\$ 718,552	\$ 35,580	5.21%
Field	2,092,557	2,435,490	342,933	16.39%
Building	1,525,767	2,885,618	1,359,851	89.13%
Equipment	1,407,555	1,203,253	-204,302	-14.51%
Cleaning	4,095,797	4,261,364	165,567	4.04%
Totals	\$9,804,648	\$11,504,277	\$1,699,629	17.33%



## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### EXPENSE ASSUMPTIONS – 2000 OPERATING BUDGET

#### TRADES

The \$36,000 increase is spread evenly throughout the four trades areas. New facilities and continued upkeep of aging existing facilities combined with projected passenger growth result in the need for these requested changes.

#### FIELD

The \$342,933 or 16.39% increase can be attributed to Snow Removal Equipment – Two areas in this category are rising significantly: Snow Removal – Plow Blades (up \$150,000). MAC has had to switch to urethane plow blades per FAA. These blades are more costly and wear down at a much faster rate. The balance of the increase is attributed to Snow Removal – Runway Brooms (up \$170,000). Because of the increase in pavement and usage, we are using more broom cores.

#### BUILDING

The \$1,359,851 or 89.13% increase is due in part to additional costs associated with elevator (up \$215,535) and escalator (up \$167,448) contract. The majority of the increase is the result of the maintenance contract for the Automated People Mover. This system replaces the auto rental shuttle bus (see Operating Services).

#### CLEANING

This area is estimated to increase \$165,567 or 4.04%. New areas to be cleaned in 2000 include the moving walkways and adjacent areas on the Green Concourse, additional glass areas on the Green Concourse and the auto rental/parking expansion.

#### DEPRECIATION

MAC records depreciation on a gross basis for both budget and financial statement purposes. It will increase 20.84% or \$8,948,686 in 2000. Estimates for depreciation are derived from four sources:

1. Current Fixed Asset Listing (October 1999).
2. The 1999 budgeted items not yet purchased or constructed. (These items are reviewed to determine status, i.e. to be constructed or purchased or a decision made not to move on them.)
3. The 2000 Preliminary Capital Improvement Plan.
4. The 2000 Budgeted Capital Equipment purchases.

The table below identifies major projects to be closed in 1999 and 2000.

<u>Major Projects Scheduled for Closing 1998/1999</u>	<u>Gross Depreciation</u>
Runway 12R/30L Reconstruction-Seg. 3 & Taxiway W-Seg. 1	\$ 756,000
Ramsey Junior High School	\$ 854,000
Assumption Catholic School	\$ 155,000
Runway 30L Safety Area Improvements	\$ 174,000
1998 Temporary Regional Apron	\$ 204,000
Material Storage Building	\$ 169,000
Green Concourse – Temporary Regional Apron	\$ 161,000
Green/Gold Connector, Bag Check, Emergency Generator	\$ 333,000
Green Concourse – Ph. 1 Site Demo, Utilities, Gen. Mech. Elect.	\$ 431,000
Leases on Green Concourse	\$ 471,000
Parking Ramp Expansion – Multiple Projects	\$ 3,153,000
<b>Total</b>	<b>\$ 6,861,000</b>

## **MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION**

<b>EXPENSE ASSUMPTIONS – 2000 OPERATING BUDGET</b>
--

### **OTHER**

Other is projected to decrease 21.62% or \$216,611 from 1999. There are four major areas in this category: General Insurance, Minor Equipment, Reimbursed Expense and Other. No major changes are forecasted for Other, Reimbursed Expense, or General Insurance areas. Minor Equipment (down \$266,857) is attributed to the reallocation of specific minor equipment from a general category to a dedicated line item in order to provide the service center a better ability to account for cost.

**This page has intentional been left blank.**

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Total	Lindbergh Terminal	Energy Mgmt. Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
<b>Personnel</b>								
Wages								
Regular	\$ 24,297,035	\$ -	\$ 710,400	\$ -	\$ -	\$ -	\$ 900,569	\$ -
Overtime								
Doubletime - Regular	697,585	-	21,126	-	-	-	-	-
Overtime - Regular	1,440,994	-	35,412	-	-	-	48,662	-
Overtime - Special Events	1,592	-	-	-	-	-	-	-
Total Overtime	2,140,171	-	56,538	-	-	-	48,662	-
Commissioner PerDiem	29,350	-	-	-	-	-	-	-
Temps - Administration	436,681	-	-	-	-	-	47,991	-
Snow Shovellers	13,000	-	-	-	-	-	-	-
Temporary 49ers	88,308	-	-	-	-	-	-	-
Grass Cutters	60,800	-	-	-	-	-	-	-
Total Wages	27,065,345	-	766,938	-	-	-	997,222	-
Benefits								
Employee Insurance Family	3,169,000	86,315	92,481	-	-	-	166,465	-
Fica (Social Security)Base	3,281,232	78,744	94,405	-	-	-	116,426	-
Training								
Continuing Ed (College)	182,864	-	1,500	-	-	-	8,705	-
Executive Leadership Training	45,000	-	-	-	-	-	-	-
Management Requirement	74,665	-	1,000	-	-	-	1,545	-
Organizational Requirement	63,100	-	-	-	-	-	-	-
Regulatory Requirements	57,800	-	-	-	-	-	-	-
Local Seminars	148,000	-	-	-	-	-	515	-
Total Training	571,429	-	2,500	-	-	-	10,765	-
Post Retirement Benefits	2,424,000	22,340	72,608	-	-	-	100,535	-
Workers Compensation	264,000	7,191	7,704	-	-	-	13,868	-
Unemployment Tax	15,000	-	-	-	-	-	-	-
Uniforms								
Uniforms - Police/Fire Allow	40,300	-	-	-	-	-	-	-
Uniforms - Rental	60,741	-	1,000	-	-	-	5,973	-
Uniforms - Safety Shoes	23,419	-	1,400	-	-	-	-	-
Total Uniforms	124,460	-	2,400	-	-	-	5,973	-
Severance/Contract Allowance	294,272	6,227	7,669	-	-	-	9,492	-
Total Benefits	10,143,393	200,817	279,767	-	-	-	423,524	-
<b>Total Personnel</b>	<b>\$ 37,208,738</b>	<b>\$ 200,817</b>	<b>\$ 1,046,705</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,420,745</b>	<b>\$ -</b>

### Administrative Expenses

#### Supplies

Office Supplies & Materials	\$ 120,378	\$ -	\$ 800	\$ -	\$ 10,000	\$ -	\$ 5,356	\$ -
Computer Supplies								
Computer Supplies - General	55,000	-	-	-	-	-	-	-
Computer Supplies - Software	143,904	-	-	-	-	-	64,400	5,000
Computer - Tools	1,000	-	-	-	-	-	-	-
Total Computer Supplies	199,904	-	-	-	-	-	64,400	5,000
Special Supplies								
Special Supplies - Badging	18,000	-	-	-	-	-	-	-
Special Supply - Film/Photo	41,450	-	-	-	4,000	-	2,000	-
Special Supplies - Other	21,295	-	-	-	-	-	1,545	-
Total Special Supplies	80,745	-	-	-	4,000	-	3,545	-
Total Supplies	401,027	-	800	-	14,000	-	73,301	5,000

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Total	Lindbergh Terminal	Energy Mgmt. Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
<b>Travel</b>								
Travel - Transportation								
Travel - Lodging	39,650	-	-	-	1,900	-	-	-
Travel - Meals	9,150	-	-	-	580	-	-	-
Travel - Miscellaneous	2,385	-	-	-	-	-	-	-
Travel - Transport/Airfare	421,570	-	1,000	-	24,000	-	8,000	-
Travel - Shuttle/Taxi/Auto	3,150	-	-	-	-	-	-	-
Total Travel - Transportation	475,905	-	1,000	-	26,480	-	8,000	-
Training - Out of Town	3,000	-	-	-	-	-	-	-
Registration Fees	34,980	-	-	-	6,000	-	-	-
Mileage	50,119	-	350	-	480	-	750	-
Total Travel	564,004	-	1,350	-	32,960	-	8,750	-
<b>Other Administrative Expense</b>								
Local Meetings								
Local Mtgs - On Airport/GO	22,100	-	-	-	-	-	1,300	-
Local Mtgs - Off Airport	91,660	-	150	-	-	-	300	-
Total Local Meetings	113,760	-	150	-	-	-	1,600	-
Information Sources								
Memberships/Dues/Pro Assoc	148,005	-	-	-	900	-	2,060	-
Other Information Sources	80,950	-	150	-	-	-	850	-
Publications/Subscriptions	48,645	-	-	-	5,000	-	-	-
Total Information Sources	277,600	-	150	-	5,900	-	2,910	-
Printing Costs								
Printing - Publications	230,250	-	-	-	-	-	-	-
Printing - Color Charts	9,700	-	-	-	-	-	-	-
Printing - Forms	35,260	-	-	-	-	-	25,000	-
Printing - Stationary/Envelopes	33,600	-	-	-	5,000	-	-	-
Total Printing Costs	308,810	-	-	-	5,000	-	25,000	-
Delivery Services	20,550	-	200	-	2,450	-	600	-
Freight Charges	3,440	1,000	200	-	600	-	-	-
Postage	68,810	-	-	-	750	-	-	-
Total Other Administrative Expenses	792,970	1,000	700	-	14,700	-	30,110	-
<b>Total Administrative Expenses</b>	<b>\$ 1,758,001</b>	<b>\$ 1,000</b>	<b>\$ 2,850</b>	<b>\$ -</b>	<b>\$ 61,660</b>	<b>\$ -</b>	<b>\$ 112,161</b>	<b>\$ 5,000</b>
<b>Professional Services</b>								
Accounting/Audit Fees	\$ 179,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Affirmative Action Fees	14,000	-	-	-	-	-	-	-
RFP/Leases	22,000	-	-	-	-	-	-	-
Architect Fees - Concessions	25,000	-	-	-	-	-	-	-
Concept Develop/Feasible	76,000	-	-	-	-	-	-	-
Total Appraisal/RFP/Lease Evaluation	123,000	-	-	-	-	-	-	-
Computer Services								
General								
Hardware Consulting	30,000	-	-	-	-	-	-	-
Software Consulting	197,500	-	-	-	-	-	-	-
Total General	227,500	-	-	-	-	-	-	-
Terminal Services								
Terminal Services - Ground Transportation	70,000	-	-	-	-	-	70,000	-
Terminal Services - Parking	3,105	-	-	-	-	-	-	3,105
Total Terminal Services	73,105	-	-	-	-	-	70,000	3,105
Total Computer Services	300,605	-	-	-	-	-	70,000	3,105

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Total	Lindbergh Terminal	Energy Mgmt. Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
Engineering Fees	748,000	160,538	9,083	12,286	141,059	-	10,250	25,000
Graphic Design	52,955	-	-	-	-	-	-	-
Labor Relations	30,000	-	-	-	-	-	-	-
Legal Fees								
Legal - Environmental	125,000	-	-	-	-	-	-	-
Legal - General	441,735	-	-	-	-	-	-	4,635
Legal - Federal	136,000	-	-	-	-	-	-	-
Legal - Relievers	75,000	-	-	-	-	-	-	-
Total Legal Fees	777,735	-	-	-	-	-	-	4,635
Legislative								
Legislative - Local	90,000	-	-	-	-	-	-	-
Legislative - National	245,000	-	-	-	-	-	-	-
Total Legislative	335,000	-	-	-	-	-	-	-
Medical Fees	26,500	-	-	-	-	-	-	-
Planning								
MSP Int'l	576,500	-	-	-	576,500	-	-	-
Strategic Planning	100,000	-	-	-	-	-	-	-
Total Planning	676,500	-	-	-	576,500	-	-	-
Pollution/Environmental Fees	9,000	-	-	-	3,000	-	-	-
Public Information Services	282,000	-	-	-	-	-	-	-
Recruiting & Employment Fees	65,000	-	-	-	-	-	-	-
Safety								
Safety Consultants	2,600	-	-	-	-	-	-	-
Safety - Training	44,870	3,000	2,500	-	-	-	-	-
Safety - General	1,500	-	-	-	-	-	-	-
Total Safety	48,970	3,000	2,500	-	-	-	-	-
Communications Consultant	233,100	-	-	-	-	-	2,000	-
Other/Miscellaneous	899,334	19,000	-	-	20,000	-	62,000	56,500
<b>Total Professional Services</b>	<b>\$ 4,800,699</b>	<b>\$ 182,538</b>	<b>\$ 11,583</b>	<b>\$ 12,286</b>	<b>\$ 740,559</b>	<b>\$ -</b>	<b>\$ 144,250</b>	<b>\$ 89,240</b>
<b>Utilities</b>								
Electricity	\$ 3,222,700	\$ 1,524,800	\$ 419,200	\$ -	\$ 240,000	\$ -	\$ 333,500	\$ 175,000
Heating Fuel								
Heating - Natural Gas	1,034,900	48,000	666,000	-	10,800	200	27,000	-
Heating - Fuel Oil	104,700	-	90,000	-	-	-	-	-
Total Heating Fuel	1,139,600	48,000	756,000	-	10,800	200	27,000	-
Sewer	1,241,900	399,000	5,800	-	-	900	2,100	1,800
Water	662,800	174,000	3,600	-	-	600	15,000	1,500
Telephone								
Telephone - Regular	376,800	4,500	-	-	1,200	-	-	-
Telephone - Cellular	61,680	-	640	-	4,800	-	1,500	-
Total Telephone	438,480	4,500	640	-	6,000	-	1,500	-
<b>Total Utilities</b>	<b>\$ 6,705,480</b>	<b>\$ 2,150,300</b>	<b>\$ 1,185,240</b>	<b>\$ -</b>	<b>\$ 256,800</b>	<b>\$ 1,700</b>	<b>\$ 379,100</b>	<b>\$ 178,300</b>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Total	Lindbergh Terminal	Energy Mgmt. Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
<b>Operating Services/Expenses</b>								
Advertising								
Advertising - Bids	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advertising - Employment	25,750	-	-	-	-	-	-	-
Advertising - Airport Days	2,500	-	-	-	-	-	-	-
Advertising - Special Events	5,000	-	-	-	-	-	-	-
Advertising - General	313,430	-	-	-	-	-	-	600
Advertising - Parking	25,000	-	-	-	-	-	-	25,000
Advertising - Relievers	45,000	-	-	-	-	-	-	-
Total Advertising	418,680	-	-	-	-	-	-	25,600
Environmental Control								
Hazardous Waste - General	20,250	1,000	500	-	-	-	-	-
Pollution Control								
Pollution Ctrl - Booms	25,000	-	-	-	-	-	-	-
Pollution Ctrl - Supplies	30,000	-	2,000	25,000	-	-	-	-
Total Pollution Control	55,000	-	-	-	-	-	-	-
Industrial Waste Mgmt	37,000	-	-	-	37,000	-	-	-
Laboratory Services	4,500	-	-	-	-	-	-	-
Solvent Reclamation Service	6,000	-	750	-	-	-	-	-
Spill Response	6,000	-	-	-	-	-	-	-
Tire Disposal	2,040	-	-	-	-	-	-	-
Other	80,600	-	-	-	600	-	-	-
Total Environment Control	191,140	-	750	-	37,600	-	-	-
Ground Transportation Services								
AV ID Readers/Controllers	19,570	-	-	-	-	-	19,570	-
AV ID Tags	81,000	-	-	-	-	-	81,000	-
Commercial Roadway Tickets	3,500	-	-	-	-	-	3,500	-
Total Ground Transportation Services	104,070	-	-	-	-	-	-	-
Shuttle Services								
Auto Rental	397,100	-	-	-	-	-	397,100	-
Lindbergh/Humphery	1,394,366	566,409	-	-	-	-	551,972	-
Total Shuttle Services	1,791,466	566,409	-	-	-	-	949,072	-
Parking Lots								
Lot Tickets	29,500	-	-	-	-	-	-	29,500
Management Contract	4,790,878	-	-	-	-	-	-	4,790,878
Total Parking Lots	4,820,378	-	-	-	-	-	-	4,820,378
General Fees	187,000	-	-	-	187,000	-	-	-
Employee Programs								
ERRT								
ERRT - Awards	18,000	-	-	-	-	-	-	-
ERRT - Reception	2,100	-	-	-	-	-	-	-
ERRT - Recognition	52,800	-	1,400	-	-	-	2,900	-
Total ERRT	72,900	-	1,400	-	-	-	2,900	-
Holidays								
Holiday Catering	7,500	-	-	-	-	-	-	-
Holiday Miscellaneous	1,710	-	-	-	-	-	-	-
Total Holidays	9,210	-	-	-	-	-	-	-
Picnic	3,000	-	-	-	-	-	-	-
Hospital Fund	1,500	-	-	-	-	-	-	-
Retirement - Awards	5,500	-	-	-	-	-	-	-
Service - Awards	10,000	-	-	-	-	-	-	-



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Total	Lindbergh Terminal	Energy Mgmt. Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
<b>Wellness</b>								
Wellness - Fitness Program	61,000	-	-	-	-	-	-	-
Wellness - Health/Wellness	4,000	-	-	-	-	-	-	-
Wellness - Other Programs	80,000	-	-	-	-	-	-	-
Wellness - Nutrition/Stress	25,000	-	-	-	-	-	-	-
<b>Total Wellness</b>	<b>170,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Employee Programs</b>	<b>272,110</b>	<b>-</b>	<b>1,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,900</b>	<b>-</b>
<b>Events</b>								
<b>Airport Days</b>								
Airport Days - Catering	18,000	-	-	-	-	-	-	-
Airport Days - Other Expense	14,850	-	-	-	2,000	-	-	-
<b>Total Airport Days</b>	<b>32,850</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
Career Days	1,000	-	-	-	-	-	-	-
Emergency Response Other	7,000	-	-	-	-	-	-	-
Picnic/Other Events	58,200	-	-	-	-	-	2,000	-
<b>Total Events</b>	<b>99,050</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>2,000</b>	<b>-</b>
<b>Other Charges/Fees</b>								
Bank Charges	175,000	-	-	-	-	-	-	60,000
Security Services	144,000	-	-	-	-	-	-	-
Recycling	1,700	-	-	-	-	-	-	-
Copy Agreement	168,000	-	-	-	-	-	-	-
Mediation Fees	7,500	-	-	-	-	-	-	-
Miscellaneous Charges/Fees	157,043	-	-	-	-	-	111,150	-
Jail Fees	4,000	-	-	-	-	-	-	-
<b>Total Other Charges/Fees</b>	<b>657,243</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>111,150</b>	<b>60,000</b>
<b>Service Agreements</b>								
Service - Computers	489,500	-	-	-	-	-	-	-
Service - Fitness Equipment	5,000	-	-	-	-	-	-	-
Service - Grd Trans Equip	129,638	-	-	-	-	-	129,638	-
Service - Office Equipment	31,407	-	-	-	1,080	-	-	-
Service - Other Equipment	111,583	6,600	-	-	480	-	9,600	-
Service - Parking Equipment	308,451	-	-	-	-	-	-	308,451
Service - Telephone Systems	30,954	-	-	-	-	-	-	-
Service - Secured Access	125,000	-	-	-	125,000	-	-	-
Service - Radios	116,688	1,767	-	-	24,940	-	-	709
Storm Water Monitoring	1,250,000	-	-	-	1,250,000	-	-	-
<b>Total Service Agreements/Storm Water</b>	<b>2,598,221</b>	<b>8,367</b>	<b>-</b>	<b>-</b>	<b>1,401,500</b>	<b>-</b>	<b>139,238</b>	<b>309,160</b>
<b>Total Operating Services</b>	<b>\$ 11,159,608</b>	<b>\$ 575,776</b>	<b>\$ 4,650</b>	<b>\$ 25,000</b>	<b>\$ 1,628,100</b>	<b>\$ -</b>	<b>\$ 1,308,430</b>	<b>\$ 5,215,138</b>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Total	Lindbergh Terminal	Energy Mgmt. Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
<b>Maintenance</b>								
Trades - Painters								
Paint								
Equipment - Paint	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Exterior - Paint	10,000	10,000	-	-	-	-	-	-
Interior - Paint	13,000	8,000	-	-	-	-	-	-
Paint - Other	7,000	-	-	-	-	-	3,000	-
Traffic Paint - Parking	12,059	-	-	-	-	-	-	12,059
Reliever Airport - Paint	11,000	-	-	-	-	-	-	-
Traffic Paint - Roads	6,433	-	-	-	-	-	-	-
Traffic Paint - Runways	27,408	-	-	-	27,408	-	-	-
Total Paint	98,900	30,000	-	-	27,408	-	3,000	12,059
Signs								
Regulatory - Signs	13,000	-	-	-	-	-	-	-
Exterior Sign Materials	6,000	-	-	-	-	-	-	-
Interior Sign Materials	4,000	-	-	-	-	-	-	-
Reliever Airport Signs	8,000	-	-	-	-	-	-	-
Total Signs	31,000	-	-	-	-	-	-	-
Supplies								
Brushes & Supplies	5,000	-	-	-	-	-	-	-
Paint Supplies - Other	3,500	-	-	-	-	-	-	-
Equipment Spray	6,800	-	-	-	-	-	-	-
Paint Tools	2,000	-	-	-	-	-	-	-
Total Supplies	17,300	-	-	-	-	-	-	-
Total: Trades Painters	\$ 147,200	\$ 30,000	\$ -	\$ -	\$ 27,408	\$ -	\$ 3,000	\$ 12,059
Trades - Carpenters								
Locks - Doors	\$ 41,465	\$ 31,334	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Flags - Material	450	-	-	-	-	-	-	-
Lumber-Other	50,805	32,335	-	-	-	-	-	-
Other								
Other - Ceilings	1,000	200	-	-	-	-	-	-
Other - Doors	3,300	2,300	-	-	-	-	-	-
Other - Floor Coverings	62,500	52,000	-	-	-	-	-	-
Other - Hardware	8,475	6,475	-	-	-	-	-	-
Other - Miscellaneous	1,030	1,030	-	-	-	-	-	-
Other - Saw Blades	300	-	-	-	-	-	-	-
Other - Tools	9,300	7,000	-	-	-	-	-	-
Total Other	85,905	69,005	-	-	-	-	-	-
Total: Trades Carpenters	\$ 178,625	\$ 132,674	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Total	Lindbergh Terminal	Energy Mgmt. Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
<b>Trades - Plumbers</b>								
Contractor Fill Stations	\$ 3,850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Protection System	17,924	2,894	750	-	-	-	-	-
General Plumbing Supplies	17,070	13,000	-	-	-	-	-	-
Irrigation Supplies	2,800	1,000	-	-	-	-	-	-
Pumps	5,750	3,100	-	-	-	-	-	-
Underground Utilities	2,100	-	-	-	-	-	-	-
Water Distribution Systems	6,700	4,150	-	-	-	-	-	-
Water Meters	4,000	-	-	-	-	-	-	-
Plumbing - Other	16,500	-	-	-	-	-	-	-
<b>Total: Trades Plumbers</b>	<b>\$ 76,694</b>	<b>\$ 24,144</b>	<b>\$ 750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Trades - Electricians</b>								
<b>Repairs</b>								
Electrical - Exterior	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Electrical - Interior	29,000	-	-	-	-	-	-	-
<b>Total Repairs</b>	<b>38,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>								
Other - Batteries	4,000	-	-	-	-	-	-	-
Other - Field Lights/Sensors	147,000	-	-	9,000	138,000	-	-	-
Other - Gate Supplies	38,000	38,000	-	-	-	-	-	-
Other - General Supplies	64,533	-	-	-	-	-	-	-
Other - Motor	8,000	-	-	-	-	-	-	-
Other - Secured Access Sys	10,000	-	-	-	10,000	-	-	-
Other - Tools	6,500	-	-	-	-	-	-	-
<b>Total Other</b>	<b>278,033</b>	<b>38,000</b>	<b>-</b>	<b>9,000</b>	<b>148,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total: Trades Electrician</b>	<b>\$ 316,033</b>	<b>\$ 38,000</b>	<b>\$ -</b>	<b>\$ 9,000</b>	<b>\$ 148,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Maintenance - Field</b>								
<b>Snow Removal - Materials</b>								
Materials - Liquid Anti Icer	\$ 300,000	\$ -	\$ -	\$ 30,000	\$ 270,000	\$ -	\$ -	\$ -
Materials - Sodium Formate	142,824	-	-	-	142,824	-	-	-
Materials - Other Ice Ctrl	26,000	-	-	3,640	16,900	-	1,040	3,380
Materials - Salt	48,540	-	-	-	-	-	23,520	-
Materials - Sand	116,940	-	-	-	81,564	-	10,188	10,188
Materials - Urea	8,500	-	-	-	-	-	-	-
<b>Total Snow Removal - Materials</b>	<b>642,804</b>	<b>-</b>	<b>-</b>	<b>33,640</b>	<b>511,288</b>	<b>-</b>	<b>34,748</b>	<b>13,568</b>
<b>Snow Removal - Equipment</b>								
Equipment - Bobcats	50,000	-	-	-	-	-	-	50,000
Equipment - Four Wheel Dr	55,000	-	-	-	-	-	11,000	44,000
Equipment - Snow Haulers	118,941	-	-	11,694	93,553	-	-	11,694
Equipment - Other	85,700	-	-	15,000	10,000	-	-	15,000
Equipment - Rent-No Operator	148,220	-	-	19,792	19,792	-	9,896	9,896
Equip Rent - No Operator-5.5	296,880	-	-	98,960	98,960	-	24,740	24,740
<b>Total Snow Removal - Equipment</b>	<b>754,741</b>	<b>-</b>	<b>-</b>	<b>145,446</b>	<b>222,305</b>	<b>-</b>	<b>45,636</b>	<b>155,330</b>
<b>Snow Removal - Miscellaneous</b>								
Snow Removal - Meals	18,000	-	-	-	18,000	-	-	-
Snow Removal - Plow Blades	174,000	-	-	34,800	34,800	-	34,800	34,800
Snow Removal - Runway Brm	198,000	-	-	-	198,000	-	-	-
<b>Total Snow Removal - Miscellaneous</b>	<b>390,000</b>	<b>-</b>	<b>-</b>	<b>34,800</b>	<b>250,800</b>	<b>-</b>	<b>34,800</b>	<b>34,800</b>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Total	Lindbergh Terminal	Energy Mgmt. Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
Summer Maintenance - Surface								
Surface Repair - Aggregate	14,400	-	-	-	-	-	-	8,100
Surface Repair - Asphalt	71,300	-	-	18,400	18,400	-	-	3,000
Surface Repair - Cement	7,420	-	-	1,768	1,768	-	-	442
Surface Repair - Other	7,500	-	-	-	-	-	4,125	2,250
Surface Repair - Re-Bar	1,400	-	-	1,400	-	-	-	-
Surface Rubber Removal	34,000	-	-	-	26,500	-	-	-
Surface Repair - Saw Blades	28,100	-	-	8,100	15,000	-	-	-
Surface Repair - Hot Sealant	26,500	-	-	2,000	-	-	2,000	10,000
Total Summer Maintenance - Surface	190,620	-	-	31,668	61,668	-	6,125	23,792
Summer Maintenance - Landscape								
Summer Maintenance - Fencing	36,500	-	-	-	21,500	-	-	-
Landscape/Turf - Materials	71,365	-	-	-	24,000	-	18,750	-
Summer Maint - Equip Rent LT	76,720	-	-	19,792	19,792	-	9,896	9,896
Summer Maint - Equip Rent No Op	49,480	-	-	9,896	9,896	-	9,896	9,896
Landscape/Turf - Agreement	94,000	-	-	-	-	-	61,750	-
Total Summer Maintenance - Landscape	328,065	-	-	29,688	75,188	-	100,292	19,792
Maintenance Field - Other								
Non Runway Brooms	40,000	-	-	-	-	-	40,000	-
Field Maint - Other/Emergency	62,000	20,000	-	-	20,000	10,000	-	-
Field Maint - Other - Material	2,500	-	-	-	-	-	-	-
Field Maint - Other - Supplies	13,100	-	-	4,800	4,800	-	-	-
Field Maint - Other - Tools	11,660	-	-	4,360	4,800	-	-	-
Total Maintenance Field - Other	129,260	20,000	-	9,160	29,600	10,000	40,000	-
Total: Maintenance - Field	\$ 2,435,490	\$ 20,000	\$ -	\$ 284,402	\$ 1,150,849	\$ 10,000	\$ 261,601	\$ 247,282
Maintenance Building								
Building Temperature Control								
Temp Control - Contracts	\$ 490,659	\$ 278,575	\$ -	\$ -	\$ -	\$ 13,000	\$ 15,346	\$ 14,000
Temp Control - Filters	103,000	-	90,300	-	-	300	-	-
Total Building Temperature Control	593,659	278,575	90,300	-	-	13,300	15,346	14,000
Building - Mechanical Areas								
Automated People Mover	742,024	371,012	-	-	-	-	371,012	-
Mechanical Areas - Conveyors	376,530	243,725	-	-	-	-	-	-
Mechanical Areas - Doors	7,500	-	-	-	-	-	-	-
Mechanical Areas - Doors/Pub	36,461	21,111	-	-	-	-	2,400	9,150
Mechanical Areas - Doors/Tug	16,400	16,400	-	-	-	-	-	-
Mechanical Areas - Elevators	450,902	315,972	-	-	-	-	32,758	65,752
Mechanical Areas - Escalator	371,463	255,508	-	-	-	-	13,103	34,852
Mechanical Areas - Moving Walk	33,358	-	-	-	-	-	-	-
Mechanical Areas - Other	6,002	-	-	-	-	-	-	-
Total Building Mechanical - Mechanical Areas	2,040,640	1,223,728	-	-	-	-	419,273	109,754
Building - Other								
Other - Boiler Chemicals	26,500	-	26,000	-	-	-	-	-
Other - Floors/Repairs	4,000	4,000	-	-	-	-	-	-
Other - Outside Plumb/Sewer	17,500	-	-	-	-	-	-	-
Sump/Septic Plumbing	10,000	-	-	-	-	-	-	-
Other - Roofing	55,014	19,214	-	-	-	-	2,100	-
Other - Supplies	121,874	31,637	10,000	-	-	-	37,118	13,719
Other - Tools	15,431	2,426	2,200	-	-	-	1,446	1,843
Apt Development Projects	1,000	-	-	-	-	-	-	-
Total Building - Other	251,319	57,277	38,200	-	-	-	40,664	15,562
Total: Maintenance - Building	\$ 2,885,618	\$ 1,559,580	\$ 128,500	\$ -	\$ -	\$ 13,300	\$ 475,283	\$ 139,316

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Total	Lindbergh Terminal	Energy Mgmt. Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
<b>Maintenance - Cleaning</b>								
<b>Cleaning Services</b>								
Cleaning Services - Janitor	\$ 3,239,856	\$ 2,438,964	\$ -	\$ -	\$ -	\$ -	\$ 30,039	\$ 113,957
Cleaning Services - Windows	302,401	216,799	-	-	-	-	21,694	35,754
<b>Total Cleaning Services</b>	<b>3,542,257</b>	<b>2,655,763</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>51,733</b>	<b>149,711</b>
<b>Cleaning Supplies</b>								
Cleaning Supplies - Bathroom	293,398	235,551	-	-	-	-	10,167	10,584
Cleaning Supplies - General	20,116	3,741	-	-	-	-	-	-
<b>Total Cleaning Supplies</b>	<b>313,514</b>	<b>239,292</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,167</b>	<b>10,584</b>
<b>Rubbish Disposal</b>								
Rubbish Disposal - Recycle	35,550	27,150	-	-	3,300	-	-	-
Rubbish Disposal - Regular	363,000	102,000	-	-	144,000	-	1,800	8,400
<b>Total Rubbish Disposal</b>	<b>398,550</b>	<b>129,150</b>	<b>-</b>	<b>-</b>	<b>147,300</b>	<b>-</b>	<b>1,800</b>	<b>8,400</b>
Towel & Laundry Services	3,595	-	600	-	-	-	-	-
Other Cleaning Expenses	3,448	-	-	-	-	-	-	-
<b>Total: Maintenance - Cleaning</b>	<b>\$ 4,261,364</b>	<b>\$ 3,024,205</b>	<b>\$ 600</b>	<b>\$ -</b>	<b>\$ 147,300</b>	<b>\$ -</b>	<b>\$ 63,700</b>	<b>\$ 168,695</b>
<b>Maintenance - Equipment</b>								
<b>Equipment - Parts</b>								
Parts - Automobiles	\$ 510,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parts - Chiller Energy Mgmt	66,240	-	66,240	-	-	-	-	-
Parts - Equipment	62,190	-	-	-	-	-	-	32,960
Parts - Other Equipment	84,320	5,420	-	-	33,500	-	-	-
<b>Total Equipment - Parts</b>	<b>723,450</b>	<b>5,420</b>	<b>66,240</b>	<b>-</b>	<b>33,500</b>	<b>-</b>	<b>-</b>	<b>32,960</b>
<b>Equipment - Shop</b>								
Shop - Garbage Bags	12,500	-	-	-	12,000	-	-	-
Shop - Batteries	14,000	-	-	-	-	-	-	-
Shop - Cleaners/Degreasers	37,000	-	-	-	-	-	-	-
Shop - Oil & Filters	47,500	-	-	-	-	-	-	-
Shop - Other Supplies	29,093	-	2,000	-	-	-	-	-
Shop - Tires	65,000	-	-	-	-	-	-	-
Shop - Tools	37,000	-	-	-	-	-	-	-
<b>Total Equipment - Shop</b>	<b>242,093</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>12,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Equipment - Gas</b>								
Gas - Propane	1,890	1,000	-	-	-	-	-	-
Gas - Unleaded	194,820	-	3,600	-	-	-	-	1,800
<b>Total Equipment - Gas</b>	<b>196,710</b>	<b>1,000</b>	<b>3,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,800</b>
<b>Equipment - Extinguishers</b>								
Extinguishers - Purchase	1,000	-	-	-	-	-	-	-
Extinguishers - Repair	1,000	-	-	-	-	-	-	-
Extinguishers - Reservice	1,000	-	-	-	-	-	-	-
Equipment - Miscellaneous Exp	38,000	-	-	-	-	-	15,000	-
<b>Total Equipment - Extinguishers</b>	<b>41,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>-</b>
<b>Total: Maintenance - Equipment</b>	<b>\$ 1,203,253</b>	<b>\$ 6,420</b>	<b>\$ 71,840</b>	<b>\$ -</b>	<b>\$ 45,500</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ 34,760</b>
<b>Total Maintenance</b>	<b>\$ 11,504,277</b>	<b>\$ 4,835,023</b>	<b>\$ 201,690</b>	<b>\$ 293,402</b>	<b>\$ 1,519,057</b>	<b>\$ 23,300</b>	<b>\$ 818,584</b>	<b>\$ 602,112</b>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Total	Lindbergh Terminal	Energy Mgmt. Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
<b>Other</b>								
Gen Ins - Airport Liability	\$ 1,335,489	\$ 323,462	\$ -	\$ 43,497	\$ 73,962	\$ -	\$ 25,207	\$ 90,951
<b>Safety</b>								
Safety - Training Materials	5,250	-	500	-	-	-	-	-
Safety - Supplies	14,700	-	1,500	-	-	-	-	-
Safety - Equipment	7,500	-	-	-	-	-	-	-
<b>Total Safety</b>	<b>27,450</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Medical Information/Supply</b>								
Medical - Routine Supplies	26,587	165	487	-	12,500	-	-	-
Medical - Emergency Response	4,000	4,000	-	-	-	-	-	-
<b>Total Medical Information/Supply</b>	<b>30,587</b>	<b>4,165</b>	<b>487</b>	<b>-</b>	<b>12,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Rentals</b>								
Rental - Copier	17,680	-	-	-	-	-	-	-
Rental - Pagers	25,400	-	-	-	-	-	-	-
Rental - Other Equipment	75,400	36,000	-	-	-	-	6,300	-
<b>Total Rentals</b>	<b>118,480</b>	<b>36,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,300</b>	<b>-</b>
<b>Licenses/Permits</b>								
Licenses - Autos/Equipment	3,020	-	-	-	-	-	-	-
Licenses - Environmental	4,520	-	-	-	-	-	-	-
Licenses - Other	5,635	-	-	-	-	-	-	-
<b>Total Licenses/Permits</b>	<b>13,175</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Miscellaneous Expenses</b>								
Misc - Firearm/Equip/Supplies	59,080	-	-	-	-	-	-	-
Misc - Emergency Response	76,880	300	-	-	-	-	-	-
Misc - Other	47,444	1,000	-	-	-	-	-	-
<b>Total Miscellaneous Expenses</b>	<b>183,404</b>	<b>1,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reimbursed Expense</b>	<b>(1,277,750)</b>	<b>(45,000)</b>	<b>-</b>	<b>(36,000)</b>	<b>(150,000)</b>	<b>-</b>	<b>(9,000)</b>	<b>-</b>
<b>Capital Assets</b>								
<b>Minor Equipment/Assets</b>								
Minor Assets - Tools	73,798	2,600	-	-	-	-	-	-
Minor Assets - Office Furn	169,460	7,832	-	-	11,100	-	4,635	-
Minor Assets - Computers	20,000	-	-	-	-	-	-	-
Minor Assets - Radios	40,310	2,600	-	-	-	-	-	-
Minor Assets - Other	48,120	-	-	-	-	-	-	-
<b>Total Minor Equipment/Assets</b>	<b>351,688</b>	<b>13,032</b>	<b>-</b>	<b>-</b>	<b>11,100</b>	<b>-</b>	<b>4,635</b>	<b>-</b>
<b>Total Other</b>	<b>\$ 782,523</b>	<b>\$ 332,959</b>	<b>\$ 2,487</b>	<b>\$ 7,497</b>	<b>\$ (52,438)</b>	<b>\$ -</b>	<b>\$ 27,142</b>	<b>\$ 90,951</b>
<b>Gross Depreciation</b>	<b>\$ 51,885,207</b>	<b>\$ 8,401,833</b>	<b>\$ 373,434</b>	<b>\$ 1,181,995</b>	<b>\$ 11,398,501</b>	<b>\$ -</b>	<b>\$ 4,631,545</b>	<b>\$ 5,618,550</b>
<b>Total Expenses</b>	<b>\$ 125,804,533</b>	<b>\$ 16,680,245</b>	<b>\$ 2,828,639</b>	<b>\$ 1,520,180</b>	<b>\$ 15,552,239</b>	<b>\$ 25,000</b>	<b>\$ 8,841,957</b>	<b>\$ 11,799,291</b>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Int'l Arrival	Cargo Area	HHH	Public Area/Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employees	Equipment Maintenance
<b>Personnel</b>								
Wages								
Regular	\$ -	\$ -	\$ 119,949	\$ -	\$ -	\$ -	\$ 6,302,704	\$ -
Overtime								
Doubletime - Regular	-	-	-	-	-	-	562,871	-
Overtime - Regular	-	-	-	-	-	-	507,735	-
Overtime - Special Events	-	-	-	-	-	-	-	-
Total Overtime	-	-	-	-	-	-	1,070,606	-
Commissioner PerDiem	-	-	-	-	-	-	-	-
Temps - Administration	-	-	-	-	-	-	26,920	-
Snow Shovellers	-	-	-	-	-	-	13,000	-
Temporary 49ers	-	-	-	-	-	-	88,308	-
Grass Cutters	-	-	-	-	-	-	60,800	-
Total Wages	-	-	119,949	-	-	-	7,562,338	-
Benefits								
Employee Insurance Family	-	-	12,331	-	-	-	918,640	-
Fica (Social Security)Base	-	-	14,490	-	-	-	910,039	-
Training								
Continuing Ed (College)	-	-	3,000	-	-	-	7,579	-
Executive Leadership Training	-	-	-	-	-	-	-	-
Management Requirement	-	-	1,000	-	-	-	5,150	-
Organizational Requirement	-	-	-	-	-	-	13,600	-
Regulatory Requirements	-	-	-	-	-	-	-	-
Local Seminars	-	-	500	-	-	-	13,400	-
Total Training	-	-	4,500	-	-	-	39,729	-
Post Retirement Benefits	-	-	5,585	-	11,171	-	681,400	-
Workers Compensation	-	-	1,027	-	-	-	76,529	-
Unemployment Tax	-	-	-	-	-	-	-	-
Uniforms								
Uniforms - Police/Fire Allow	-	-	-	-	-	-	-	-
Uniforms - Rental	-	-	-	-	-	-	32,635	-
Uniforms - Safety Shoes	-	-	-	-	-	-	17,722	-
Total Uniforms	-	-	-	-	-	-	50,357	-
Severance/Contract Allowance	-	-	1,199	-	-	-	73,733	-
Total Benefits	-	-	39,132	-	11,171	-	2,750,428	-
<b>Total Personnel</b>	\$ -	\$ -	\$ 159,081	\$ -	\$ 11,171	\$ -	\$ 10,312,766	\$ -
<b>Administrative Expenses</b>								
Supplies								
Office Supplies & Materials	\$ -	\$ -	\$ 750	\$ -	\$ -	\$ -	\$ -	\$ -
Computer Supplies								
Computer Supplies - General	-	-	-	-	-	-	-	-
Computer Supplies - Software	-	-	-	-	-	-	-	-
Computer - Tools	-	-	-	-	-	-	-	-
Total Computer Supplies	-	-	-	-	-	-	-	-
Special Supplies								
Special Supplies - Badging	-	-	-	-	-	-	-	-
Special Supply - Film/Photo	-	-	50	-	-	-	-	-
Special Supplies - Other	-	-	500	-	-	-	-	-
Total Special Supplies	-	-	550	-	-	-	-	-
Total Supplies	-	-	1,300	-	-	-	-	-

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Int'l Arrival	Cargo Area	HHH	Public Area/Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employees	Equipment Maintenance
<b>Travel</b>								
Travel - Transportation								
Travel - Lodging	-	-	-	-	-	-	-	-
Travel - Meals	-	-	-	-	-	-	-	-
Travel - Miscellaneous	-	-	-	-	-	-	-	-
Travel - Transport/Airfare	-	-	5,000	-	-	-	-	-
Travel - Shuttle/Taxi/Auto	-	-	-	-	-	-	-	-
Total Travel - Transportation	-	-	5,000	-	-	-	-	-
Training - Out of Town	-	-	-	-	-	-	-	-
Registration Fees	-	-	2,000	-	-	-	-	-
Mileage	-	-	1,500	-	-	-	-	-
Total Travel	-	-	8,500	-	-	-	-	-
<b>Other Administrative Expense</b>								
Local Meetings								
Local Mtgs - On Airport/GO	-	-	-	-	-	-	-	-
Local Mtgs - Off Airport	-	-	500	-	-	-	-	-
Total Local Meetings	-	-	500	-	-	-	-	-
Information Sources								
Memberships/Dues/Pro Assoc	-	-	-	-	-	-	-	-
Other Information Sources	-	-	-	-	-	-	150	-
Publications/Subscriptions	-	-	250	-	-	-	-	-
Total Information Sources	-	-	250	-	-	-	150	-
Printing Costs								
Printing - Publications	-	-	-	-	-	-	-	-
Printing - Color Charts	-	-	-	-	-	-	-	-
Printing - Forms	-	-	-	-	-	-	-	-
Printing - Stationary/Envelopes	-	-	-	-	-	-	-	-
Total Printing Costs	-	-	-	-	-	-	-	-
Delivery Services	-	-	-	-	-	-	-	-
Freight Charges	-	-	-	-	-	-	-	-
Postage	-	-	75	-	-	-	-	-
Total Other Administrative Expenses	-	-	825	-	-	-	150	-
<b>Total Administrative Expenses</b>	\$ -	\$ -	\$ 10,625	\$ -	\$ -	\$ -	\$ 150	\$ -
<b>Professional Services</b>								
Accounting/Audit Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Affirmative Action Fees	-	-	-	-	-	-	-	-
RFP/Leases	-	-	-	-	-	-	-	-
Architect Fees - Concessions	-	-	-	-	-	-	-	-
Concept Develop/Feasible	-	-	-	-	-	-	-	-
Total Appraisal/RFP/Lease Evaluation	-	-	-	-	-	-	-	-
Computer Services								
General								
Hardware Consulting	-	-	-	-	-	-	-	-
Software Consulting	-	-	-	-	-	-	-	-
Total General	-	-	-	-	-	-	-	-
Terminal Services								
Terminal Services - Ground Transportation	-	-	-	-	-	-	-	-
Terminal Services - Parking	-	-	-	-	-	-	-	-
Total Terminal Services	-	-	-	-	-	-	-	-
Total Computer Services	-	-	-	-	-	-	-	-



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Int'l Arrival	Cargo Area	HHH	Public Area/Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employees	Equipment Maintenance
Engineering Fees	-	-	8,125	10,250	-	-	-	-
Graphic Design	-	-	-	-	-	-	-	-
Labor Relations	-	-	-	-	-	-	-	-
Legal Fees								
Legal - Environmental	-	-	-	-	-	-	-	-
Legal - General	-	-	-	-	-	-	-	-
Legal - Federal	-	-	-	-	-	-	-	-
Legal - Relievers	-	-	-	-	-	-	-	-
Total Legal Fees	-	-	-	-	-	-	-	-
Legislative								
Legislative - Local	-	-	-	-	-	-	-	-
Legislative - National	-	-	-	-	-	-	-	-
Total Legislative	-	-	-	-	-	-	-	-
Medical Fees	-	-	-	-	-	-	-	-
Planning								
MSP Int'l	-	-	-	-	-	-	-	-
Strategic Planning	-	-	-	-	-	-	-	-
Total Planning	-	-	-	-	-	-	-	-
Pollution/Environmental Fees	-	-	-	-	-	-	-	-
Public Information Services	-	-	-	-	-	-	-	-
Recruiting & Employment Fees	-	-	-	-	-	-	-	-
Safety								
Safety Consultants	-	-	-	-	-	-	-	-
Safety - Training	-	-	-	-	-	-	12,170	-
Safety - General	-	-	-	-	-	-	-	-
Total Safety	-	-	-	-	-	-	12,170	-
Communications Consultant	-	-	500	-	-	-	-	-
Other/Miscellaneous	-	-	1,250	-	-	-	5,400	7,500
<b>Total Professional Services</b>	\$ -	\$ -	\$ 9,875	\$ 10,250	\$ -	\$ -	\$ 17,570	\$ 7,500
<b>Utilities</b>								
Electricity	\$ -	\$ -	\$ 121,000	\$ 7,500	\$ 18,000	\$ 100,000	\$ -	\$ -
Heating Fuel								
Heating - Natural Gas	-	-	57,000	-	25,800	96,000	-	-
Heating - Fuel Oil	-	-	-	-	5,400	5,400	-	-
Total Heating Fuel	-	-	57,000	-	31,200	101,400	-	-
Sewer	-	-	900	810,000	1,800	-	-	-
Water	-	-	5,100	444,700	600	-	-	-
Telephone								
Telephone - Regular	-	-	600	-	-	-	-	-
Telephone - Cellular	-	-	1,250	-	-	-	-	-
Total Telephone	-	-	1,850	-	-	-	-	-
<b>Total Utilities</b>	\$ -	\$ -	\$ 185,850	\$ 1,262,200	\$ 51,600	\$ 201,400	\$ -	\$ -

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Int'l Arrival	Cargo Area	HHH	Public Area/Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employees	Equipment Maintenance
<b>Operating Services/Expenses</b>								
Advertising								
Advertising - Bids	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advertising - Employment	-	-	-	-	-	-	-	-
Advertising - Airport Days	-	-	-	-	-	-	-	-
Advertising - Special Events	-	-	-	-	-	-	-	-
Advertising - General	-	-	-	-	-	-	-	-
Advertising - Parking	-	-	-	-	-	-	-	-
Advertising - Relievers	-	-	-	-	-	-	-	-
Total Advertising	-	-	-	-	-	-	-	-
Environmental Control								
Hazardous Waste - General	-	-	-	-	-	-	-	2,000
Pollution Control								
Pollution Ctrl - Booms	-	-	-	25,000	-	-	-	-
Pollution Ctrl - Supplies	-	-	-	-	-	-	-	3,000
Total Pollution Control	-	-	-	-	-	-	-	-
Industrial Waste Mgmt	-	-	-	-	-	-	-	-
Laboratory Services	-	-	-	-	-	-	-	-
Solvent Reclamation Service	-	-	-	-	-	-	-	2,000
Spill Response	-	-	-	-	-	-	-	2,000
Tire Disposal	-	-	-	-	-	-	-	840
Other	-	-	-	-	-	-	-	-
Total Environment Control	-	-	-	-	-	-	-	4,840
Ground Transportation Services								
AV ID Readers/Controllers	-	-	-	-	-	-	-	-
AV ID Tags	-	-	-	-	-	-	-	-
Commercial Roadway Tickets	-	-	-	-	-	-	-	-
Total Ground Transportation Services	-	-	-	-	-	-	-	-
Shuttle Services								
Auto Rental	-	-	-	-	-	-	-	-
Lindbergh/Humphery	-	-	275,985	-	-	-	-	-
Total Shuttle Services	-	-	275,985	-	-	-	-	-
Parking Lots								
Lot Tickets	-	-	-	-	-	-	-	-
Management Contract	-	-	-	-	-	-	-	-
Total Parking Lots	-	-	-	-	-	-	-	-
General Fees	-	-	-	-	-	-	-	-
Employee Programs								
ERRT								
ERRT - Awards	-	-	-	-	-	-	-	-
ERRT - Reception	-	-	-	-	-	-	-	-
ERRT - Recognition	-	-	200	-	-	-	16,900	-
Total ERRT	-	-	200	-	-	-	16,900	-
Holidays								
Holiday Catering	-	-	-	-	-	-	-	-
Holiday Miscellaneous	-	-	-	-	-	-	-	-
Total Holidays	-	-	-	-	-	-	-	-
Picnic	-	-	-	-	-	-	-	-
Hospital Fund	-	-	-	-	-	-	-	-
Retirement - Awards	-	-	-	-	-	-	-	-
Service - Awards	-	-	-	-	-	-	-	-

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Int'l Arrival	Cargo Area	HHH	Public Area/Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employees	Equipment Maintenance
Wellness								
Wellness - Fitness Program	-	-	-	-	-	-	-	-
Wellness - Health/Wellness	-	-	-	-	-	-	-	-
Wellness - Other Programs	-	-	-	-	-	-	-	-
Wellness - Nutrition/Stress	-	-	-	-	-	-	-	-
Total Wellness	-	-	-	-	-	-	-	-
Total Employee Programs	-	-	200	-	-	-	16,900	-
Events								
Airport Days								
Airport Days - Catering	-	-	-	-	-	-	-	-
Airport Days - Other Expense	-	-	-	-	-	-	1,000	-
Total Airport Days	-	-	-	-	-	-	1,000	-
Career Days	-	-	-	-	-	-	-	-
Emergency Response Other	-	-	-	-	-	-	-	-
Picnic/Other Events	-	-	-	-	-	-	-	-
Total Events	-	-	-	-	-	-	1,000	-
Other Charges/Fees								
Bank Charges	-	-	-	-	-	-	-	-
Security Services	-	-	-	-	-	-	-	-
Recycling	-	-	-	-	-	-	-	-
Copy Agreement	-	-	-	-	-	-	-	-
Mediation Fees	-	-	-	-	-	-	-	-
Miscellaneous Charges/Fees	-	-	-	-	-	-	3,050	-
Jail Fees	-	-	-	-	-	-	-	-
Total Other Charges/Fees	-	-	-	-	-	-	3,050	-
Service Agreements								
Service - Computers	-	-	-	-	-	-	-	-
Service - Fitness Equipment	-	-	-	-	-	-	-	-
Service - Grd Trans Equip	-	-	-	-	-	-	-	-
Service - Office Equipment	-	-	3,600	-	-	-	300	-
Service - Other Equipment	-	-	18,000	-	-	-	-	-
Service - Parking Equipment	-	-	-	-	-	-	-	-
Service - Telephone Systems	-	-	750	-	-	-	-	-
Service - Secured Access	-	-	-	-	-	-	-	-
Service - Radios	-	-	-	-	-	-	-	29,519
Storm Water Monitoring	-	-	-	-	-	-	-	-
Total Service Agreements/Storm Water	-	-	22,350	-	-	-	300	29,519
<b>Total Operating Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 298,535</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 21,250</b>	<b>\$ 39,359</b>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Int'l Arrival	Cargo Area	HHH	Public Area/Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employees	Equipment Maintenance
<b>Maintenance</b>								
Trades - Painters								
Paint								
Equipment - Paint	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Exterior - Paint	-	-	-	-	-	-	-	-
Interior - Paint	-	-	1,000	-	1,000	-	-	3,000
Paint - Other	-	-	-	-	-	-	-	-
Traffic Paint - Parking	-	-	-	-	-	-	-	-
Reliever Airport - Paint	-	-	-	-	-	-	-	-
Traffic Paint - Roads	-	-	-	6,433	-	-	-	-
Traffic Paint - Runways	-	-	-	-	-	-	-	-
Total Paint	-	-	1,000	6,433	1,000	-	-	3,000
Signs								
Regulatory - Signs	-	-	-	-	-	-	-	-
Exterior Sign Materials	-	-	-	-	-	-	-	-
Interior Sign Materials	-	-	-	-	-	-	-	-
Reliever Airport Signs	-	-	-	-	-	-	-	-
Total Signs	-	-	-	-	-	-	-	-
Supplies								
Brushes & Supplies	-	-	-	-	-	-	-	-
Paint Supplies - Other	-	-	-	-	-	-	-	-
Equipment Spray	-	-	-	-	-	-	-	-
Paint Tools	-	-	-	-	-	-	2,000	-
Total Supplies	-	-	-	-	-	-	2,000	-
Total: Trades Painters	\$ -	\$ -	\$ 1,000	\$ 6,433	\$ 1,000	\$ -	\$ 2,000	\$ 3,000
Trades - Carpenters								
Locks - Doors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Flags - Material	-	-	-	-	-	-	-	-
Lumber-Other	-	-	-	-	-	-	-	-
Other								
Other - Ceilings	-	-	-	-	-	-	-	-
Other - Doors	-	-	-	-	-	-	-	-
Other - Floor Coverings	-	-	-	-	5,500	-	-	-
Other - Hardware	-	-	-	-	-	-	-	-
Other - Miscellaneous	-	-	-	-	-	-	-	-
Other - Saw Blades	-	-	-	-	-	-	-	-
Other - Tools	-	-	-	-	-	-	-	-
Total Other	-	-	-	-	5,500	-	-	-
Total: Trades Carpenters	\$ -	\$ -	\$ -	\$ -	\$ 5,500	\$ -	\$ -	\$ -

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Int'l Arrival	Cargo Area	HHH	Public Area/Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employees	Equipment Maintenance
Trades - Plumbers								
Contractor Fill Stations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Protection System	-	-	1,000	-	1,050	-	-	-
General Plumbing Supplies	-	-	1,000	-	1,535	-	-	-
Irrigation Supplies	-	-	-	1,300	-	-	-	-
Pumps	-	-	650	-	2,000	-	-	-
Underground Utilities	-	-	-	2,100	-	-	-	-
Water Distribution Systems	-	-	800	-	1,750	-	-	-
Water Meters	-	-	-	-	-	-	-	-
Plumbing - Other	-	-	-	-	-	-	-	-
Total: Trades Plumbers	\$ -	\$ -	\$ 3,450	\$ 3,400	\$ 6,335	\$ -	\$ -	\$ -
Trades - Electricians								
Repairs								
Electrical - Exterior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Electrical - Interior	-	-	-	-	-	-	-	-
Total Repairs	-	-	-	-	-	-	-	-
Other								
Other - Batteries	-	-	-	-	-	-	-	-
Other - Field Lights/Sensors	-	-	-	-	-	-	-	-
Other - Gate Supplies	-	-	-	-	-	-	-	-
Other - General Supplies	-	-	-	-	-	-	-	-
Other - Motor	-	-	-	-	-	-	-	-
Other - Secured Access Sys	-	-	-	-	-	-	-	-
Other - Tools	-	-	-	-	-	-	-	-
Total Other	-	-	-	-	-	-	-	-
Total: Trades Electrician	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance - Field								
Snow Removal - Materials								
Materials - Liquid Anti Icer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials - Sodium Formate	-	-	-	-	-	-	-	-
Materials - Other Ice Ctrl	-	-	-	1,040	-	-	-	-
Materials - Salt	-	-	-	23,520	-	-	-	-
Materials - Sand	-	-	-	-	-	-	-	-
Materials - Urea	-	-	-	-	-	-	-	-
Total Snow Removal - Materials	-	-	-	24,560	-	-	-	-
Snow Removal - Equipment								
Equipment - Bobcats	-	-	-	-	-	-	-	-
Equipment - Four Wheel Dr	-	-	-	-	-	-	-	-
Equipment - Snow Haulers	-	-	-	-	-	-	-	-
Equipment - Other	-	-	-	-	-	-	40,000	-
Equipment - Rent-No Operator	-	-	-	14,844	-	-	-	-
Equip Rent - No Operator-5.5	-	-	-	49,480	-	-	-	-
Total Snow Removal - Equipment	-	-	-	64,324	-	-	40,000	-
Snow Removal - Miscellaneous								
Snow Removal - Meals	-	-	-	-	-	-	-	-
Snow Removal - Plow Blades	-	-	-	34,800	-	-	-	-
Snow Removal - Runway Brm	-	-	-	-	-	-	-	-
Total Snow Removal - Miscellaneous	-	-	-	34,800	-	-	-	-

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Int'l Arrival	Cargo Area	HHH	Public Area/Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employees	Equipment Maintenance
Summer Maintenance - Surface								
Surface Repair - Aggregate	-	-	-	900	-	-	-	-
Surface Repair - Asphalt	-	-	-	3,000	-	-	-	-
Surface Repair - Cement	-	-	-	442	-	-	-	-
Surface Repair - Other	-	-	-	1,125	-	-	-	-
Surface Repair - Re-Bar	-	-	-	-	-	-	-	-
Surface Rubber Removal	-	-	-	-	-	-	-	-
Surface Repair - Saw Blades	-	-	-	-	-	-	-	-
Surface Repair - Hot Sealant	-	-	-	-	-	-	-	-
Total Summer Maintenance - Surface	-	-	-	5,467	-	-	-	-
Summer Maintenance - Landscape								
Summer Maintenance - Fencing	-	-	-	-	-	-	-	-
Landscape/Turf - Materials	-	-	-	5,600	-	-	-	-
Summer Maint - Equip Rent LT	-	-	-	14,844	-	-	-	-
Summer Maint - Equip Rent No Op	-	-	-	9,896	-	-	-	-
Landscape/Turf - Agreement	-	-	-	4,200	-	-	-	-
Total Summer Maintenance - Landscape	-	-	-	34,540	-	-	-	-
Maintenance Field - Other								
Non Runway Brooms	-	-	-	-	-	-	-	-
Field Maint - Other/Emergency	-	-	-	12,000	-	-	-	-
Field Maint - Other - Material	-	-	-	-	-	-	-	-
Field Maint - Other - Supplies	-	-	-	-	-	-	-	-
Field Maint - Other - Tools	-	-	-	-	-	-	-	-
Total Maintenance Field - Other	-	-	-	12,000	-	-	-	-
Total: Maintenance - Field	\$ -	\$ -	\$ -	\$ 175,691	\$ -	\$ -	\$ 40,000	\$ -
Maintenance Building								
Building Temperature Control								
Temp Control - Contracts	\$ -	\$ -	\$ 32,738	\$ -	\$ 26,000	\$ 19,500	\$ -	\$ -
Temp Control - Filters	-	-	-	-	300	450	-	-
Total Building Temperature Control	-	-	32,738	-	26,300	19,950	-	-
Building - Mechanical Areas								
Automated People Mover	-	-	-	-	-	-	-	-
Mechanical Areas - Conveyors	39,120	-	93,685	-	-	-	-	-
Mechanical Areas - Doors	-	-	-	-	-	-	-	-
Mechanical Areas - Doors/Pub	-	-	3,800	-	-	-	-	-
Mechanical Areas - Doors/Tug	-	-	-	-	-	-	-	-
Mechanical Areas - Elevators	8,093	-	3,263	-	-	-	-	-
Mechanical Areas - Escalator	5,150	-	-	-	-	-	-	-
Mechanical Areas - Moving Walk	-	-	-	-	-	-	-	-
Mechanical Areas - Other	-	-	-	-	-	-	-	-
Total Building Mechanical - Mechanical Areas	52,363	-	100,748	-	-	-	-	-
Building - Other								
Other - Boiler Chemicals	-	-	-	-	-	-	-	-
Other - Floors/Repairs	-	-	-	-	-	-	-	-
Other - Outside Plumb/Sewer	-	-	-	-	-	-	-	13,500
Sump/Septic Plumbing	-	-	-	-	-	-	-	10,000
Other - Roofing	-	-	2,100	-	3,000	-	-	-
Other - Supplies	-	-	10,300	-	4,000	-	-	-
Other - Tools	-	-	1,446	-	300	-	-	-
Apt Development Projects	-	-	-	-	-	-	-	-
Total Building - Other	-	-	13,846	-	7,300	-	-	23,500
Total: Maintenance - Building	\$ 52,363	\$ -	\$ 147,332	\$ -	\$ 33,600	\$ 19,950	\$ -	\$ 23,500

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Int'l Arrival	Cargo Area	HHH	Public Area/Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employees	Equipment Maintenance
<b>Maintenance - Cleaning</b>								
<b>Cleaning Services</b>								
Cleaning Services - Janitor	\$ 285,669	\$ -	\$ 242,860	\$ -	\$ 45,752	\$ -	\$ -	\$ -
Cleaning Services - Windows	11,188	-	8,741	-	1,125	-	-	-
<b>Total Cleaning Services</b>	<b>296,857</b>	<b>-</b>	<b>251,601</b>	<b>-</b>	<b>46,877</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cleaning Supplies</b>								
Cleaning Supplies - Bathroom	-	-	30,500	-	3,957	-	-	-
Cleaning Supplies - General	-	-	-	-	5,325	-	-	600
<b>Total Cleaning Supplies</b>	<b>-</b>	<b>-</b>	<b>30,500</b>	<b>-</b>	<b>9,282</b>	<b>-</b>	<b>-</b>	<b>600</b>
<b>Rubbish Disposal</b>								
Rubbish Disposal - Recycle	-	-	2,700	-	1,200	-	-	1,200
Rubbish Disposal - Regular	-	-	36,000	2,400	33,000	-	-	-
<b>Total Rubbish Disposal</b>	<b>-</b>	<b>-</b>	<b>38,700</b>	<b>2,400</b>	<b>34,200</b>	<b>-</b>	<b>-</b>	<b>1,200</b>
Towel & Laundry Services	-	-	-	-	-	-	-	720
Other Cleaning Expenses	-	-	-	-	-	-	-	-
<b>Total: Maintenance - Cleaning</b>	<b>\$ 296,857</b>	<b>\$ -</b>	<b>\$ 320,801</b>	<b>\$ 2,400</b>	<b>\$ 90,359</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,520</b>
<b>Maintenance - Equipment</b>								
<b>Equipment - Parts</b>								
Parts - Automobiles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 416,638
Parts - Chiller Energy Mgmt	-	-	-	-	-	-	-	-
Parts - Equipment	-	-	-	-	-	-	-	-
Parts - Other Equipment	-	-	15,000	-	-	-	-	20,000
<b>Total Equipment - Parts</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>436,638</b>
<b>Equipment - Shop</b>								
Shop - Garbage Bags	-	-	-	-	-	-	-	-
Shop - Batteries	-	-	-	-	-	-	-	12,000
Shop - Cleaners/Degreasers	-	-	-	-	-	-	-	36,000
Shop - Oil & Filters	-	-	-	-	-	-	-	43,000
Shop - Other Supplies	-	-	-	-	-	-	-	-
Shop - Tires	-	-	-	-	-	-	-	57,000
Shop - Tools	-	-	-	-	-	-	-	27,000
<b>Total Equipment - Shop</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>175,000</b>
<b>Equipment - Gas</b>								
Gas - Propane	-	-	-	-	-	-	-	-
Gas - Unleaded	-	-	-	-	-	-	-	123,000
<b>Total Equipment - Gas</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>123,000</b>
<b>Equipment - Extinguishers</b>								
Extinguishers - Purchase	-	-	-	-	-	-	-	-
Extinguishers - Repair	-	-	-	-	-	-	-	-
Extinguishers - Reservice	-	-	-	-	-	-	-	-
Equipment - Miscellaneous Exp	-	-	8,000	-	-	-	-	-
<b>Total Equipment - Extinguishers</b>	<b>-</b>	<b>-</b>	<b>8,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total: Maintenance - Equipment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 734,638</b>
<b>Total Maintenance</b>	<b>\$ 349,220</b>		<b>\$ 495,583</b>	<b>\$ 187,924</b>	<b>\$ 136,794</b>	<b>\$ 19,950</b>	<b>\$ 42,000</b>	<b>\$ 763,658</b>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Int'l Arrival	Cargo Area	HHH	Public Area/Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employees	Equipment Maintenance
<b>Other</b>								
Gen Ins - Airport Liability	\$ -	\$ -	\$ 45,138	\$ 25,207	\$ 21,831	\$ 6,441	\$ -	\$ 140,290
Safety								
Safety - Training Materials	-	-	-	-	-	-	-	2,000
Safety - Supplies	-	-	-	-	-	-	-	-
Safety - Equipment	-	-	-	-	-	-	1,000	-
Total Safety	-	-	-	-	-	-	1,000	2,000
Medical Information/Supply								
Medical - Routine Supplies	-	-	-	-	-	-	-	-
Medical - Emergency Response	-	-	-	-	-	-	-	-
Total Medical Information/Supply	-	-	-	-	-	-	-	-
Rentals								
Rental - Copier	-	-	-	-	-	-	1,500	-
Rental - Pagers	-	-	-	-	-	-	-	-
Rental - Other Equipment	-	-	-	-	-	-	8,000	-
Total Rentals	-	-	-	-	-	-	9,500	-
Licenses/Permits								
Licenses - Autos/Equipment	-	-	-	-	-	-	-	-
Licenses - Environmental	-	-	-	-	-	-	-	-
Licenses - Other	-	-	-	-	-	-	-	-
Total Licenses/Permits	-	-	-	-	-	-	-	-
Miscellaneous Expenses								
Misc - Firearm/Equip/Supplies	-	-	-	-	-	-	-	-
Misc - Emergency Response	-	-	-	-	-	-	-	-
Misc - Other	-	-	-	-	-	-	-	-
Total Miscellaneous Expenses	-	-	-	-	-	-	-	-
Reimbursed Expense	-	-	(17,750)	-	-	-	-	(6,000)
Capital Assets								
Minor Equipment/Assets								
Minor Assets - Tools	-	-	-	-	-	-	-	48,998
Minor Assets - Office Furn	-	-	-	-	2,500	-	-	5,500
Minor Assets - Computers	-	-	-	-	-	-	-	-
Minor Assets - Radios	-	-	-	-	-	-	-	30,000
Minor Assets - Other	-	-	-	-	-	-	-	800
Total Minor Equipment/Assets	-	-	-	-	2,500	-	-	85,298
<b>Total Other</b>	\$ -	\$ -	\$ 27,388	\$ 25,207	\$ 24,331	\$ 6,441	\$ 10,500	\$ 221,588
<b>Gross Depreciation</b>	\$ 1,501,362	\$ 299,813	\$ 937,940	\$ 396,825	\$ 136,020	\$ 40,768	\$ -	\$ 1,747,186
<b>Total Expenses</b>	<u>\$ 1,850,582</u>	<u>\$ 299,813</u>	<u>\$ 2,124,877</u>	<u>\$ 1,907,406</u>	<u>\$ 359,916</u>	<u>\$ 268,559</u>	<u>\$ 10,404,236</u>	<u>\$ 2,779,291</u>



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Communication/ Operations	Noise Abatement	Reliever Airports
<b>Personnel</b>								
Wages								
Regular	\$ -	\$ -	\$ 3,902,637	\$ 2,142,288	\$ 7,033,638	\$ 1,136,490	\$ 710,669	\$ 1,337,691
Overtime								
Doubletime - Regular	-	-	-	-	-	-	-	113,588
Overtime - Regular	-	-	324,925	163,460	109,288	134,960	7,550	109,002
Overtime - Special Events	-	-	-	-	1,592	-	-	-
Total Overtime	-	-	324,925	163,460	110,880	134,960	7,550	222,590
Commissioner PerDiem	-	-	-	-	29,350	-	-	-
Temps - Administration	-	-	20,000	-	224,166	56,160	-	61,444
Snow Shovellers	-	-	-	-	-	-	-	-
Temporary 49ers	-	-	-	-	-	-	-	-
Grass Cutters	-	-	-	-	-	-	-	-
Total Wages	-	-	4,247,562	2,305,748	7,398,034	1,327,610	718,219	1,621,725
Benefits								
Employee Insurance Family	-	-	536,387	246,615	709,018	129,473	104,811	166,465
Fica (Social Security)Base	-	-	531,791	283,810	805,109	155,350	86,761	204,308
Training								
Continuing Ed (College)	-	-	30,000	7,000	79,080	14,000	16,000	16,000
Executive Leadership Training	-	-	-	-	45,000	-	-	-
Management Requirement	-	-	-	3,000	54,670	7,500	800	-
Organizational Requirement	-	-	7,500	-	41,500	-	500	-
Regulatory Requirements	-	-	-	25,800	2,000	30,000	-	-
Local Seminars	800	-	19,000	1,000	105,060	1,500	3,725	2,500
Total Training	800	-	56,500	36,800	327,310	53,000	21,025	18,500
Post Retirement Benefits	-	-	457,991	223,410	513,842	106,120	78,194	150,804
Workers Compensation	-	-	44,685	20,545	59,066	10,786	8,732	13,868
Unemployment Tax	-	-	-	-	15,000	-	-	-
Uniforms								
Uniforms - Police/Fire Allow	-	-	15,300	25,000	-	-	-	-
Uniforms - Rental	1,900	-	-	-	5,000	-	-	14,233
Uniforms - Safety Shoes	421	-	-	-	1,040	-	-	2,836
Total Uniforms	2,321	-	15,300	25,000	6,040	-	-	17,069
Severance/Contract Allowance	-	-	72,201	23,057	65,192	12,714	7,182	15,603
Total Benefits	3,121	-	1,714,855	859,237	2,500,577	467,443	306,705	586,617
<b>Total Personnel</b>	<b>\$ 3,121</b>	<b>\$ -</b>	<b>\$ 5,962,417</b>	<b>\$ 3,164,985</b>	<b>\$ 9,898,611</b>	<b>\$ 1,795,053</b>	<b>\$ 1,024,924</b>	<b>\$ 2,208,342</b>
<b>Administrative Expenses</b>								
Supplies								
Office Supplies & Materials	\$ 6,730	\$ -	\$ 12,500	\$ 8,000	\$ 56,284	\$ 3,958	\$ 9,500	\$ 6,500
Computer Supplies								
Computer Supplies - General	-	-	-	-	38,500	10,000	3,500	3,000
Computer Supplies - Software	-	-	-	-	54,504	15,000	5,000	-
Computer - Tools	-	-	-	-	1,000	-	-	-
Total Computer Supplies	-	-	-	-	94,004	25,000	8,500	3,000
Special Supplies								
Special Supplies - Badging	-	-	18,000	-	-	-	-	-
Special Supply - Film/Photo	200	-	6,200	-	24,000	1,000	4,000	-
Special Supplies - Other	300	-	1,100	-	5,050	1,750	450	10,600
Total Special Supplies	500	-	25,300	-	29,050	2,750	4,450	10,600
Total Supplies	7,230	-	37,800	8,000	179,338	31,708	22,450	20,100

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Communication/ Operations	Noise Abatement	Reliever Airports
<b>Travel</b>								
Travel - Transportation								
Travel - Lodging	750	-	12,400	-	17,000	-	4,600	3,000
Travel - Meals	750	-	2,620	-	3,750	-	700	750
Travel - Miscellaneous	100	-	300	-	785	-	-	1,200
Travel - Transport/Airfare	8,325	-	15,000	8,600	305,245	26,400	16,000	4,000
Travel - Shuttle/Taxi/Auto	150	-	1,700	-	1,100	-	-	200
Total Travel - Transportation	10,075	-	32,020	8,600	327,880	26,400	21,300	9,150
Training - Out of Town	-	-	-	-	2,500	-	500	-
Registration Fees	1,600	-	6,200	-	17,780	-	-	1,400
Mileage	325	-	2,500	2,000	39,004	100	2,610	500
Total Travel	12,000	-	40,720	10,600	387,164	26,500	24,410	11,050
<b>Other Administrative Expense</b>								
Local Meetings								
Local Mtgs - On Airport/GO	1,000	-	500	-	16,700	700	1,700	200
Local Mtgs - Off Airport	3,000	-	4,500	-	50,960	30,000	250	2,000
Total Local Meetings	4,000	-	5,000	-	67,660	30,700	1,950	2,200
<b>Information Sources</b>								
Memberships/Dues/Pro Assoc	1,150	-	3,000	600	134,220	2,625	1,850	1,600
Other Information Sources	-	-	1,000	7,300	57,100	2,500	10,500	1,400
Publications/Subscriptions	1,075	-	2,600	2,040	35,130	1,150	500	900
Total Information Sources	2,225	-	6,600	9,940	226,450	6,275	12,850	3,900
<b>Printing Costs</b>								
Printing - Publications	-	-	5,750	-	163,500	-	50,000	11,000
Printing - Color Charts	-	-	-	-	3,500	5,000	1,000	200
Printing - Forms	-	-	2,000	-	8,260	-	-	-
Printing - Stationary/Envelopes	-	-	2,000	600	26,000	-	-	-
Total Printing Costs	-	-	9,750	600	201,260	5,000	51,000	11,200
Delivery Services	220	-	500	60	16,020	200	100	200
Freight Charges	120	-	200	120	1,200	-	-	-
Postage	-	-	1,100	-	65,735	-	-	1,150
Total Other Administrative Expenses	6,565	-	23,150	10,720	578,325	42,175	65,900	18,650
<b>Total Administrative Expenses</b>	\$ 25,795	\$ -	\$ 101,670	\$ 29,320	\$ 1,144,827	\$ 100,383	\$ 112,760	\$ 49,800
<b>Professional Services</b>								
Accounting/Audit Fees	\$ -	\$ -	\$ -	\$ -	\$ 179,000	\$ -	\$ -	\$ -
Affirmative Action Fees	-	-	-	-	14,000	-	-	-
RFP/Leases	-	-	-	-	22,000	-	-	-
Architect Fees - Concessions	-	-	-	-	25,000	-	-	-
Concept Develop/Feasible	-	-	-	-	76,000	-	-	-
Total Appraisal/RFP/Lease Evaluation	-	-	-	-	123,000	-	-	-
<b>Computer Services</b>								
General								
Hardware Consulting	-	-	-	-	-	-	30,000	-
Software Consulting	-	-	-	-	147,500	-	50,000	-
Total General	-	-	-	-	147,500	-	80,000	-
<b>Terminal Services</b>								
Terminal Services - Ground Transportation	-	-	-	-	-	-	-	-
Terminal Services - Parking	-	-	-	-	-	-	-	-
Total Terminal Services	-	-	-	-	-	-	-	-
Total Computer Services	-	-	-	-	147,500	-	80,000	-

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Communication/ Operations	Noise Abatement	Reliever Airports
Engineering Fees	-	-	-	-	42,500	-	119,633	42,500
Graphic Design	-	-	-	-	52,955	-	-	-
Labor Relations	-	-	-	-	30,000	-	-	-
Legal Fees								
Legal - Environmental	-	-	-	-	-	-	125,000	-
Legal - General	-	-	-	-	437,100	-	-	-
Legal - Federal	-	-	-	-	136,000	-	-	-
Legal - Relievers	-	-	-	-	-	-	-	75,000
Total Legal Fees	-	-	-	-	573,100	-	125,000	75,000
Legislative								
Legislative - Local	-	-	-	-	90,000	-	-	-
Legislative - National	-	-	-	-	245,000	-	-	-
Total Legislative	-	-	-	-	335,000	-	-	-
Medical Fees	-	-	-	10,500	16,000	-	-	-
Planning								
MSP Int'l	-	-	-	-	-	-	-	-
Strategic Planning	-	-	-	-	100,000	-	-	-
Total Planning	-	-	-	-	100,000	-	-	-
Pollution/Environmental Fees	-	-	-	-	-	-	3,000	3,000
Public Information Services	-	-	-	-	282,000	-	-	-
Recruiting & Employment Fees	-	-	-	-	65,000	-	-	-
Safety								
Safety Consultants	-	-	2,600	-	-	-	-	-
Safety - Training	9,500	-	2,600	2,600	3,000	1,500	-	8,000
Safety - General	-	-	-	-	1,500	-	-	-
Total Safety	9,500	-	5,200	2,600	4,500	1,500	-	8,000
Communications Consultant	-	-	2,000	-	228,100	500	-	-
Other/Miscellaneous	-	2,000	19,000	-	405,940	95,748	160,000	44,996
<b>Total Professional Services</b>	<b>\$ 9,500</b>	<b>\$ 2,000</b>	<b>\$ 26,200</b>	<b>\$ 13,100</b>	<b>\$ 2,598,595</b>	<b>\$ 97,748</b>	<b>\$ 487,633</b>	<b>\$ 173,496</b>
<b>Utilities</b>								
Electricity	\$ 121,400	\$ -	\$ -	\$ 4,800	\$ 57,300	\$ -	\$ 4,200	\$ 96,000
Heating Fuel								
Heating - Natural Gas	71,400	-	-	-	13,200	-	-	19,500
Heating - Fuel Oil	3,000	-	-	-	900	-	-	-
Total Heating Fuel	74,400	-	-	-	14,100	-	-	19,500
Sewer	6,600	-	-	600	6,600	-	-	5,800
Water	7,200	-	-	300	6,900	-	-	3,300
Telephone								
Telephone - Regular	900	-	900	1,200	192,000	102,000	36,000	37,500
Telephone - Cellular	3,410	-	3,000	1,800	33,680	7,500	1,800	2,300
Total Telephone	4,310	-	3,900	3,000	225,680	109,500	37,800	39,800
<b>Total Utilities</b>	<b>\$ 213,910</b>	<b>\$ -</b>	<b>\$ 3,900</b>	<b>\$ 8,700</b>	<b>\$ 310,580</b>	<b>\$ 109,500</b>	<b>\$ 42,000</b>	<b>\$ 164,400</b>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Communication/ Operations	Noise Abatement	Reliever Airports
<b>Operating Services/Expenses</b>								
Advertising								
Advertising - Bids	\$ -	\$ -	\$ -	\$ -	2,000	\$ -	\$ -	\$ -
Advertising - Employment	-	-	-	-	25,750	-	-	-
Advertising - Airport Days	-	-	-	-	2,500	-	-	-
Advertising - Special Events	-	-	-	-	5,000	-	-	-
Advertising - General	-	-	7,500	-	305,330	-	-	-
Advertising - Parking	-	-	-	-	-	-	-	-
Advertising - Relievers	-	-	-	-	-	-	-	45,000
Total Advertising	-	-	7,500	-	340,580	-	-	45,000
Environmental Control								
Hazardous Waste - General	14,000	-	500	500	-	-	-	1,750
Pollution Control								
Pollution Ctrl - Booms	-	-	-	-	-	-	-	-
Pollution Ctrl - Supplies	-	-	-	-	-	-	-	-
Total Pollution Control	-	-	-	-	-	-	-	-
Industrial Waste Mgmt	-	-	-	-	-	-	-	-
Laboratory Services	-	-	-	-	2,500	-	2,000	-
Solvent Reclamation Service	750	-	-	1,000	-	-	-	1,500
Spill Response	1,000	-	-	1,000	-	-	1,000	1,000
Tire Disposal	-	-	-	-	-	-	-	1,200
Other	-	-	-	-	-	-	-	80,000
Total Environment Control	1,750	-	-	2,000	2,500	-	3,000	83,700
Ground Transportation Services								
AV ID Readers/Controllers	-	-	-	-	-	-	-	-
AV ID Tags	-	-	-	-	-	-	-	-
Commercial Roadway Tickets	-	-	-	-	-	-	-	-
Total Ground Transportation Services	-	-	-	-	-	-	-	-
Shuttle Services								
Auto Rental	-	-	-	-	-	-	-	-
Lindbergh/Humphery	-	-	-	-	-	-	-	-
Total Shuttle Services	-	-	-	-	-	-	-	-
Parking Lots								
Lot Tickets	-	-	-	-	-	-	-	-
Management Contract	-	-	-	-	-	-	-	-
Total Parking Lots	-	-	-	-	-	-	-	-
General Fees	-	-	-	-	-	-	-	-
Employee Programs								
ERRT								
ERRT - Awards	-	-	-	-	18,000	-	-	-
ERRT - Reception	-	-	-	-	2,100	-	-	-
ERRT - Recognition	-	-	9,000	3,900	12,000	2,200	1,600	2,700
Total ERRT	-	-	9,000	3,900	32,100	2,200	1,600	2,700
Holidays								
Holiday Catering	-	-	-	-	7,500	-	-	-
Holiday Miscellaneous	-	-	-	-	1,710	-	-	-
Total Holidays	-	-	-	-	9,210	-	-	-
Picnic	-	-	-	-	3,000	-	-	-
Hospital Fund	-	-	-	-	1,500	-	-	-
Retirement - Awards	-	-	-	-	5,500	-	-	-
Service - Awards	-	-	-	-	10,000	-	-	-

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Communication/ Operations	Noise Abatement	Reliever Airports
Wellness								
Wellness - Fitness Program	-	-	-	-	61,000	-	-	-
Wellness - Health/Wellness	-	-	-	-	4,000	-	-	-
Wellness - Other Programs	-	-	-	-	80,000	-	-	-
Wellness - Nutrition/Stress	-	-	-	-	25,000	-	-	-
Total Wellness	-	-	-	-	170,000	-	-	-
Total Employee Programs	-	-	9,000	3,900	231,310	2,200	1,600	2,700
Events								
Airport Days								
Airport Days - Catering	-	-	-	-	18,000	-	-	-
Airport Days - Other Expense	2,500	-	1,000	2,500	2,400	1,000	-	2,450
Total Airport Days	2,500	-	1,000	2,500	20,400	1,000	-	2,450
Career Days	-	-	1,000	-	-	-	-	-
Emergency Response Other	-	-	-	-	7,000	-	-	-
Picnic/Other Events	-	-	11,500	-	44,700	-	-	-
Total Events	2,500	-	13,500	2,500	72,100	1,000	-	2,450
Other Charges/Fees								
Bank Charges	-	-	-	-	115,000	-	-	-
Security Services	-	-	104,000	-	-	-	-	40,000
Recycling	-	-	-	-	1,700	-	-	-
Copy Agreement	-	-	-	-	168,000	-	-	-
Mediation Fees	-	-	-	-	7,500	-	-	-
Miscellaneous Charges/Fees	-	-	40,350	120	873	-	-	1,500
Jail Fees	-	-	4,000	-	-	-	-	-
Total Other Charges/Fees	-	-	148,350	120	293,073	-	-	41,500
Service Agreements								
Service - Computers	-	-	3,300	-	318,200	10,000	158,000	-
Service - Fitness Equipment	-	-	-	-	5,000	-	-	-
Service - Grd Trans Equip	-	-	-	-	-	-	-	-
Service - Office Equipment	-	-	3,000	-	17,483	5,944	-	-
Service - Other Equipment	100	-	18,650	13,233	25,520	11,000	4,400	4,000
Service - Parking Equipment	-	-	-	-	-	-	-	-
Service - Telephone Systems	-	-	500	1,800	19,904	8,000	-	-
Service - Secured Access	-	-	-	-	-	-	-	-
Service - Radios	-	-	12,315	11,152	2,128	28,000	-	6,158
Storm Water Monitoring	-	-	-	-	-	-	-	-
Total Service Agreements/Storm Water	100	-	37,765	26,185	388,235	62,944	162,400	10,158
<b>Total Operating Services</b>	<b>\$ 18,350</b>	<b>\$ -</b>	<b>\$ 216,615</b>	<b>\$ 35,205</b>	<b>\$ 1,327,798</b>	<b>\$ 66,144</b>	<b>\$ 167,000</b>	<b>\$ 187,258</b>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Communication/ Operations	Noise Abatement	Reliever Airports
<b>Maintenance</b>								
Trades - Painters								
Paint								
Equipment - Paint	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Exterior - Paint	-	-	-	-	-	-	-	-
Interior - Paint	-	-	-	-	-	-	-	-
Paint - Other	4,000	-	-	-	-	-	-	-
Traffic Paint - Parking	-	-	-	-	-	-	-	-
Reliever Airport - Paint	-	-	-	-	-	-	-	11,000
Traffic Paint - Roads	-	-	-	-	-	-	-	-
Traffic Paint - Runways	-	-	-	-	-	-	-	-
Total Paint	4,000	-	-	-	-	-	-	11,000
Signs								
Regulatory - Signs	13,000	-	-	-	-	-	-	-
Exterior Sign Materials	6,000	-	-	-	-	-	-	-
Interior Sign Materials	4,000	-	-	-	-	-	-	-
Reliever Airport Signs	-	-	-	-	-	-	-	8,000
Total Signs	-	-	-	-	-	-	-	-
Supplies								
Brushes & Supplies	5,000	-	-	-	-	-	-	-
Paint Supplies - Other	3,000	-	-	-	-	-	-	500
Equipment Spray	6,800	-	-	-	-	-	-	-
Paint Tools	-	-	-	-	-	-	-	-
Total Supplies	14,800	-	-	-	-	-	-	500
Total: Trades Painters	\$ 41,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,500
Trades - Carpenters								
Locks - Doors	\$ 9,831	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	300
Flags - Material	200	-	-	-	-	-	-	250
Lumber-Other	11,470	-	-	-	-	-	-	7,000
Other								
Other - Ceilings	800	-	-	-	-	-	-	-
Other - Doors	1,000	-	-	-	-	-	-	-
Other - Floor Coverings	5,000	-	-	-	-	-	-	-
Other - Hardware	2,000	-	-	-	-	-	-	-
Other - Miscellaneous	-	-	-	-	-	-	-	-
Other - Saw Blades	-	-	-	-	-	-	-	300
Other - Tools	2,300	-	-	-	-	-	-	-
Total Other	11,100	-	-	-	-	-	-	300
Total: Trades Carpenters	\$ 32,601	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,850

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Communication/ Operations	Noise Abatement	Reliever Airports
Trades - Plumbers								
Contractor Fill Stations	\$ 3,850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Protection System	-	1,000	-	-	1,230	-	-	10,000
General Plumbing Supplies	-	-	-	735	800	-	-	-
Irrigation Supplies	-	-	-	-	500	-	-	-
Pumps	-	-	-	-	-	-	-	-
Underground Utilities	-	-	-	-	-	-	-	-
Water Distribution Systems	-	-	-	-	-	-	-	-
Water Meters	4,000	-	-	-	-	-	-	-
Plumbing - Other	-	-	-	-	-	-	-	16,500
Total: Trades Plumbers	\$ 7,850	\$ 1,000	\$ -	\$ 735	\$ 2,530	\$ -	\$ -	\$ 26,500
Trades - Electricians								
Repairs								
Electrical - Exterior	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,000
Electrical - Interior	-	-	-	-	-	-	-	29,000
Total Repairs	-	-	-	-	-	-	-	38,000
Other								
Other - Batteries	4,000	-	-	-	-	-	-	-
Other - Field Lights/Sensors	-	-	-	-	-	-	-	-
Other - Gate Supplies	-	-	-	-	-	-	-	-
Other - General Supplies	64,533	-	-	-	-	-	-	-
Other - Motor	8,000	-	-	-	-	-	-	-
Other - Secured Access Sys	-	-	-	-	-	-	-	-
Other - Tools	6,500	-	-	-	-	-	-	-
Total Other	83,033	-	-	-	-	-	-	-
Total: Trades Electrician	\$ 83,033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,000
Maintenance - Field								
Snow Removal - Materials								
Materials - Liquid Anti Icer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials - Sodium Formate	-	-	-	-	-	-	-	-
Materials - Other Ice Ctrl	-	-	-	-	-	-	-	-
Materials - Salt	-	-	-	-	-	-	-	1,500
Materials - Sand	-	-	-	-	-	-	-	15,000
Materials - Urea	-	-	-	-	-	-	-	8,500
Total Snow Removal - Materials	-	-	-	-	-	-	-	25,000
Snow Removal - Equipment								
Equipment - Bobcats	-	-	-	-	-	-	-	-
Equipment - Four Wheel Dr	-	-	-	-	-	-	-	-
Equipment - Snow Haulers	-	-	-	-	-	-	-	2,000
Equipment - Other	-	-	-	-	-	-	-	5,700
Equipment - Rent-No Operator	-	-	-	-	-	-	-	74,000
Equip Rent - No Operator-5.5	-	-	-	-	-	-	-	-
Total Snow Removal - Equipment	-	-	-	-	-	-	-	81,700
Snow Removal - Miscellaneous								
Snow Removal - Meals	-	-	-	-	-	-	-	-
Snow Removal - Plow Blades	-	-	-	-	-	-	-	-
Snow Removal - Runway Brm	-	-	-	-	-	-	-	-
Total Snow Removal - Miscellaneous	-	-	-	-	-	-	-	-

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Communication/ Operations	Noise Abatement	Reliever Airports
Summer Maintenance - Surface								
Surface Repair - Aggregate	-	-	-	-	-	-	-	5,400
Surface Repair - Asphalt	-	-	-	-	-	-	-	28,500
Surface Repair - Cement	-	-	-	-	-	-	-	3,000
Surface Repair - Other	-	-	-	-	-	-	-	-
Surface Repair - Re-Bar	-	-	-	-	-	-	-	-
Surface Rubber Removal	-	-	-	-	-	-	-	7,500
Surface Repair - Saw Blades	-	-	-	-	-	-	-	5,000
Surface Repair - Hot Sealant	-	-	-	-	-	-	-	12,500
Total Summer Maintenance - Surface	-	-	-	-	-	-	-	61,900
Summer Maintenance - Landscape								
Summer Maintenance - Fencing	-	-	-	-	-	-	-	15,000
Landscape/Turf - Materials	-	-	-	-	7,015	-	-	16,000
Summer Maint - Equip Rent LT	-	-	-	-	-	-	-	2,500
Summer Maint - Equip Rent No Op	-	-	-	-	-	-	-	-
Landscape/Turf - Agreement	-	-	-	-	25,050	-	-	3,000
Total Summer Maintenance - Landscape	-	-	-	-	32,065	-	-	36,500
Maintenance Field - Other								
Non Runway Brooms	-	-	-	-	-	-	-	-
Field Maint - Other/Emergency	-	-	-	-	-	-	-	-
Field Maint - Other - Material	-	-	-	-	-	-	-	2,500
Field Maint - Other - Supplies	-	-	-	-	-	-	-	3,500
Field Maint - Other - Tools	-	-	-	-	-	-	-	2,500
Total Maintenance Field - Other	-	-	-	-	-	-	-	8,500
Total: Maintenance - Field	\$ -	\$ -	\$ -	\$ -	\$ 32,065	\$ -	\$ -	\$ 213,600
Maintenance Building								
Building Temperature Control								
Temp Control - Contracts	\$ 32,500	\$ 10,000	\$ -	\$ 15,600	\$ 16,900	\$ -	\$ 6,500	\$ 10,000
Temp Control - Filters	750	-	-	360	390	-	150	10,000
Total Building Temperature Control	33,250	10,000	-	15,960	17,290	-	6,650	20,000
Building - Mechanical Areas								
Automated People Mover	-	-	-	-	-	-	-	-
Mechanical Areas - Conveyors	-	-	-	-	-	-	-	-
Mechanical Areas - Doors	-	-	-	-	-	-	-	7,500
Mechanical Areas - Doors/Pub	-	-	-	-	-	-	-	-
Mechanical Areas - Doors/Tug	-	-	-	-	-	-	-	-
Mechanical Areas - Elevators	-	18,564	-	-	1,500	-	-	5,000
Mechanical Areas - Escalator	-	62,850	-	-	-	-	-	-
Mechanical Areas - Moving Walk	-	33,358	-	-	-	-	-	-
Mechanical Areas - Other	-	-	-	-	-	-	-	6,002
Total Building Mechanical - Mechanical Areas	-	114,772	-	-	1,500	-	-	18,502
Building - Other								
Other - Boiler Chemicals	-	-	-	-	-	-	-	500
Other - Floors/Repairs	-	-	-	-	-	-	-	-
Other - Outside Plumb/Sewer	4,000	-	-	-	-	-	-	-
Sump/Septic Plumbing	-	-	-	-	-	-	-	-
Other - Roofing	-	2,500	-	4,000	2,100	-	-	20,000
Other - Supplies	4,100	-	-	-	-	-	-	11,000
Other - Tools	3,870	-	-	-	-	-	-	1,900
Apt Development Projects	1,000	-	-	-	-	-	-	-
Total Building - Other	12,970	2,500	-	4,000	2,100	-	-	33,400
Total: Maintenance - Building	\$ 46,220	\$ 127,272	\$ -	\$ 19,960	\$ 20,890	\$ -	\$ 6,650	\$ 71,902



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Communication/ Operations	Noise Abatement	Reliever Airports
Maintenance - Cleaning								
Cleaning Services								
Cleaning Services - Janitor	\$ -	\$ -	\$ -	\$ -	\$ 34,315	\$ -	\$ -	\$ 48,300
Cleaning Services - Windows	-	-	-	-	1,000	-	-	6,100
Total Cleaning Services	-	-	-	-	35,315	-	-	54,400
Cleaning Supplies								
Cleaning Supplies - Bathroom	-	-	-	-	2,639	-	-	-
Cleaning Supplies - General	350	-	-	-	-	-	-	10,100
Total Cleaning Supplies	350	-	-	-	2,639	-	-	10,100
Rubbish Disposal								
Rubbish Disposal - Recycle	-	-	-	-	-	-	-	-
Rubbish Disposal - Regular	7,500	-	-	-	7,200	-	-	20,700
Total Rubbish Disposal	7,500	-	-	-	7,200	-	-	20,700
Towel & Laundry Services	250	-	-	-	425	-	-	1,600
Other Cleaning Expenses	-	-	-	1,948	-	-	-	1,500
Total: Maintenance - Cleaning	\$ 8,100	\$ -	\$ -	\$ 1,948	\$ 45,579	\$ -	\$ -	\$ 88,300
Maintenance - Equipment								
Equipment - Parts								
Parts - Automobiles	\$ -	\$ -	\$ 42,281	\$ 23,281	\$ -	\$ 1,500	\$ -	\$ 27,000
Parts - Chiller Energy Mgmt	-	-	-	-	-	-	-	-
Parts - Equipment	-	-	4,500	-	1,030	-	-	23,700
Parts - Other Equipment	4,400	-	-	-	-	-	-	6,000
Total Equipment - Parts	4,400	-	46,781	23,281	1,030	1,500	-	56,700
Equipment - Shop								
Shop - Garbage Bags	-	-	-	-	-	-	-	500
Shop - Batteries	-	-	-	-	-	-	-	2,000
Shop - Cleaners/Degreasers	-	-	-	-	-	-	-	1,000
Shop - Oil & Filters	-	-	-	-	-	-	-	4,500
Shop - Other Supplies	4,000	-	-	-	-	-	-	23,093
Shop - Tires	-	-	-	-	-	-	-	8,000
Shop - Tools	4,000	-	-	-	-	-	-	6,000
Total Equipment - Shop	8,000	-	-	-	-	-	-	45,093
Equipment - Gas								
Gas - Propane	890	-	-	-	-	-	-	-
Gas - Unleaded	-	-	15,900	7,800	8,100	3,900	720	30,000
Total Equipment - Gas	890	-	15,900	7,800	8,100	3,900	720	30,000
Equipment - Extinguishers								
Extinguishers - Purchase	-	-	-	1,000	-	-	-	-
Extinguishers - Repair	-	-	-	1,000	-	-	-	-
Extinguishers - Reservice	-	-	-	1,000	-	-	-	-
Equipment - Miscellaneous Exp	-	-	-	-	-	-	-	15,000
Total Equipment - Extinguishers	-	-	-	3,000	-	-	-	15,000
Total: Maintenance - Equipment	\$ 13,290	\$ -	\$ 62,681	\$ 34,081	\$ 9,130	\$ 5,400	\$ 720	\$ 146,793
<b>Total Maintenance</b>	\$ 232,894	\$ 128,272	\$ 62,681	\$ 56,724	\$ 110,194	\$ 5,400	\$ 7,370	\$ 612,445

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## OBJECT ACCOUNT BY SUBLEDGER - 2000 OPERATING BUDGET

	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Communication/ Operations	Noise Abatement	Reliever Airports
<b>Other</b>								
Gen Ins - Airport Liability	\$ 8,167	\$ -	\$ 159,395	\$ 114,809	\$ 70,823	\$ 6,441	\$ 4,711	\$ 175,158
<b>Safety</b>								
Safety - Training Materials	1,000	-	750	-	500	-	-	500
Safety - Supplies	6,700	-	750	750	1,000	-	1,000	3,000
Safety - Equipment	-	-	-	-	6,500	-	-	-
Total Safety	7,700	-	1,500	750	8,000	-	1,000	3,500
<b>Medical Information/Supply</b>								
Medical - Routine Supplies	500	-	3,200	4,000	1,800	400	-	3,535
Medical - Emergency Response	-	-	-	-	-	-	-	-
Total Medical Information/Supply	500	-	3,200	4,000	1,800	400	-	3,535
<b>Rentals</b>								
Rental - Copier	500	-	-	-	9,680	6,000	-	-
Rental - Pagers	-	-	-	-	25,400	-	-	-
Rental - Other Equipment	500	-	1,300	-	15,500	-	6,000	1,800
Total Rentals	1,000	-	1,300	-	50,580	6,000	6,000	1,800
<b>Licenses/Permits</b>								
Licenses - Autos/Equipment	-	-	-	-	2,000	-	-	1,020
Licenses - Environmental	-	-	-	-	-	-	3,500	1,020
Licenses - Other	1,500	-	-	100	-	-	-	4,035
Total Licenses/Permits	1,500	-	-	100	2,000	-	3,500	6,075
<b>Miscellaneous Expenses</b>								
Misc - Firearm/Equip/Supplies	-	-	7,000	42,080	-	10,000	-	-
Misc - Emergency Response	-	-	20,500	46,500	-	-	-	9,580
Misc - Other	-	-	12,440	22,480	10,525	-	-	999
Total Miscellaneous Expenses	-	-	39,940	111,060	10,525	10,000	-	10,579
<b>Reimbursed Expense</b>	(3,000)	-	(393,000)	(174,000)	(228,000)	-	-	(216,000)
<b>Capital Assets</b>								
<b>Minor Equipment/Assets</b>								
Minor Assets - Tools	3,450	-	3,000	4,000	4,500	2,250	2,000	3,000
Minor Assets - Office Furn	-	-	1,500	-	121,320	3,073	6,000	6,000
Minor Assets - Computers	-	-	-	-	15,000	-	5,000	-
Minor Assets - Radios	-	-	-	2,000	-	460	1,000	4,250
Minor Assets - Other	3,000	-	-	28,800	3,000	10,000	1,500	1,020
Total Minor Equipment/Assets	6,450	-	4,500	34,800	143,820	15,783	15,500	14,270
<b>Total Other</b>	\$ 22,317	\$ -	\$ (183,165)	\$ 91,519	\$ 59,548	\$ 38,624	\$ 30,711	\$ (1,083)
<b>Gross Depreciation</b>	\$ 1,151,351	\$ -	\$ 92,822	\$ 218,367	\$ 795,453	\$ 221,222	\$ 8,539,157	\$ 4,201,063
<b>Total Expenses</b>	\$ 1,677,238	\$ 130,272	\$ 6,283,140	\$ 3,617,920	\$ 16,245,606	\$ 2,434,074	\$ 10,411,555	\$ 7,595,721

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## APPROVED EQUIPMENT REQUESTS – 2000 OPERATING BUDGET

The approved equipment requested for 2000 is listed below. The total cost of each piece of equipment is amortized over its useful life through depreciation charges. Snow plowing equipment qualifies for state and federal aid. Total eligible aid is limited. Aid for equipment purchases must compete with eligible construction projects. The capital equipment detail includes an alphabetical listing by service center with individual detail justification for those service centers that had equipment requests, which were greater or equal to \$5,000.

<b>CAPITAL EQUIPMENT SUMMARY</b>				
	<b>1999</b>	<b>2000</b>	<b>\$</b>	<b>%</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Variance</u></b>	<b><u>Variance</u></b>
Total Equipment	\$6,239,530	\$7,198,984	\$959,454	13.3%

### Purchase Price

#### **ADO - Telecommunication**

<b>Wireless Communications Network</b>	* Installation of a wireless communication network, commencing with the Energy Management Center, and moving into the electrical vaults and tunnels in the main terminal facility. <b>(New)</b>	<b>\$82,317</b>
--	---	-----------------

<b>EMC Telephone System</b>	* Key telephone system to include sets and necessary wiring	<b><u>\$12,000</u></b>
	* The existing key telephone system is obsolete and additional telephone sets are needed beyond what the existing system can provide. This new equipment will assist in the strategic goal of installing a wireless communications system for EMC employee safety. <b>(Replacement)</b>	

<b>Summary Total for ADO - Telecommunication</b>	<b>\$94,317</b>
--	-----------------

#### **Airside Operations**

<b>MSP Driver Training System</b>	* Purchase, installation and implementation of a driving simulator system based on a computer generated world of MSP.	<b>\$350,000</b>
	* The implementation of a driving simulator system will allow for the training of vehicle operations in all conditions at MSP at any time. The simulator will provide necessary hands-on training needed to allow vehicle operators to attain satisfactory or greater proficiency in vehicle operations. Training can be simulated for inclement weather, emergency conditions or day to day driving. <b>(New)</b>	

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## APPROVED EQUIPMENT REQUESTS – 2000 OPERATING BUDGET

		<u>Purchase Price</u>
<b>Radio Controlled Bird Abatement System</b>	* Installation of a bird abatement system consisting of a combination of propane cannons and audio technology that is controlled remotely via radio frequencies. This system will increase aircraft safety and fulfill regulatory requirements giving existing staff more time for control activities. <b>(New)</b>	
<b>Vehicle</b>	* 4-door, 4WD SUV with bucket cloth seats and center console, power steering, power ABS brakes, power windows, power locks, tilt steering wheel, AM-FM-clock radio, rear dropgate, rear liftglass with wiper and dark green metallic exterior paint.	\$33,000
	* This vehicle is used on a daily basis not only for every day activities but emergency response. <b>(Replacement)</b>	
<b>Tow-Behind Surface Friction Tester</b>	* Equipment for the measurement of the coefficient of friction on aircraft movement area surfaces. Winter application for snow/ice control; summer to determine level of rubber contaminant and general condition of the pavement. <b>(Replacement)</b>	\$75,000
<b>TracLink</b>	* Satellite based vehicle tracking system - Automated Dependent Surveillance - Broadcast	\$205,000
	* Implementing the TracLink system will prevent runway incursions due to a vehicle operator's loss of situational awareness. <b>(New)</b>	
<b>MSP Driver Licensing System</b>	* Purchase, installation and implementation of a driver license program for all vehicle operators at MSP.	\$250,000
	* The FAR Part 139 requires airport operators ensure all vehicle operators are familiar with airport procedures, operation of ground vehicles and the results of non compliance. This new program would assure all drivers are familiar with the rules and regulations of MSP. <b>(New)</b>	
<b>Laptop Computer</b>	* Replacement laptop computer.	<u>\$5,500</u>
<b>Summary Total for Airside Operations</b>		<b>\$1,018,500</b>
<b>Communications</b>		
<b>Expand Dialogic Communicator Hardware and phone</b>	* Upgrade existing hardware and add 32 phone lines to Dialogic Communicator System. This upgrade will enhance the Airport Emergency Response Plan by shortening the response time from 2 1/2 hours to approximately 15 minutes. <b>(Replacement)</b>	<u>\$22,470</u>
<b>Summary Total for Communications</b>		<b>\$22,470</b>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## APPROVED EQUIPMENT REQUESTS – 2000 OPERATING BUDGET

### Purchase Price

#### **Facilities - Energy Management Center**

Man Lift	* One Man Aerial Platform Lift	\$11,000
	* The Green extension phase one and two has high ceilings up to 15 feet that will make it difficult to reach. This equipment can be shared with the other trade departments. The lift will be used to repair, replace HVAC control parts, motors and change filters in fan units. (New)	
Pickup truck	* 1/2 ton truck 4X4 - Lift gate	<u>\$19,200</u>
	* This vehicle is used to check outlying buildings for maintenance and repairs on equipment. The vehicle is also used for deliveries to outlying areas of the airport.(Replacement)	
Summary Total for Facilities - Energy Management Center		\$30,200

#### **Fire - Rescue**

Rescue-Hazardous Materials	* Rescue Equipment Storage / Response Vehicle	\$195,000
	* This new vehicle would consolidate the majority of rescue and hazardous materials equipment onto one vehicle instead of numerous separate vehicles. This would improve response capabilities. (New)	
Rescue #12	* Rescue / Mini Pumper	\$118,000
	* Replacement of older vehicle with over 75,000 miles. The new vehicle will improve overall department effectiveness with improved fire fighting capabilities such as interior power take-off pump and additional hose storage.(Replacement)	
Thermal Imaging Systems	* Two hand-held, Two helmet-mounted Systems	<u>\$120,000</u>
	* These systems would improve operations in areas of limited or no visibility and improve rapid location of fire. (New)	
Summary Total for Fire - Rescue		\$433,000

#### **HHH Terminal**

Gate Management System	* Computer and Software - desktop workstation with min. 17" monitor.	<u>\$35,000</u>
	* Use of this equipment and technology will provide staff with the necessary tools to properly manage the increase numbers of gates, areas of responsibility and increase demand. The alternative would be to hire two or more additional staff members just to perform the gate assignment and management functions. (New)	
Summary Total for HHH Terminal		\$35,000

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## APPROVED EQUIPMENT REQUESTS – 2000 OPERATING BUDGET

		<u>Purchase Price</u>
<b><i>Landside - Operations</i></b>		
AVI NT Communications Server	* Purchase and install Dell PC file server, set up, Windows NT(New)	<u>\$10,900</u>
Summary Total for	Landside - Operations	<b>\$10,900</b>
<b><i>Maintenance - Field</i></b>		
Industrial Sweeper	* Industrial Sweeper (Tennant)	\$55,000
	* This equipment is needed to help cover all new areas of pavement added in 1999 and planned for 2000. The sweeper will assist in keeping all of the AOA and public areas clear of debris. (New)	
(4) 4 WD, 4 Dr. Utility Trucks	* 4 WD, 4 Dr. Utility Trucks (Supv. Vehicles)	\$158,000
	* Reliable vehicles needed for supervisors to respond to emergencies on or around the airport. (Replacement)	
Field Service Truck (fence)	* Field Service Truck (fence)	\$85,000
	* This vehicle would enable the care of over 30 miles of fencing completed in a more efficient and cost effective manner by having all equipment (tools and fencing parts) in one vehicle. (New)	
Asphalt Vessel (6 Cu. Yd.)	* Asphalt Vessel (6 Cu. Yd.)	\$145,000
	* This equipment would be used to increase the tonnage of blacktop used throughout the summer months also allowing two different crews working simultaneously. (New)	
(3) Industrial Mowers/Attachments	* Industrial Mowers/Attachments	\$99,999
	* These mowers are needed to perform landscaping jobs and grass cutting needs on airport property. (Replacement)	
Street Sweeper	* Street Sweeper	\$155,000
	* Need to replace old and worn sweeper with a new model. Sweepers are used 24 hours a day, six days a week. These sweepers lead to safer conditions on the AOA and service areas. (Replacement)	
(4) 20 Ft. Snow Dozer Attachments	* 20 Ft. Snow Dozer Attachments (Ramp Pushers)	\$46,000
	* Snow dozers needed for use with leased loaders for the year 2000. Equipment will be used to plow new de-ice pads and the Green Concourse extension. (New)	

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## APPROVED EQUIPMENT REQUESTS – 2000 OPERATING BUDGET

		<u>Purchase Price</u>
<b>60 TPH Portable Snow Melter</b>	<ul style="list-style-type: none"> <li>* 60 TPH Portable Snow Melter</li> </ul>	\$210,000
	<ul style="list-style-type: none"> <li>* With the loss of all but one snow storage area, this equipment would aid in the melting of snow throughout the airport property without impacting the movement, parking or scheduling of aircraft. <b>(New)</b></li> </ul>	
<b>(2) 18 Ft. Airport Brooms</b>	<ul style="list-style-type: none"> <li>* 18 Ft. Airport Brooms (Runway Brooms)</li> </ul>	\$710,000
	<ul style="list-style-type: none"> <li>* This equipment is used to remove snow or ice down to the bare pavement which in turn holds delays to a minimum during peak snow season. <b>(Replacement)</b></li> </ul>	
<b>(1) 14,000 Lb. Trucks w/Plow &amp; Sander</b>	<ul style="list-style-type: none"> <li>* 14,000 Lb. Trucks w/Plow &amp; Sander (Small Sander)</li> </ul>	\$154,998
	<ul style="list-style-type: none"> <li>* This new equipment will enhance our snow removal process. With the addition of more pavement, parking lots, ramps and gates, more equipment is needed to sufficiently plow all areas. <b>(New)</b></li> </ul>	
<b>4,000 Gallon Chemical Truck</b>	<ul style="list-style-type: none"> <li>* 4,000 Gallon Chemical Truck</li> </ul>	\$180,000
	<ul style="list-style-type: none"> <li>* The addition of this equipment would enable Field Maintenance to de-ice two runways simultaneously. <b>(New)</b></li> </ul>	
<b>(2) All-Wheel Drive Plow Trucks (Highspeed)</b>	<ul style="list-style-type: none"> <li>* All-Wheel Drive Plow Trucks</li> </ul>	\$330,000
	<ul style="list-style-type: none"> <li>* These plows are needed for plowing the additional pavement added in 1999. This equipment will also be used in the formation of a second runway crew. <b>(New)</b></li> </ul>	
<b>(1) 24/27 Plow Trucks (Batwing)</b>	<ul style="list-style-type: none"> <li>* 24/27 Plow Trucks (Batwing)</li> </ul>	\$535,000
	<ul style="list-style-type: none"> <li>* These plows are needed for the additional pavement added in 1999. Some of these areas are the 12R De-Ice Pad, Whiskey Taxiway, Green Concourse, etc. <b>(New)</b></li> </ul>	
<b>Asphalt Paver</b>	<ul style="list-style-type: none"> <li>* Asphalt Paver</li> </ul>	\$240,000
	<ul style="list-style-type: none"> <li>* This equipment would enable maintenance to become more proactive in the daily, monthly and yearly maintenance of blacktopping on airport property. Currently much of the work is done by hand and is not as efficient. <b>(New)</b></li> </ul>	
<b>2500 TPH Blanchet</b>	<ul style="list-style-type: none"> <li>* 2500 TPH Blanchet</li> </ul>	\$135,000
	<ul style="list-style-type: none"> <li>* Replacement of old equipment used for faster snow removal in a shorter period of time.</li> </ul>	
<b>(1) 3/4 T., 4 WD, 4 Dr. Pickup Trucks</b>	<ul style="list-style-type: none"> <li>* 3/4 T., 4 WD, 4 Dr. Pickup Trucks</li> </ul>	\$62,000
	<ul style="list-style-type: none"> <li>* These trucks will be used to transport maintenance workers to job sites. <b>(Replacement)</b></li> </ul>	

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## APPROVED EQUIPMENT REQUESTS – 2000 OPERATING BUDGET

		<u>Purchase Price</u>
<b>(1) Vacuum Debris Collectors</b>	* Vacuum Debris Collectors	\$62,000
	* This equipment will accomplish the work of six to eight people by using only one employee to operate equipment. <b>(New)</b>	
<b>4000 TPH Blower</b>	* 4000 TPH Blower	\$355,000
	* This equipment is needed to cover additional pavements coming in the year 2000-2001 winter season. <b>(New)</b>	
<b>ACS - Forks w/Female Adapter</b>	* ACS - Forks w/Female Adapter	\$7,000
	* This equipment would enable the lifting of heavy equipment or products on to pallets out in the field or shop. <b>(New)</b>	
<b>Metal Lathe</b>	* Metal Lathe	\$26,000
	* The current lathe in use is undersized. The new larger requested lathe will increase production and produce timely turnaround on jobs. <b>(Replacement)</b>	
<b>400 Gallon Spray System (Tunnel)</b>	* 400 Gallon Spray System (Tunnel)	\$4,500
	* This equipment will be used to test a new spray system used for de-icing and anti-ice in tunnels, gates and ramps. <b>(New)</b>	
<b>16,000 Lb., 24 Ft. Trailer</b>	* 16,000 Lb., 24 Ft. Trailer (5th Wheel Trailer)	\$8,500
	* The trailers are needed to move equipment in a timely manner to all areas on airport property. <b>(New)</b>	
<b>12,000 Lb., 20 Ft. Trailer</b>	* 12,000 Lb., 20 Ft. Trailer	<u>\$5,000</u>
	* Trailer needed to move equipment in a timely manner to all areas on airport property. <b>(New)</b>	
<b>Summary Total for Maintenance - Field</b>		<b>\$3,768,997</b>
<b><i>Maintenance - General</i></b>		
<b>4WD, 4DR, Sedan</b>	* Replacement vehicle for Asst. Airport Director/Maintenance (Current vehicle 1992 Explorer)	<u>\$24,000</u>
	* The current vehicle has over 100,000 miles and is beyond the scheduled 5-years for replacement.	
<b>Summary Total for Maintenance - General</b>		<b>\$24,000</b>



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## APPROVED EQUIPMENT REQUESTS – 2000 OPERATING BUDGET

		<u>Purchase Price</u>
<b>IS</b>		
Database Construction	* Continue support for the Fleet Maintenance system (New)	\$35,000
MAC-wide GIS and CAD Repository	* Build a repository of geographic information along with computer-based architectural plans as a common resource. (New)	\$130,000
Miscellaneous Minor Computer Equipment	* Replacement and upgrades of organizational computer equipment	\$115,100
Review /upgrade JD Edwards hardware/software	* Review MAC requirements compared to JD Edwards capabilities emphasizing those available using the newest version of JD Edwards (OneWorld). Upgrade the AS/400 computer to support JD Edwards. Upgrade JD Edwards software to OneWorld including converting data (New)	\$341,500
MACNET Support - hardware/software	* Provide hardware, software to support MACNET and present MAC computer applications. (New)	\$151,500
MACNET Support - training	* Provide training for MAC staff in using desktop computers (New)	\$50,000
Database Construction	* Develop databases for key MAC business functions or performance measures. (New)	<u>\$100,000</u>
Summary Total for IS		<b>\$923,100</b>
<b>Police - Patrol/CSO's</b>		
Computerized Ticketwriters	* Ticket writers implemented by Hennepin County for year 2000	\$12,000
	* Computerized ticketwriters reduce time spent on data entry, enable MAC Police Department to participate in Hennepin County Program and use Southdale Court System. (New)	
Vehicles	* 3 police package vehicles, 1 SUV replacing Public Safety Director Welna's vehicle and 1 transport vehicle for Tactical Response Team (Replacement)	\$132,000
Cushman Cart	* Request for additional cushman cart for patrol of green-gold connector (New)	<u>\$5,000</u>
Summary Total for Police - Patrol/CSO's		<b>\$149,000</b>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## APPROVED EQUIPMENT REQUESTS – 2000 OPERATING BUDGET

		<u>Purchase Price</u>
<b><i>Reliever - Anoka</i></b>		
Plow	* 9 foot power reversing plow for use on 1 ton pickup truck.	\$6,000
	* A small plow is needed for plowing around gates, touching up service roads, and cleaning runup pads. Other plows are too large for this work and create the risk of damaging buildings and lighting fixtures. <b>(New)</b>	
Industrial Riding Mower	* Same as or similar to Toro Groundsmaster 580-D mower with up to 16 foot cut, cab and air conditioning.	<u>\$75,000</u>
	* This equipment is a more efficient machine that has the versatility to do the work in close quarters and in a more timely manner. <b>(Replacement)</b>	
Summary Total for Reliever - Anoka		<b>\$81,000</b>
<b><i>Reliever - Crystal</i></b>		
Truck with plow and sander	* This is a runway plow similar to the Ford L-8000's that are presently used on the Reliever Airports. <b>(Replacement)</b>	\$96,000
Tractor	* Tractor with plow, cab, air conditioning. <b>(Replacement)</b>	<u>\$74,000</u>
Summary Total for Reliever - Crystal		<b>\$170,000</b>
<b><i>Reliever - St. Paul</i></b>		
Pickup truck	* Pickup truck. Used for airport maintenance and other miscellaneous duties. <b>(Replacement)</b>	<u>\$22,000</u>
Summary Total for Reliever - St. Paul		<b>\$22,000</b>
<b><i>Trades - Carpenters</i></b>		
1 ton extended cab service van w/hitch	* 1 ton ext cab service van	\$25,000
	* This vehicle has larger carrying capacity than the current vehicle and can move personnel and equipment safely. <b>(Replacement)</b>	

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## APPROVED EQUIPMENT REQUESTS – 2000 OPERATING BUDGET

		<u>Purchase Price</u>
<b>12000 lb trailer</b>	* 12000 lb trailer	\$12,000
	* This trailer is needed to haul aerial platform lift and move personnel and materials efficiently. <b>(Replacement)</b>	
<b>Half ton pickup w/gate and hitch</b>	* Half ton pickup	\$24,500
	* This truck is needed to do everyday carpentry jobs. The equipment needed to move personnel and equipment. <b>(New)</b>	
<b>Aerial lift platform</b>	* Aerial lift platform for personnel and equipment	<u>\$30,000</u>
	* This equipment is needed to complete tasks requiring lift. <b>(New)</b>	
<b>Summary Total for Trades - Carpenters</b>		<b>\$91,500</b>
<b><i>Trades - Electricians</i></b>		
<b>One ton truck</b>	* One ton truck	<u>\$35,000</u>
	* New vehicle needed to perform duties such as pulling portable emergency generators in a safe and timely manner.	
<b>Summary Total for Trades - Electricians</b>		<b>\$35,000</b>
<b><i>Trades - Painters</i></b>		
<b>Surface Profiler</b>	* Machine to remove old paint markings as directed by the FAA	\$75,000
	* The surface profiler is more efficient in removing old paint markings to comply with FAA regulations. <b>(Replacement)</b>	
<b>Paint Striper</b>	* Motorized small striper	\$14,500
	* Striper needed to enable painters to complete airfield painting in a timely manner to comply with the Part 139 inspections. <b>(New)</b>	
<b>Striper Upgrade</b>	* Upgrade to riding striper	\$25,000
	* Upgrading of the current striper is significantly less expensive than purchasing a new striper.	
<b>1/2 Ton Pickup Truck</b>	* One half ton Pickup Truck	<u>\$22,500</u>
	* This truck will replace the old half ton pickup truck currently in use.	
<b>Summary Total for Trades - Painters</b>		<b>\$137,000</b>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## APPROVED EQUIPMENT REQUESTS – 2000 OPERATING BUDGET

		<u>Purchase Price</u>
<b><i>Trades - Plumbers</i></b>		
<b>Master Water Meter Replacement</b>	* Replacement of 34th Ave. Master Meter	\$13,500
<b>Pick-Up Truck</b>	* 4x4 Extended Cab pick up with lift gate.	\$24,500
	* This equipment is a replacement of 10 year old vehicle for better reliability and mobilization of personnel and equipment.	
<b>Boom Truck - 1 Ton</b>	* Articulating Boom mounted on 1 ton truck	\$80,000
	* This equipment is needed to service irrigation for hanging baskets on inbound and outbound roadway. (New)	
<b>Portable Waste Water Pump Unit</b>	* Hydraulic Pump head an power unit.	<u>\$35,000</u>
	* This equipment would enhance emergency response time in the event of pump failures flooding of tunnels and facilities. (New)	
<b>Summary Total for Trades - Plumbers</b>		<u><b>\$153,000</b></u>
<b>Grand Total</b>		<u><b>\$7,198,984</b></u>

## **MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION**

### **DESCRIPTION OF BUDGET PREPARATION & AMENDMENT PROCESS**

#### **BUDGET PROCESS**

The budget process at the Metropolitan Airports Commission (MAC) is essentially a year-round project. Preparation of the budget takes seven months. It is prepared on an accrual basis in accordance with GAAP (Generally Accepted Accounting Principles). The accrual basis of accounting attempts to record financial transactions in the period they occur rather than recording them in the period they are paid.

Preliminary work on the budget begins in April. During this month, historical information is packaged for each service center. Templates are set up on the system for each service center. Each department assigns budget specialists to input the budget and coordinate budget information between the Finance Department.

In late April, the Finance Committee provides direction to staff regarding growth and allocation of funds. This information is presented to staff at various meetings and included in their packages. Budget packages are distributed in June. All service centers have four weeks to complete their individual input and receive the needed approval within their division. Finance staff reviews all packages and summarizes them during July for senior staff to review. August is spent compiling historical comparisons. Revisions to expense are done while revenue figures are being compiled. Airline rates are then calculated and final revenue figures are available. When all revenue and expense is completed, staff reviews them revisions are completed as required. During September, presentations are prepared for the Finance Committee, senior staff and airlines. In addition, supporting schedules are completed. The Finance Committee gives preliminary approval of the entire budget in October. With the recommendation from the Finance Committee, final approval is requested at the October full Commission meeting. Final approval of the 2000 Operating Budget was given at the November 1999 Commission meeting. Rate changes are sent out as usual at the beginning of December based upon approval from the full Commission.

#### **BUDGET AMENDING PROCESS**

The process to amend the budget is set forth in the MAC bylaws, Article IV, Section 8(a), and presented below:

"8(a) Establishment of the annual budget setting out anticipated expenditures by type of expenditure and/or upward or downward revision of that budget in the course of the corporation's fiscal year shall constitute prior approval of each type of expenditure. Authorization by vote of the Commission is required for transfer of budgeted amounts between or among line items or to appropriate additional funds for each line item. The Executive Director is directed to provide for the daily operation and management of the Commission within the expenditure guidelines of the annual budget. Commission approval of a contract shall constitute prior approval of the disbursements made pursuant to terms of the contract within the constraints of the budget for all contract payments, except final construction contract payments which shall require Commission approval.

The Executive Director shall have the responsibility of securing adequate quantities of office, janitorial, maintenance and repair materials and supplies, and the rent of sufficient equipment necessary for the smooth, continuous operation of the Commission's system of airports and all facilities associated with the system of airports. The Executive Director's authority to secure these items shall be subject to the Commission's purchasing procedures and be subject to the line-item budget constraints of the annual budget.

At any time during the fiscal year, the Executive Director may recommend to the full Commission that all or any unencumbered appropriation balances of individual line-items be transferred to those line-items that require additional budgeted funds. In addition, the Executive Director may recommend to the full Commission the appropriation of additional funds above and beyond those approved at the time of budget adoption."

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### DESCRIPTION OF BUDGET PREPARATION & AMENDMENT PROCESS

This calendar gives an overview of the process:

April	Finance Committee Finance Department Department Management Finance Department	1. Establishes budget direction for expenses of following year. 2. Prepares Service Center historical information. 3. Identifies Budget Specialist 4. Determines templates necessary for budget input.
May	Finance Department	5. Begins training of Budget Specialists. 6. Distributes budget packages (in late May and/or early June). 7. Recommends information regarding inflation factors, wage, and contract adjustments to the Commission. 8. Starts the historical information gathering process. 9. Prepares preliminary budgets.
June	Finance Department	10. Presents preliminary budget to Finance Committee. 11. Compiles positions and headcount requests summary. 12. Compiles summary of capital assets requests. 13. Presents budget update to Finance Committee.
July	Senior Staff  Executive Director  Finance Department  Finance Department and MAC Staff	14. Presents budget requests to Executive Director 15. Approves preliminary position and headcount requests, <i>also</i> ; 16. Approves preliminary summary of capital assets requests. 17. Prepares summary of controllable expense requests and supporting schedules. 18. Concurrently, initiates budget revisions, as needed, for controllable expenses.
August	Finance/CMAA/Landside/ Reliever Airports  Finance Department	19. Compile revenue analysis and projections.  20. Presents budget update to Finance Committee. 21. Completes revenue forecast.
September	Finance Department  MAC Staff  Finance Department and Senior Staff  Finance Department	22. Compiles presentation information. 23. Distributes Budget Packages to airlines and the Finance Committee. 24. Implements revisions, as needed, to projected expenses. 25. Presents budget to the airlines.  26. Presents budget to MAC Staff.
October	Finance Department and Senior Staff The Commission	27. Presents budget to the Finance Committee. 28. Approves budget.
November	Finance Department	29. Begins compiling Budget Book.
December	Finance Department	30. Presents notice of rate changes to all tenants. 31. Completes Budget Book.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### DESCRIPTION OF BUDGET PREPARATION & AMENDMENT PROCESS

The individual line-items will include the following:

#### **Personnel**

- Salaries & Wages
- Benefits
- Commissioner Per Diem
- Total Personnel

#### **Administrative Expenses**

#### **Professional Services**

#### **Utilities**

#### **Operating Services**

- Parking Management
- Shuttle Bus Services
- Service Agreements
- Storm Water Monitoring
- Other
- Total Operating Services

#### **Maintenance**

- Trades
- Building
- Field
- Equipment
- Cleaning
- Total Maintenance

#### **Depreciation**

#### **Other**

- General Insurance
- Other
- Reimbursed Expense
- Total Other

#### **Total Expense**

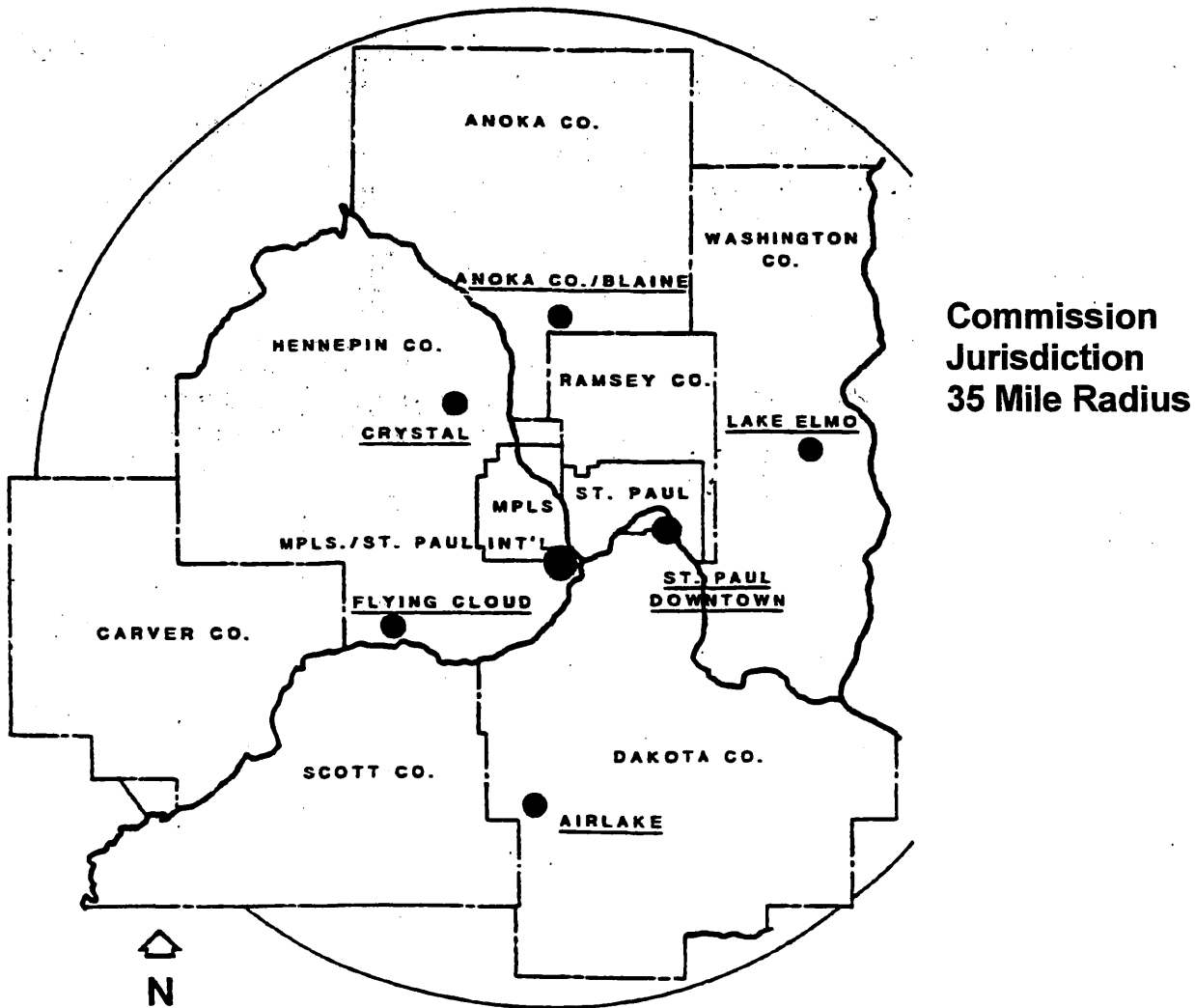
**This page has intentional been left blank.**



## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

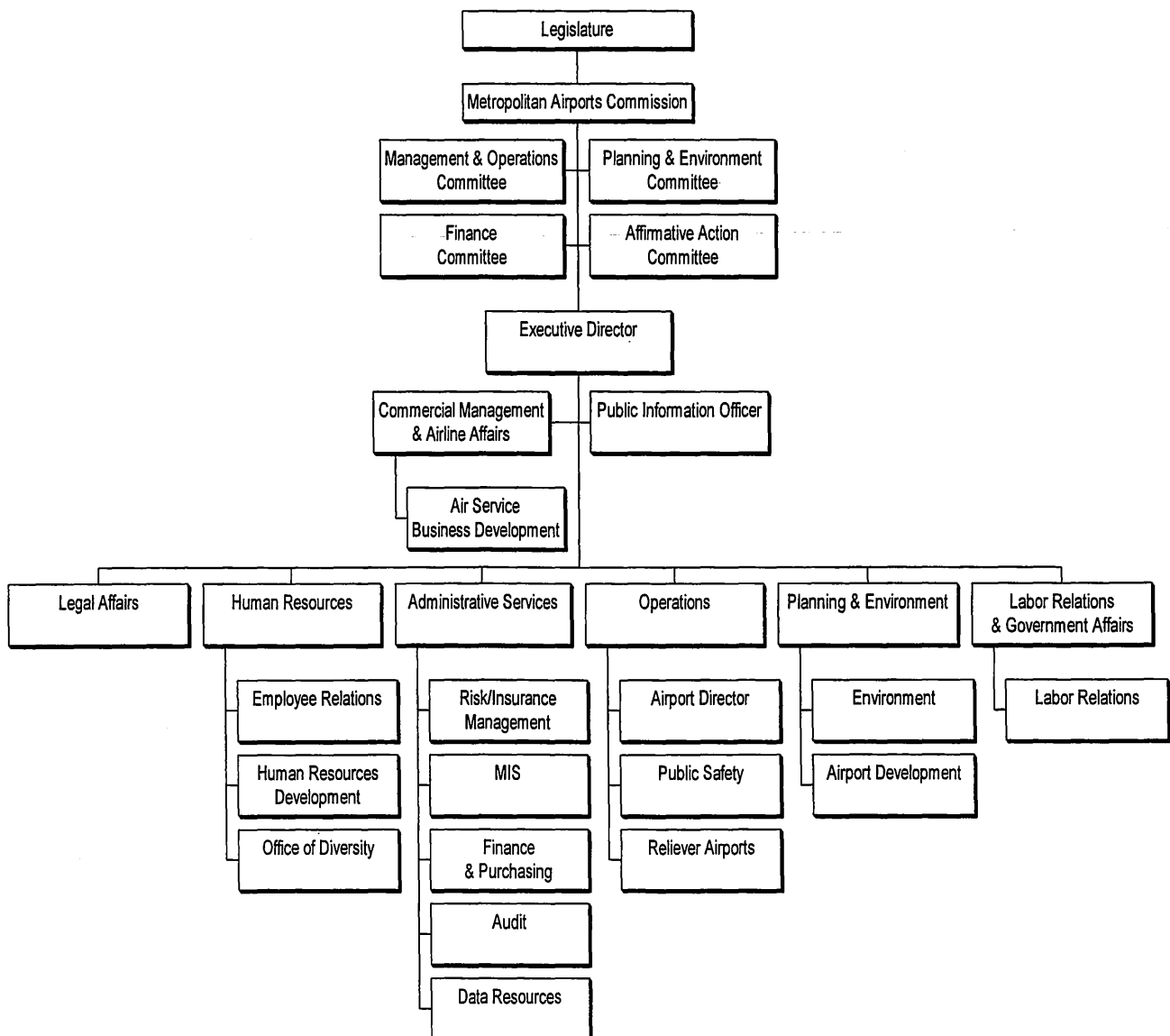
The Minneapolis/St. Paul Metropolitan Airports Commission was created by an act of the Minnesota State Legislature in 1943 as a public corporation of the State. This was done for the following reasons: 1) to promote air navigation and transportation, international, national and local, in and through the State of Minnesota; 2) to promote the efficient, safe and economic handling of air commerce; and 3) to assure residents of the Metropolitan Area of minimum environmental impact from air navigation and transportation. The area over which the Commission exercises its jurisdiction is the Minneapolis/St. Paul Metropolitan Area which includes Anoka, Carver, Dakota, Hennepin, Ramsey, Scott and Washington Counties, and which extends approximately 35 miles out in all directions from the Minneapolis and St. Paul City Halls. The Commission owns and operates seven airports within the Metropolitan Area including the Minneapolis/St. Paul International Airport, which serves the scheduled air carriers, and six reliever airports, serving business and general aviation.



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

This section details information on the organizational structure. The organizational chart below identifies the structure and departmental levels. This chart is followed by a table which lists the departments and the associated service centers which roll up into it. Next is the headcount table. This table includes positions by department, positions by classification and a summary of changes/ vacancies/ new positions. The last area is the summary by department. Each department shows the following information: expense by major category, with an explanation of major changes, headcount summary and a brief description of the department's responsibility/ function.



## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

The Commission is governed by 14 Commissioners and a chairperson. Twelve Commissioners are appointed by the Governor of the State of Minnesota. Of these twelve, eight are from designated districts within the Metropolitan Area and four are from outstate. The Mayor of St. Paul and the Mayor of Minneapolis also have seats on the Commission with the option to appoint a surrogate to serve in their place. The Chairperson of the Commission is appointed by the Governor for a four-year term.

**Chairperson:** Charles Nichols

**Commissioners:**

District A	Paul Weske
District B	Daniel Johnson
District C	John Himle
District D	Alton Gasper
District E	Edward Fiore
District F	Nancy Speer
District G	John Dowdle
District H	Bert McKasy
City of Minneapolis	Roger Hale
City of St. Paul	Dick Long

**Representing Greater**

<b>Minnesota Area:</b>	Carl D'Aquila
	John Kahler
	Paul Rehkamp
	Georgiann Stenerson

**Executive Director:** Jeffrey W. Hamiel

The Commission has set up four standing committees. Three of the committees, Planning & Environment, Management & Operations and Finance meet on a monthly basis. The remaining committee, Affirmative Action, meets on an as-needed basis. The committees are responsible for all aspects of business which fall under their respective jurisdiction. Recommendations on all action items are made by the committees to the full Commission which meets monthly.

## **MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION**

### **ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET**

#### **Divisions**

There are seven divisions at the Metropolitan Airports Commission which, have direct responsibility for the oversight and management of all the day to day functions associated with the departments reporting through each respective division. The Deputy Executive Directors of each division comprises the senior staff and report directly to the Executive Director. The divisions and associated departmental structure are detailed later in this section.

#### **Subledgers**

A subledger represents a combination of all service center charges related to one activity area. The summarized costs from the subledgers are used to determine the calculation of various rates and charges.

#### **Department**

A department represents a combination of service centers. These service centers are responsible for specific functions that relate to one another. The department format is also a way that department directors can review functions they control.

#### **Service Center**

Service Centers are the lowest levels of the department detail. Many of the departments at MAC actually include several areas of responsibility and control. These areas have been identified as service centers. Previously there was not a separate budget for each service center. Budgeting for these areas was included in the department balance. This prevented a department director from having a separate budget for each service center. Now departments can budget at the service center level of detail.

#### **Budget Specialist**

The budget specialist is an employee from each department or service center who is responsible for making sure all budget forms are completed and proceed for signature

#### **Controllable Expenses**

Because MAC receives reimbursement for operating MSP International via the rates charged to the airlines, the budget was also prepared on the same concept. Expenses were budgeted and charged through subledger allocations to all appropriate departments. Therefore, an individual budget would include line items in which the department head had no responsibility or control. This made monitoring of the department budget very difficult. Often these costs were budgeted by a multitude of vendors and departments. Each had to be summarized and allocated by line item and department.

Controllable expenses allow a service center to budget for those line items they have direct responsibility and control, regardless of the use by any other service areas. They are then allocated through subledgers (described above).

#### **Bottom Line Management**

Monthly and quarterly budget variance reports reviewed based on budget line item. In addition, the budget is prepared by line item, but department directors have the authority to make alternate decisions for actual expenditures based upon department needs.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

Organizational Structure by Division, Department, and Service Center			
Division	Department	Service Center	
		Number	Name
Executive Director / Commissioner	Executive / Commission	75000	Executive – General / Special Projects
		75100	Executive – Commissioners / Chairman
	Public Affairs	76000	Public Affairs
	Air Service Business Development	76100	Air Service Business Development
	Commercial Management / Airline Affairs	80000	Commercial Management / Airline Affairs
Human Resources	Deputy – Human Resources	75700	Deputy – Human Resources
	Human Resources Development	76600	Human Resources Development
		79100	Employee Services
	Employee Relations	81500	Employee Relations
	Office Of Diversity	80600	Office Of Diversity
Labor / Government Affairs	Labor / Government Affairs	79500	Labor Relations
Administrative Services	Deputy – Administrative Services	75600	Deputy – Administrative Services / Data Resources / Mail Room
	Wellness	76700	Deputy Airports – Wellness
	Deputy Airports – Insurance	76800	Deputy Airports – Insurance
		85400	Environment – Safety
	IS	79000	IS
	Finance	78000	Finance
		78200	Purchasing
	Internal Audit	78300	Internal Audit
Legal Affairs	General Counsel	81000	General Counsel
Environment / Development	Planning	75500	Planning
	Environment	85000	Environment – General
		85100	Environment – Environmental
		85300	Environment – Aviation Noise Program
	Airport Development	77000	Airport Development

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

Operations	Deputy – Operations	75800	Deputy – Operations
	Airport Directors Office	82000	ADO – General
		82100	ADO – Telecommunication
	Airside Operations	82600	Airside Operations
		82650	Airside Operations – Internship Program
	Landside Operations	83000	Landside – Operations
		83300	Landside – Parking
		83400	Landside – Administration
	HHH Terminal	85500	HHH Terminal
	Facilities – Lindbergh Terminal	86000	Facilities – Administration
		86100	Facilities – Lindbergh Terminal
		86300	Facilities – Energy Management Center
	Trades	88000	Trades – Electricians
		88100	Trades – Painters
		88200	Trades – Carpenters
		88300	Trades – Plumbers
	Maintenance	89000	Maintenance – Field
		89100	Maintenance – Repairs
		89200	Maintenance – Equipment Purchasing
		89300	Maintenance – General
	Communications	82700	Communications
	Fire	83500	Fire – Training
		83600	Fire – Rescue
	Police	84000	Police – General Office
		84100	Police – Narcotics / Investigations
		84200	Police – Administration / Training
		84300	Police – Patrol / CSO's
		84400	Police – Security
	Reliever Airports	90000	Relievers – Administration
		90200	Relievers – St. Paul
		90300	Reliever – Lake Elmo
		90400	Reliever – Air Lake
		90500	Reliever – Flying Cloud
		90600	Reliever – Crystal
		90700	Reliever – Anoka
MAC General	MAC General	78100	MAC General

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### ORGANIZATIONAL PERSONNEL

The personnel information below shows the changes between 1996 actual and 2000 budget. The information this year is divided into three sections: Headcount by Department, Headcount by Classification and Summary Information. The Summary section details transfers/changes and vacancies as of 11/1/99.

<u>Headcount By Department</u>	<u>1996 Actual</u>	<u>1997 Actual</u>	<u>1998 Actual</u>	<u>1999(a) Actual</u>	<u>1999 Budget</u>	<u>2000 Budget</u>
Executive/Commissioner	3	3	3	3	3	3
Planning	2	2	2	2	2	2
Deputy Administrative Services	3	3	3	5	4	5
Deputy Human Resources	2	2	3	3	2	3
Deputy Operations	2	2	2	2	2	2
Public Affairs	3	3	3	3	3	3
Air Service--Business Development	2	3	3	3	3	2
Risk Insurance/Safety	2	3	3	4	4	4
Airport Development	11	10	13	15	22	23
Finance/Purchasing	19	18	19	20	20	20
Internal Audit	2	2	2	3	3	3
IS	7	6	6	7	8	12
Labor/Government Affairs	3	3	3	3	3	3
Commercial Mgmt & Airline Affairs	4	4	5	6	6	8
Office Of Diversity	4	4	4	3	4	3
General Counsel	5	4	5	6	6	6
Human Resource Development/Services	2	2	2	3	3	3
Employee Relations	7	6	7	7	7	7
Airport Directors Office	6	5	3	3	4	4
Conference Center	0	0	0	3	7	6
Telecommunications	1	1	1	1	1	1
Airside Operations	9	9	9	9	10	10
Communications	8	10	11	10	11	11
Landside Operations	15	17	19	22	27	27
Fire	38	38	39	38	40	42
Police	75	73	76	73	87	87
Noise/Environment/Part 150	11	13	13	13	15	14
HHH Terminal	1	1	1	2	2	2
Facilities - Lindbergh Terminal	9	9	9	13	14	14
Energy Management Center	13	13	13	15	15	15
West Terminal Area	2	2	2	0	0	0
Trades	27	28	31	33	36	37
Maintenance	82	84	94	109	113	113
Reliever Airports	<u>27</u>	<u>27</u>	<u>27</u>	27	<u>27</u>	<u>27</u>
<b>Total Personnel</b>	<b>407</b>	<b>410</b>	<b>436</b>	<b>469</b>	<b>514</b>	<b>522</b>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

<u>Headcount By Classification</u>	<u>1996 Actual</u>	<u>1997 Actual</u>	<u>1998 Actual</u>	<u>1999(a) Actual</u>	<u>1999 Budget</u>	<u>2000 Budget</u>
<u>Organized</u>						
Local 70 Operating Engineers	11	11	11	13	14	14
49er's Equipment Maintenance	12	12	15	17	17	18
320's - MSP Int'l - Field	60	59	69	79	83	83
320's - MSP Int'l - Lindbergh Terminal	5	5	5	6	6	4
320's - Reliever Airports	20	20	20	20	20	18
Painters	5	6	6	6	7	5
Carpenters	5	5	6	6	7	5
Plumbers	4	4	4	4	5	4
Electricians	12	12	14	14	17	15
Police Officers	37	36	33	37	41	42
Firefighters	<u>28</u>	<u>27</u>	<u>30</u>	<u>28</u>	<u>30</u>	<u>31</u>
<b>Total Organized</b>	<b>199</b>	<b>197</b>	<b>213</b>	<b>230</b>	<b>247</b>	<b>239</b>
<u>Total Non-Organized</u>						
Chairperson/Executive Director	2	2	2	2	2	2
Deputy Directors/Directors	16	16	14	16	14	14
Managers/Supervisors	70	75	77	81	84	88
Police Chief/Fire Chief (b)	0	0	0	0	0	0
Community Service Officers (CSO's)	16	19	20	23	23	21
Passenger Assistants	7	9	9	9	17	16
Fire Captains/Fire Training	9	9	8	9	9	9
Police Sergeants/Commanders (c)	13	13	13	13	14	14
Administrative Support	<u>75</u>	<u>70</u>	<u>80</u>	<u>86</u>	<u>104</u>	<u>119</u>
<b>Total Non-Organized</b>	<b>208</b>	<b>213</b>	<b>223</b>	<b>239</b>	<b>267</b>	<b>283</b>
<b>Total MAC</b>	<b>407</b>	<b>410</b>	<b>436</b>	<b>469</b>	<b>514</b>	<b>522</b>

a. As of 11/01/99

b. Positions shifted as a result of the reorganization.

c. Effective 8/21/98, the police title of Lieutenant has been changed to Commander.



## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

#### Summary Information

The following positions were vacant as of 11/01/99

<u>Department</u>	<u>Number of Positions</u>	<u>Position Title</u>
Airport Development	3	Airside Project Managers
Airport Development	1	Admin. Assistant Building Permit
Airport Development	1	Building Permit Manager
Airport Development	1	Civil Technician
Airport Development	1	Senior Planner
IS	1	Technical Service Manager
Conference Center	3	Customer Service Associate
ADO	1	Tour Coordinator
Airside Operations	1	Airside Operations Manager
Communications	1	Communications Coordinator
Landside Operations	5	Passenger Service Assistant
Fire	2	Firefighter
Police	9	CSO
Police	4	Police Officer
Police	1	Police Sergeant
Environment - Noise Abatement	1	Aviation Noise Program Technician
Environment - Noise Abatement	1	Noise Coordinator
Facilities	1	Assistant at Facilities Manager
Trades - Electrician	3	Electrician
Maintenance - Field	<u>4</u>	Airport Maintenance Worker
<b>Total 1999 Open Positions</b>	<b>45</b>	

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

#### New Positions for the 2000 Budget Service Center

<u>Department</u>	<u>Number of Position</u>	<u>Position Title</u>
Deputy - Administrative Services / Data Resources	1	Data Resources Secretary
Airport Development	1	Landside Project Manager
IS	1	Business Analyst
IS	1	System Support Analyst
IS	1	Manager of Application Development
IS	1	JD Edwards/ AS/400 Programmer Analyst
Commercial Management Airline Affairs	1	Asst. Manager Concessions
Fire	3	Firefighter
Police	1	Police Officer
Trade - Plumber	<u>1</u>	Plumber
	12	

#### Headcount Reductions

Conference Center	-1	Customer Service Assistant
Police	-2	CSO
Environment - Noise Abatement	-1	Noise Coordinator
Headcount Reductions	<u>-4</u>	
<b>Net Headcount Additions</b>	<u><u>8</u></u>	

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### EXECUTIVE/COMMISSIONER

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	214,062	239,248	238,811	(437)	0%
Administrative Services	178,719	153,900	153,900		0%
Professional Services	6,694	60,000	60,000		0%
Utilities	2,715	1,400	1,400		0%
Operating Service /Expenses	6,625	1,115	1,115		0%
Other	<u>6,557</u>	<u>14,000</u>	<u>14,000</u>		<u>0%</u>
Expenses	415,372	469,663	469,226	(437)	0%

	1998	1999	1999	2000
<u>HEADCOUNT SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Executive/Commissioner	3	3	3	3

### RESPONSIBILITY/FUNCTION

#### Office of the Executive Director

The Executive Director is responsible for the overall administration of the Metropolitan Airports Commission and for the implementation of all Commission policies. The Office of the Executive Director is directly accountable to the Board of Commissioners for the safe and efficient operation of the seven airports under its jurisdiction. Responsibilities include the coordination, direction and implementation of programs and services of the Commission as well as external relations with those regulatory agencies and governmental bodies concerned with the operation and administration of the Commission.

#### Metropolitan Airports Commission Board

It is the responsibility of the Board of Commissioners to: 1) Promote the public welfare; 2) Promote national, international, state and local air transportation; 3) Promote the safe, efficient and economical handling of air commerce both nationally and internationally and to fully develop the potential of the metropolitan area as an aviation center providing for the most economical and effective use of aeronautical facilities and services; 4) Assure residents of the metropolitan area minimum environmental impact from air transportation by promoting the overall goals of the State's environmental policies minimizing the public's exposure to noise and pursuit of the highest levels of safety at all Commission airports.

### MAJOR 2000 OPERATING BUDGET CHANGES

No change projected.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### PUBLIC AFFAIRS

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	\$ <u>Variance</u>	% <u>Variance</u>
Personnel	170,723	173,825	204,155	30,330	17%
Administrative Services	51,471	92,450	182,050	89,600	97%
Professional Services	341,988	200,000	299,955	99,955	50%
Utilities	847	800	1,200	400	50%
Operating Service/Expenses	44,139	186,900	201,900	15,000	8%
Other	10,333				0%
Expenses	619,501	653,975	889,260	235,285	36%

<u>HEADCOUNT SUMMARY</u>	1998 <u>Actual</u>	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
Public Affairs	3	3	3	3

### RESPONSIBILITY/FUNCTION

The responsibility and function of the Public Affairs department is to educate and inform the public of MAC's mission and the role of the airport system. Public Affairs provides information about the economic impact of the MAC's airports; reports to the community about noise mitigation efforts; provides timely, accurate and focused messages to the media and the public; and facilitates communication among MAC departments where there are potential impacts to other departments and the public. Public Affairs implements print and broadcast advertising and media relations to educate and generate support about airport services and changes. Public Affairs also creates media events, places signage, updates the Web site and prepares brochures and other materials. In 1999, the Public Affairs Department was recognized for these efforts with four awards from the Airports Council International - North America Excellence in Communications Contest. Dollars for professional services allows Public Affairs to continue implementing and maintaining programs developed for the media, the public, tenants and employees.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Increase is due to overtime wages for employees and for being on call 24 hours per day along with the addition of a temporary employee.
Administrative Expenses	Increase due to the printing of annual reports, MSP 2010 brochures and inserts, media guides, flyers, Tailwind, MSP Insider and the airport guide. Both the quantity and quality of these public documents have increased. The airport guide has been outdated for the past several years.
Professional Services	Increase represents the public relations consultants used to supplement staff. They provide design services, develop communications plans and advertising concepts and handle the details of securing advertising space, bids and projects as needed. Due to the construction projects related to growth and expansion, the amount of news and activities fuels media coverage, along with guiding the public and making them aware of these changes.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

#### Operating Services

Increase is attributable to developing an advertising campaign for the MSP 2010 expansion plan. Relying solely on media to communicate all of the on-going changes results in inaccuracies and miscommunication to the public. More money is needed due to the quality and quantity of public documentation provided.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### COMMERCIAL MANAGEMENT/AIRLINE AFFAIRS

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	318,202	349,626	515,451	165,825	47%
Administrative Services	32,203	51,500	49,000	(2,500)	-5%
Professional Services	175,259	162,000	213,000	51,000	31%
Utilities	1,310	1,000	2,000	1,000	100%
Operating Service/ Expense	4,189	14,600	8,900	(5,700)	-39%
Other	<u>7,912</u>	<u>15,600</u>	<u>13,700</u>	<u>(1,900)</u>	<u>12%</u>
Expenses	539,075	594,326	802,051	207,725	35%

	1998	1999	1999	2000
<u>HEADCOUNT SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Commercial Management/Airline Affairs	5	6	6	8

### RESPONSIBILITY/FUNCTION

This area is responsible for managing the use and leasing activities of businesses, concessions and airlines related to the following airport properties: land, terminals, buildings, warehouses, hangars and other properties; develops bid criteria and specifications for the award of concession leases; negotiates non-bid use and rental leases and other agreements for businesses, concessions, airlines and other tenants; prepares written reports and recommendations for the Commission for maximizing revenues, awarding leases and other contracts; acts as primary contact with tenants for compliance with contractual obligations, airport policy and for coordination of property maintenance; coordinates property and tenant related issues with other airport departments.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	<p>Increase due to one employee transfer and one new employee - Airport Development and CMAA moving out of the General Office to Metro Office Park in late 1998 to facilitate the addition/remodeling project. The cost of a receptionist is being divided equally between the two departments for the duration of our stay. These costs were not contemplated in our 1999 budget.</p> <p>Increase due to annual wage and salary adjustments, and new hire from 1999 whose salary/wage is greater than projected along with partial year of employment. The 2000 budget reflects a full year and the actual salaries to be paid.</p>
Professional Services	<p>Increase is to initiate an on-going market research to monitor customer satisfaction, trends, customers wants and needs, and vendor performance. Currently research is not available upon which to monitor customer satisfaction with our concessions and services.</p>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### AIR SERVICE – BUSINESS DEVELOPMENT

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	167,010	172,809	142,536	(30,273)	-18%
Administrative Services	60,463	72,500	97,600	25,100	35%
Professional Services	95,456	255,300	320,000	64,700	25%
Utilities	844	1,200	1,200	0	0%
Operating Service/Expenses	21,819	85,300	98,300	13,000	15%
Other	_____	<u>300</u>	<u>4,850</u>	<u>4,550</u>	<u>1517%</u>
Expenses	345,592	587,409	664,486	77,077	13%

	1998	1999	1999	2000
<u>HEADCOUNT SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Air Service – Business Development	3	3	3	2

### RESPONSIBILITY/FUNCTION

This department has responsibilities in three primary areas: 1) Air Service Development – Marketing MSP for new international passenger and cargo flights and for new low cost domestic passenger flights. Promoting the facilities and services of MSP and MAC's system of airports both domestically and internationally; 2) Secondary and/or subordinate responsibility for U.S. Government Affairs – Influencing U.S. Government policy relating to airports and aviation to facilitate adequate funding and appropriate regulation by Congress, the FAA and other governmental and aviation agencies and organizations; 3) Build community relations - establishing partnerships with public and private sectors to increase their awareness of the importance of air service in the region and solicit their support for such services.

### MAJOR 2000 OPERATING BUDGET CHANGES

Administrative Expenses	<p>The MAC in December, 1998 mandated that certain competitive initiatives including working to gain local community support for MAC's initiatives, be pursued. Two community forums on competition in concert with the task force Twin City Airport Task Force (TCATF) have been scheduled. Other breakfast, lunch or dinner meetings support MAC community partnership initiatives.</p> <p>Increase is attributable to Information Sources: MAC has never had a mechanism for monitoring service levels, aircraft types, available seats or gate usage. BACK Information Services is a provider of data that meets our requirement to monitor service levels. OAG (Official Airline Guide) is another fee-based provider of this data. These are the only possible means of monitoring service.</p>
Professional Services	<p>The Commission at it's December 21, 1998 meeting, mandated that Air Service Business Development would engage the services of a continuing consultant. Two (2) consultants were approved at the commission meeting on June 2, 1999. They will assist MAC in defining competitive opportunities developing route proposals and improving gate utilization at MSP. Each proposal costs approximately \$40,000.</p>
Operating Services	<p>Increase in budget for advertising in targeted publications to build MSP's image as a customer friendly and convenient airport and to create a global image of MSP as a great destination.</p>
Other	<p>Increase due to office furniture needed in cubicle for temporary/consultant.</p>

**This page has intentional been left blank.**



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### GENERAL COUNSEL

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	\$ <u>Variance</u>	% <u>Variance</u>
Personnel	311,830	330,455	407,012	76,557	23%
Administrative Services	31,918	30,488	30,488		0%
Professional Services	993,058	673,100	773,100	100,000	15%
Utilities	900	1,030	1,030		0%
Operating Service/ Expense	2,199	1,133	1,133		0%
Other			<u>16,000</u>	<u>16,000</u>	<u>0%</u>
Expenses	1,339,905	1,036,206	1,228,763	192,557	19%

	1998 <u>Actual</u>	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
<b>HEADCOUNT SUMMARY</b>				
General Counsel	5	6	5	6

### RESPONSIBILITY/FUNCTION

The General Counsel's Office is responsible for providing legal advice and representation to the Commission on legal matters, preparing legal documents and monitoring/coordinating outside legal counsel. No changes are foreseen.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Increase due to transfer of head count and wages/salaries from Police. Increase is due to estimated annual salary and wage adjustments for existing personnel in 2000.
Professional Services	Increase attributable to MAC's massive construction program, leasing issues, reliever airport issues, environmental issues, state and federal government issues, and various issues regarding litigation.
Other	Increase is due to office furniture resulting from the office remodeling and the additional employee.

**This page has intentional been left blank.**

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### DEPUTY – HUMAN RESOURCES

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	\$ <u>Variance</u>	% <u>Variance</u>
Personnel	121,383	124,002	180,123	56,121	45%
Administrative Services	10,192	23,580	23,580		0%
Professional Services	9,578	6,000	6,000		0%
Utilities	73	300	300		0%
Operating Service/ Expenses		1,073	1,073		0%
Other	<u>109</u>				<u>0%</u>
	141,335	154,955	211,076	56,121	36%

	1998 <u>Actual</u>	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
<b>HEADCOUNT SUMMARY</b>				
Deputy – Human Resources	2	3	2	3

### RESPONSIBILITY/FUNCTION

This area is responsible for the oversight and management of Employee Relations, Staff Development, Employee Services, and the Office of Diversity. Each of these areas has a separate budget , which is detailed later in this section.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel                      Transfer of both head count and salaries/wages from Office of Diversity.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### HR DEVELOPMENT/STRATEGIC PLANNING

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	110,782	282,661	303,532	20,871	7%
Administrative Services	11,464	12,800	12,800		0%
Professional Services	2,400	119,000	119,000		0%
Operating Service/ Expense	332				0%
Other	<u>10,279</u>	<u>5,000</u>	<u>5,000</u>		<u>0%</u>
Expenses	135,257	419,461	440,332	20,871	5%

	1998	1999	1999	2000
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<b>HEADCOUNT SUMMARY</b>				
HR Development/Strategic Planning	3	3	3	3

### RESPONSIBILITY/ FUNCTION

This department works to facilitate the development of a high performing organization by assessing the learning and development needs of the organization, identifying resources that positively impact performance, influencing the development of policies and systems that drive organizational behavior and performance and by providing training that addresses organization-wide needs. Formerly known as staff development, HRD is also responsible for developing and administering the strategic planning process throughout the organization.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Increase due to annual wage and salary adjustments, and new hire from 1999 whose salary is greater than projected along with partial year of employment. The 2000 budget reflects a full year and the actual salaries to be paid.
-----------	---

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

#### EMPLOYEE SERVICES

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	49,042	3,049	3,049		0%
Administrative Services	11,052	4,100	4,100		0%
Operating Service/Expense	39,726	45,500	45,500		0%
Other	<u>7,319</u>	<u>3,350</u>	<u>3,350</u>		0%
Expenses	107,139	55,999	55,999		0%

	1997	1998	1998	1999
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
<b>HEADCOUNT SUMMARY</b>				
Employee Services - (Headcount has been moved to Human Resource Development)	0	0	0	0

#### RESPONSIBILITY/FUNCTION

This area oversees programs for employee recognition and administers other employee services such as MAC logowear and various employee discount programs.

#### MAJOR 2000 OPERATING BUDGET CHANGES

No change projected.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### EMPLOYEE RELATIONS

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	\$ <u>Variance</u>	% <u>Variance</u>
Personnel	329,617	335,705	347,139	11,434	3%
Administrative Services	23,215	14,214	14,214		0%
Professional Services	56,155	98,710	98,710		0%
Utilities	(3)				0%
Operating Service/ Expense	39,307	25,750	25,750		0%
Other	<u>2,107</u>				<u>0%</u>
Expenses	450,398	474,379	485,813	11,434	2%

<u>HEADCOUNT SUMMARY</u>	1998 <u>Actual</u>	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
Employee Relations	6	7	7	7

### RESPONSIBILITY/FUNCTION

This area is responsible for hiring, administering employee benefits and maintaining accurate personnel files.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel                      Increase is due to estimated annual salary and wage adjustments for existing personnel in 2000.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### OFFICE OF DIVERSITY

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	242,591	257,525	222,175	(35,350)	-14%
Administrative Services	15,811	17,098	17,098		0%
Professional Services	22,545	24,000	24,000		0%
Operating Service/ Expense	2,461	10,197	10,197		0%
Other	13				0%
Expenses	283,421	308,820	273,470	(35,350)	-11%

	1998	1999	1999	2000
<u>HEADCOUNT SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Office of Diversity	4	3	4	3

### RESPONSIBILITY/FUNCTION

This area is responsible for contract compliance of the Federal Disadvantaged Business Enterprise Program and the State of Minnesota Targeted Group Business Program, the Affirmative Action Officer role/manager and for promoting the issue of diversity for MAC.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel                      Decrease due to transfer of head count and wages/salary to Deputy Human Resources.

**This page has intentional been left blank.**



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### LABOR AND GOVERNMENTAL AFFAIRS

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	211,784	220,935	247,061	26,126	12%
Administrative Services	20,495	37,300	40,500	3,200	9%
Professional Services	260,830	220,000	320,000	100,000	45%
Utilities	795	1,250	2,000	750	60%
Operating Service/ Expense	1,801	8,200	8,000	(200)	-2%
Other	<u>1,669</u>	<u>7,000</u>	<u>15,100</u>	<u>8,100</u>	<u>116%</u>
Expenses	497,374	494,685	632,661	137,976	28%

<u>HEADCOUNT SUMMARY</u>	1998 <u>Actual</u>	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
Labor and Governmental Affairs	3	3	3	3

### RESPONSIBILITY/FUNCTION

This division is responsible for two separate areas: legislative liaisons and labor relations. Each has its own responsibilities and duties. The legislative function is responsible for coordinating relations with Congress and the Administration, the State Legislature, federal and state agencies, the Governor's office, counties and municipalities, as well as assessing, monitoring and influencing legislation involving or having the potential to impact the Commission. The labor function deals with negotiating and administering the contracts of nine labor unions at the Commission, interacting and mediating disputes between outside unions and contractors which could jeopardize Commission operations, and any other labor-management problems that may occur.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	The increase will be used for a temporary secretary to assist with the federal legislative program and expanded state legislative activities/initiatives. The balance of the increase is due to annual wage and salary adjustments for existing personnel in 2000.
Administrative Expenses	Increase attributable to the increasing frequency and short notice for staff travel that is necessary to deal effectively with congress and federal government agencies on legislation and aviation funding issues.
Professional Services	Increased costs for consultant services at the national level to cover additional airport matters including competition and LRT, and to respond to unforeseen requests from other MAC departments for information/assistance on federal/congressional issues. This increase is reflective of actual costs rather than previously estimated budget amounts.
Other	Increase to provide funding for necessary office space and equipment, for department staff, related to General Office building construction project; and to cover bus rental and other costs for airport tours and briefing sessions for legislators and staff, to educate and keep them informed on airport issues and MAC positions.

**This page has intentional been left blank.**

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### PLANNING

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	147,691	150,753	162,321	11,568	8%
Administrative Services	17,300	47,000	45,600	(1,400)	-3%
Professional Services	510,035	650,000	576,500	(73,500)	-11%
Utilities	488		1,000	1,000	0%
Operating Service/Expenses	9,801	10,300	10,700	400	4%
Other	<u>649</u>	<u>1,500</u>		<u>(1,500)</u>	<u>-100%</u>
Expenses	685,964	859,553	796,121	(63,432)	-7%

	1998	1999	1999	2000
<u>HEADCOUNT SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Planning	2	2	2	2

### RESPONSIBILITY/FUNCTION

This area supervises property acquisition, planning, design, engineering and architecture, and construction of all Commission facilities, as well as all Commission related environmental issues including noise, air quality and water quality. Relationships with other local, State and Federal agencies are part of the overall responsibilities.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Increase is due to estimated annual salary and wage adjustments for existing personnel in 2000.
Professional Services	Decrease based upon historical analysis of spending patterns.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### AIRPORT DEVELOPMENT/PART 150

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	723,971	569,817	599,989	30,172	5%
Administrative Expenses	35,935	89,000	121,000	32,000	36%
Professional Services	199,358	355,000	320,000	(35,000)	-10%
Utilities	2,629	5,000	5,000		0%
Operating Services/Expense	3,234	14,000	14,000		0%
Maintenance	10,254				0%
Other	<u>1,749</u>	<u>32,000</u>	<u>27,500</u>	<u>(4,500)</u>	<u>-14%</u>
Expenses	977,130	1,064,817	1,087,489	22,672	2%

	1998	1999	1999	2000
<u>HEADCOUNT SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Airport Development	14	15	22	23

### RESPONSIBILITY/FUNCTION

Airport Development is charged with managing all aspects of preparing and implementing the Commission's Capital Improvement Program (CIP) for MSP and the Reliever Airports. The department is split into two functional groups; Airside and Landside development. Management tasks include, but are not limited to: project scope definition, project design, and design consultant oversight; construction management; construction bid/award; construction/consultant contract management; coordination of construction activities with other MAC departments, the public, tenants, state/local/federal agencies, etc; processing payments; federal/state grant-in-aid programs; and project close-out. The Commission is in the midst of the most ambitious construction program it has ever undertaken and the magnitude of the Capital Improvement Program requires significant efforts on behalf of management and support staff to accomplish this task. Beyond the CIP focussed tasks, Airport Development staff also must address issues associated with repair and maintenance of the existing airport infrastructure systems, tenant requests, interagency issues, master planning, building and AOA (Airport Operations Area) permitting, and FAA coordination. In addition, the staff is responsible for administering the Part 150 community sound insulation program.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Increase due to one new employee - Airport Development and CMAA moving out of the General Office to Metro Office Park in late 1998 to facilitate the addition/remodeling project. The cost of a receptionist is being divided equally between the two departments for the duration of our stay. These costs were not contemplated in our 1999 budget.  Increase is due to estimated annual salary and wage adjustments for existing personnel in 2000.
Administrative Expenses	Increase due to support supplies for Part 150 presentations, mailings, and booklets.
Professional Services	Decrease based upon historical analysis of spending patterns.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### ENVIRONMENT/NOISE

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	475,932	701,678	739,244	37,566	5%
Administrative Expenses	67,885	61,510	112,760	51,250	83%
Professional Services	582,151	794,500	669,500	(125,000)	-16%
Utilities	1,794	2,800	2,800		0%
Operating Services/Expense	154,610	264,250	264,250		0%
Other	<u>45,024</u>	<u>25,000</u>	<u>25,000</u>		<u>0%</u>
Expenses	1,327,396	1,849,738	1,813,554	(36,184)	-2%

	1998	1999	1999	2000
<u>HEADCOUNT SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Environment/Development	12	15	15	14

### RESPONSIBILITY/FUNCTION

#### Environmental Compliance

This office is responsible for ensuring and maintaining compliance with environmental regulations at the MSP International and six Reliever Airports. Several of the compliance activities include Storm Water Management, Soil Investigation and Remediation, Underground Storage Tank/Aboveground Storage Tank Administration, Environmental Audits, Solid Waste Management and Recycling, Hazardous Waste Management, Pollution Prevention, and Hydrogeological Investigations. This office must have an ongoing understanding of and experience with federal, state and local environmental regulations, rules and ordinances. It is also very important that this office maintain an effective working relationship with state and local units of government. The activities of this office establish sound environmental strategies and reduce impacts on surrounding communities.

#### Aviation Noise and Satellite Programs

The Metropolitan Airports Commission's Aviation Noise and Satellite Programs office is centered around using technologies and communications to address environmental noise issues for MAC's system of seven airports. The primary methods used to address this effort is through the following applications: Airport Noise and Operations Monitoring Systems (ANOMS), Geographic Information Systems (GIS), Global Positioning System (GPS), Information Dissemination through the Internet and the Federal Aviation Regulation (FAR) Part 150 Program.

The continuous tracking and recording of aircraft overflight events at MSP is accomplished through the use of twenty nine remote monitoring towers (RMTs) and radar flight tracking data from the FAA. The plethora of information available from these sources is analyzed and reported on a monthly basis to groups such as MASAC, airlines, commissioners and the public. The ability to maintain this system and to publish the information is a continuous process. As computer systems age, upgrades and hardware replacements are essential to maintain a continuous historical file of airport and community noise levels.

The Aviation Noise and Satellite Program office also maintains an independent internet site for information dissemination and serves as a public communication tool. With the vast array of time sensitive information available through ANOMS, GIS and MASAC, the internet is an efficient mechanism for accurate and timely dissemination of community and airport activities as well as the large volumes of factual data available through ANOMS. The Internet Website is a significant tool in facilitating the distribution of important Part 150 information to interested public constituents that would like to make informed comments about airport operational activity.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

The Part 150 program is a significant project that will provide an overall approach for the MAC to address the environmental impacts of noise. MSP operational procedures as well as proposed mitigation activities will be established through this process. MAC has enlisted the assistance of independent noise consultants to complete some of the many tasks identified in the 1996 Noise Mitigation Committee Report.

The above services are part of the Aviation Noise and Satellite Programs office's overall approach to bridge the gaps between communities surrounding the airport and the users of this regional asset. Proper evaluation of the noise impacts and potential capabilities of technological advancements will assist MAC in developing reasonable approaches to noise mitigation and operational procedures.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Increases due to annual wage and salary adjustments.
Administrative Services	<p>With the filling of department vacancies in the MAC Aviation Noise and Satellite Programs, travel money is needed. Additional money facilitates appropriate staff member attendance at conferences, seminars and meetings which supports MAC Environmental initiatives and aid in development of MAC programs and staff maintaining MAC's world leading noise mitigation program.</p> <p>Increase due to noise abatement, keeping the public educated and informed in a timely as well as reality based manner. Many times proper communication can significantly impact the outcome of community support for airport initiatives. As MAC moves forward with the 2010 plan and all of the associated developments, communication with the general public will be critical to ensure acceptable procurement from the communities prospective. The desired outcome is to inform the general public on all the noise abatement initiatives achieved and under way by MASAC and the MAC. In addition the public will be informed with proper and adequate information with respect to the developments at MSP. This information program for the general public will help to alleviate some of the skepticism which is generated by a lack of accurate information in neighboring airport communities.</p>
Professional Services	Decrease based upon historical analysis of spending patterns.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### DEPUTY - ADMINISTRATIVE SERVICES

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	265,033	239,193	314,262	75,069	31%
Administrative Services	7,157	8,988	8,988		0%
Professional Services	72,874	52,000	52,000		0%
Utilities	257	150	150		0%
Operating Service/ Expenses	643	800	800		0%
Other	<u>2,854</u>	<u>1,000</u>	<u>1,000</u>		<u>0%</u>
Expenses	348,818	302,131	377,200	75,069	25%

	1998	1999	1999	2000
<u>HEADCOUNT SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Deputy – Administrative Services	3	5	4	5

### RESPONSIBILITY/FUNCTION

This area is responsible for the oversight and management of Finance, Purchasing, Information Systems, Risk Management, Internal Audit, Data Resources Management, and the mailroom.

### MAJOR 2000 OPERATING BUDGET CHANGE

Personnel	The increase represents the addition of one employee (Data Resources Secretary) approved for 2000 and a full year wages for a one employee (Administrative Coordinator) approved in 1999. The Data Resources Secretary will assist the department in the development of new data tracking systems. MAC pays consultants to generate reports that could be produced in-house at a lower cost. The long-term benefit of this position will be the reduction of consultant reliance. The balance increase also includes annual salary and wage adjustments for existing personnel in 2000.
-----------	---

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### RISK MANAGEMENT/SAFETY

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	3,535,275	3,460,153	3,691,099	230,946	7%
Administrative Expenses	11,325	14,230	18,750	4,520	3%
Professional Services	46,583	88,370	122,150	33,780	38%
Utilities	401		1,000	1,000	0%
Operating Services/Expense	12,192	2,500	2,500		0%
Other	<u>1,045,466</u>	<u>1,401,797</u>	<u>1,355,989</u>	<u>(45,808)</u>	<u>-3%</u>
Expenses	4,651,242	4,967,050	5,191,488	224,438	5%

<u>HEADCOUNT SUMMARY</u>	1998	1999	1999	2000
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Risk Management/Safety	3	4	4	4

### RESPONSIBILITY/FUNCTION

Risk Management is responsible for all MAC risk management efforts as well as formal insurance programs including Health, Property, Liability, Workers Compensation, and other miscellaneous coverages. Safety supports part of the MAC operating philosophy of "Safety is our number one priority," which ensures continued improvement towards a goal of accident and incident free operations. Safety procedures and programs also comply with applicable safety standards.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Increase due to employee insurance inflation and additional employees throughout the commission. Increase due to annual wage and salary adjustments, and new hire from 1999 whose salary/wage is greater than projected along with partial year of employment. The 2000 budget reflects a full year and the actual salaries to be paid.
Administration Expenses	Increase attributable to Safety Specialist attending National Conference, other training seminars and memberships.



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### WELLNESS

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	\$ <u>Variance</u>	% <u>Variance</u>
Expenses					
Personnel					0%
Administrative Services	51				0%
Operating Service/ Expense	<u>125,568</u>	<u>125,145</u>	<u>175,000</u>	<u>49,855</u>	<u>40%</u>
Expenses	125,619	125,145	175,000	49,855	40%

	1998 <u>Actual</u>	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
<b>HEADCOUNT SUMMARY</b>				
Wellness	0	0	0	0
(The Wellness Committee is staffed by Employee Volunteers)				

### RESPONSIBILITY/FUNCTION

The MAC Wellness Program provides opportunities to increase knowledge of health issues and to support and encourage healthier lifestyle choices, which may provide a positive impact on productivity, morale, absenteeism, care costs and employee self-worth.

### MAJOR 2000 OPERATING BUDGET CHANGES

Operating Services      The increase represents 1998, 1999 under budgeting and an increase to respond to greater participation in the program. In the case of the health assessment, the projected budget increase of \$15,000, over 1998 actual costs, is needed to provide for increased levels of participation, as well as to accommodate possible re-bid of vendors. In 1999, participation in the health risk assessment testing increased 6%. Also, market quotations for vendors were \$5,000 above current costs. In addition, our 1999 risk assessment suggests a need to re-engineer the programs to further promote exercise and add greater nutritional education. The approximately \$14,000 increase in Fitness accommodates new efforts to encourage employees to include physical exercise in their lifestyles and capitalize on the success of our program to contribute to the health and well-being of the large community. Approximately, \$2,000 is programmed to costs in motivating MAC employees to collectively participate in raising capital for community-based health programs. Community involvement is a component of a Wellness goal to achieve national Wellness award recognition. \$10,000 is programmed to additional Wellness training classes addressing nighttime shift crews. In 1998, \$14,500 was provided by Risk Management to help fund several Wellness programs: monthly newsletters mailed to employees, health fairs, flu shots for employees, retirees, and their respective spouses, and to assist in paying for fitness classes provided to employees. During the first six months of 1999, \$7,800 has been provided by Risk Management to assist in providing for some of the same programs. The Wellness Committee has been advised by Risk Management that this additional money will not be available in 2000 and must be incorporated into the Wellness budget for 2000.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### FINANCE /PURCHASING

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	\$ <u>Variance</u>	% <u>Variance</u>
Personnel	1,028,654	1,126,178	1,234,940	108,762	10%
Administrative Expenses	90,457	116,740	104,290	(12,450)	-11%
Professional Services	168,021	159,000	159,000		0%
Utilities	(77)				0%
Operating Services/Expense	104,581	249,100	247,300	(1,800)	-1%
Maintenance	1,206	1,030	1,030		0%
Other	<u>6,862</u>	<u>24,750</u>	<u>11,070</u>	<u>(13,680)</u>	<u>-55%</u>
Expenses	1,399,704	1,676,798	1,757,630	80,832	5%

	1998 <u>Actual</u> 20	1999 <u>Actual</u> 20	1999 <u>Budget</u> 20	2000 <u>Budget</u> 20
<b>HEADCOUNT SUMMARY</b>				
Finance/Purchasing				

### RESPONSIBILITY/FUNCTION

This area is responsible for the Commission's accounting and cash management, preparation of the annual operating budget, Comprehensive Annual Financial Report (CAFR), and purchasing Commission supplies. Financial planning and analysis are also major areas of focus.

### MAJOR 2000 OPERATING BUDGET CHANGES

#### Personnel

Increase due to temporary employee in Purchasing to record Purchase orders, update address books, process blanket orders and completing miscellaneous year end reports for various departments.

Increase is due to estimated annual salary and wage adjustments for existing personnel in 2000.

A full year's salary for the new associate accountant vs. ½ year in 1999.

The actual salary for the purchasing manager (hired after completion of 1999 budget) was greater than budgeted.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### INTERNAL AUDIT

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	204,940	214,851	216,158	1,307	1%
Administrative Services	9,986	14,550	14,550		0%
Professional Services	6,300	60,000	60,000		0%
Utilities	520				
Operating Service/ Expense	275	2,200	2,200		0%
Other	<u>1,780</u>	<u>2,600</u>	<u>2,600</u>		<u>0%</u>
Expenses	223,801	294,201	295,508	1,307	0%

	1998	1999	1999	2000
<u>HEADCOUNT SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Internal Audit	2	3	3	3

### RESPONSIBILITY/FUNCTION

The Internal Audit Department is responsible for conducting audits according to internal auditing standards and applicable compliance requirements. The objectives of our audits include, but are not limited to, evaluation of controls, verification of revenues and expenditures, effectiveness and efficiency of policies and procedures. Our audits include MAC tenants, concessionaires, consultants, and vendors. We communicate our audit results to the appropriate agency heads and committees

### MAJOR 2000 OPERATING BUDGET CHANGES

No change projected.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### IS

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	\$ <u>Variance</u>	% <u>Variance</u>
Personnel	363,232	534,201	858,703	324,502	61%
Administrative Services	64,170	39,400	50,400	11,000	28%
Professional Services		25,000	50,000	25,000	100%
Utilities	1,414	1,000	2,500	1,500	150%
Operating Service/ Expense	164,443	174,000	189,000	15,000	9%
Other	(116)	10,000	35,000	25,000	250%
Expenses	593,143	783,601	1,185,603	402,002	51%

<u>HEADCOUNT SUMMARY</u>	1998 <u>Actual</u>	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
IS	6	7	8	12

### RESPONSIBILITY/FUNCTION

The IS (Information Systems) department provides assistance in analyzing needs and implementing business solutions that use computer technology. This also includes selection, installation and support of hardware, software and network technologies that support MAC activities.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel \$245,440 – Increase due to the addition of 4 head counts -

Business Analyst: Analysis of business processes required to identify effective automation has not been provided by the IS department historically because of insufficient staff. Mac departments have had to turn to consultants or to re-assign existing staff to carry out this work. This has led to fragmented automation, limiting potential benefits. Provide: a) professional skills in analysis and design and b) organization-wide view and knowledge to coordinate like efforts and reduce sub-optimization that adds costs.

System Support Analyst: Much of the airport operates 24 hours a day, 7 days a week. There are an increasing number of computer systems that must be available around the clock. The IS department does not have enough staff to provide 24 X 7 support for even critical systems. Support critical information systems around the clock. These include: Landside Parking Revenue Control, Airside NOTAMS (Notice to Airman) and logging, Public Safety Records Management and Computer-assisted Dispatch and the Preventive Maintenance and Fueling systems.

Manager –Application Development: Insufficient management staff to ensure that IS department delivers required services. Provide management to IS staff delivering new kinds of products/services - application development.

JD Edwards/AS/400 Position – Position approved by the Commission to handle and support JD Edwards software, security, environmental setup for Data Center and disaster recovery and support the AS400 system.

Increase is due to estimated annual salary and wage adjustments for existing personnel in 2000. Also, add two temporary part time positions to provide additional coverage hours.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

IS staff needs to keep current with skills and knowledge about technology. IS staff need exposure to new products and methods to make sure the MAC obtains the best possible solutions. Provide training opportunities through locally offered seminar attendance. The increase corresponds to proposed increases in staffing.

#### Administrative Expenses

Increase attributable to maintaining IS staff skills and knowledge so that problems can be resolved; appropriate products, methods selected and used. Providing adequate support to MAC computer users - another budget proposal is to increase staffing to cover more hours of more days. This means more trips to address problems.

#### Professional Services

IS consulting has been carried as a part of capital projects. Some consulting is properly an operating cost.

#### Utilities

Increase due to keeping contact with IS staff so that they can respond effectively to problems. There is also a need to relay information quickly to IS staff.

#### Operating Services

Increase due to contracts with suppliers to support computer hardware and software in use at the MAC and to provide central administration of maintenance / support agreements as appropriate

#### Other

Additional office furniture as required by new employees

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### MAC GENERAL

	<u>1998 Actual</u>	<u>1999 Budget</u>	<u>2000 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	5,629,225	5,975,174	5,984,579	9,405	0%
Administrative Services	51,054	48,180	48,600	420	1%
Professional Services		40,000	40,000		0%
Utilities	6,423,930	5,323,400	6,643,800	1,320,400	25%
Operating Service/ Expense	1,556,526	1,752,768	1,605,468	(147,300)	-8%
Maintenance	694,775	602,860	582,120	(20,740)	-3%
Other	(1,525,937)	(1,263,000)	(1,263,000)		0%
Gross Depreciation	<u>36,755,827</u>	<u>42,936,521</u>	<u>51,885,207</u>	<u>8,948,686</u>	<u>21%</u>
Expenses	49,585,400	55,415,903	65,526,774	10,110,871	18%

<u>HEADCOUNT SUMMARY</u>	<u>1998 Actual</u>	<u>1999 Actual</u>	<u>1999 Budget</u>	<u>2000 Budget</u>
MAC General	0	0	0	0

### RESPONSIBILITY/FUNCTION

Oversight of this area is the responsibility of the Finance department. The costs listed in the table above represent general organization costs or requirements. Included in these are: Pensions, Postage, Utilities (heating, water, sewer, telephone, and electricity), Storm Water Monitoring, Depreciation, and Reimbursed Expense. From an operations view, significant changes are forecasted in Utilities and Depreciation. With regards to Utilities, the 1999 budget forecasted a decrease of approximately \$550,000 for electricity in anticipation of the issuance of an RFP (request for proposal). Staff hired an energy consultant to review electricity consumption, pricing, and aid in the preparation of the RFP. Based upon the consultant's analysis and the current regulatory status of the electricity industry, no RFP could be issued. Staff is currently pursuing other cost saving measures recommended by the consultant. The report also indicated that with all of the new facilities coming on line, MAC at best, would only be able to contain electrical costs to a level near that of 1998. For Gross Depreciation-see expense assumptions for a listing of projects being closed in 1999 and 2000.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Adjustment to severance due to additional headcount in 1999 and 2000.
Utilities	Adjustment to actual expenses for electricity in 2000. 1999 reflected an assumed reduction with an RFP. MAC is pursuing the RFP, however, with continued added facilities, the Commission is focused on limiting the increases.
Operating Services	Reduction attributed to Airport Days and Y2K dollars removed from 2000 budget.
Gross Depreciation	See listing of projects in depreciation section of expense assumptions.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### DEPUTY-OPERATIONS

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	142,334	137,585	148,319	10,734	8%
Administrative Services	7,019	11,450	11,450		0%
Professional Services	240	6,000	6,000		0%
Utilities		500	500		0%
Operating Service/Expenses	<u>686</u>	<u>700</u>	<u>700</u>	<u>      </u>	<u>0%</u>
Expenses	150,279	156,235	166,969	10,734	7%

	1998	1999	1999	2000
<u>HEADCOUNT SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Deputy-Operations	2	2	2	2

### RESPONSIBILITY/FUNCTION

Responsible for oversight and administration of those departments that manage the day to day operations of MAC's system of airports. These departments incorporate Police, Fire, Landside and Airside Operations, Reliever Airports, and Maintenance. A primary role is that of staff liaison for the Management and Operations Committee. Working with the Chair of the Committee, the responsibility is to ensure the effective conduct of business through the committee process of all operations issues. Finally, the position involves substantial participation at the senior staff level in policy development, strategic planning and interdepartmental coordination. No significant changes are foreseen.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Increase is due to estimated annual salary and wage adjustments for existing personnel in 2000.
-----------	---

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### ADO - GENERAL

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	\$ <u>Variance</u>	% <u>Variance</u>
Personnel	263,653	324,874	240,479	(84,395)	-26%
Administrative Services	29,543	36,700	50,700	14,000	38%
Professional Services	46,198	26,050	20,000	(6,050)	-23%
Utilities	590	600	600		0%
Operating Service/ Expense	35,223	33,210	45,910	12,700	38%
Other	<u>20,068</u>	<u>12,750</u>	<u>12,750</u>		<u>0%</u>
Expenses	395,275	434,184	370,439	(63,745)	-15%

<u>HEADCOUNT SUMMARY</u>	1998 <u>Actual</u>	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
ADO - General	5	3	11	4

### RESPONSIBILITY/FUNCTION

The Airport Directors Office (ADO) responds to both the operational and maintenance needs of the travelling public, outside agencies, airlines, and other tenants. Considered the "landlord" of WCF, customer service is a key element of this department. Special events and terminal complex activities are coordinated through this office. Funds have been shifted to accommodate changing needs. In general, no changes are foreseen.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Decrease is due to transfer of wage and salary dollars to the new service center for the Pierson M. Grieve Conference Center.
Administrative Expenses	Currently, the Tour Coordinator photocopies handouts for the tour program. This does not promote a positive MAC tour program. With 10,000 people taking our tour yearly, a professional brochure would promote a positive program. By hiring a printing company to combine the two current brochures, we can give them an updated, efficient, and professional looking brochure containing all areas of interest in the airport, a terminal layout sketch and a "View from the Observation Deck".
Operating Services	Install FIDS (Flights Information Display System) at the primary Travelers Assistance counters. Customers call the ADO and Travelers Assistance for flight information which we do not have readily available. The calls are then transferred to the applicable airlines. During peak times, customers are not able to get through to the airlines. Customers get angry and frustrated at the lack of customer service they are provided when wondering about delays, etc. When the ADO and GO (General Office) receive calls from the traveling public, we can transfer them to the appropriate airline or to Travelers Assistance for flight information.



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### CONFERENCE CENTER

	<u>1998</u> <u>Actual</u>	<u>1999</u> <u>Budget</u>	<u>2000</u> <u>Budget</u>	<u>\$</u> <u>Variance</u>	<u>%</u> <u>Variance</u>
Personnel			179,472		0%
Administrative Services			24,895		0%
Professional Services					0%
Utilities					0%
Operating Service/ Expense			94,520		0%
Maintenance			425		0%
Other			<u>2,905</u>		0%
Expenses			302,217		0%

<u>HEADCOUNT SUMMARY</u>	<u>1998</u> <u>Actual</u>	<u>1999</u> <u>Actual</u>	<u>1999 *</u> <u>Budget</u>	<u>2000</u> <u>Budget</u>
Conference Center		4	0	6
* head count in 1999 included in ADO-General				

### RESPONSIBILITY/FUNCTION

This department is responsible for two areas: overall management and operation of The Pierson M. Grieve Conference Center and customer service on behalf of the MAC. Each has its own responsibilities and duties. The conference center is a revenue-generating operation and service for the public, tenants, and MAC use. And secondly, this department serves as point of contact for the public, responsible to address customer concerns, provide general airport information, operate the paging/courtesy telephone system, and be proactive in activities and programs that will enhance the customer experience.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Overtime due to meetings extending beyond designated time. Career enrichment and computer classes and local seminars. Provide uniforms to project a professional image. Estimated annual salary and wage adjustments for existing personnel in 2000.
Administrative Expenses	This cost is due to miscellaneous supplies and materials such as catering dishes and equipment, kitchen/cleaning products, table coverings etc. to support operations. Also, costs associated with attending an out of state conference on customer service or conferencing techniques, local seminars, promotional activities and rental fees for booths at conventions. Plus costs associated with membership in organizations representing meeting planners and conferencing and tourism programs. (Chamber of Commerce, Greater Minneapolis Convention Bureau Assoc - \$1,500).
Operating Services	Costs associated with advertising. Costs attributable to event expenses. Service fees for office equipment.
Other	Rental of copy machine and rental of other equipment as requested by customer that is not available at the conference center.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### TELECOMMUNICATIONS

	<u>1998</u> <u>Actual</u>	<u>1999</u> <u>Budget</u>	<u>2000</u> <u>Budget</u>	<u>\$</u> <u>Variance</u>	<u>%</u> <u>Variance</u>
Personnel	60,946	66,351	67,522	1,171	2%
Administrative Services	4,241	5,174	5,674	500	10%
Professional Services	15,892	35,600	25,600	(10,000)	-28%
Utilities	495	800	800		0%
Operating Service/ Expense	98,934	113,292	108,292	(5,000)	-4%
Other	<u>14,511</u>	<u>10,400</u>	<u>25,400</u>	<u>15,000</u>	<u>144%</u>
Expenses	195,019	231,617	233,288	1,671	1%

<u>HEADCOUNT SUMMARY</u>	<u>1998</u> <u>Actual</u>	<u>1999</u> <u>Actual</u>	<u>1999</u> <u>Budget</u>	<u>2000</u> <u>Budget</u>
Telecommunication	1	1	1	1

### RESPONSIBILITY/FUNCTION

This department is responsible for the coordination of evaluating and maintaining existing or proposed telecommunications systems with the MAC, including telephone systems, two-way radio systems, pagers, and cellular telephones.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Increase is due to estimated annual salary and wage adjustments for existing personnel in 2000.
-----------	---

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### AIRSIDE OPERATIONS

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	622,258	711,976	821,052	109,076	15%
Administrative Expenses	12,942	33,375	88,075	54,700	164%
Professional Services	9,030	58,500	96,248	37,748	65%
Utilities	5,727	6,500	7,000	500	8%
Operating Services/Expense	5,562	12,650	47,450	34,800	275%
Maintenance	422	600	1,500	900	150%
Other	<u>16,344</u>	<u>215,125</u>	<u>16,100</u>	<u>(199,025)</u>	<u>-93%</u>
Expenses	672,285	1,038,726	1,077,425	38,699	4%

	1998	1999	1999	2000
<u>HEADCOUNT SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Airside Operations	9	10	10	10

### RESPONSIBILITY/FUNCTION

The primary responsibility/function for this area is maintaining a safe and efficient airfield at MSP. This is accomplished by providing the following three key services: 1) Continuously monitoring and reporting airfield conditions and related information such as weather forecasts and conditions. This is done from both the Airside Operations Center and/or from a vehicle on the airfield; 2) Participating in the planning and coordination of airfield operations, airfield systems, airfield projects, and airfield emergency response. This is done by working closely with other MAC departments, airfield tenants and regulatory agencies; and 3) Receiving, evaluating and forwarding calls for service for the airfield at MSP, as well as non-airfield facilities and other MAC airports that do not have staff available 24 hours per day.

### MAJOR 2000 OPERATING BUDGET INCREASES

Personnel	<p>Increase in overtime due to additional staffing requirements.</p> <p>Increase due to annual wage and salary adjustments, and new hire from 1999 whose salary/wage is greater than projected along with partial year of employment. The 2000 Budget reflects a full year and the actual salaries to be paid.</p> <p>Increase in continuing education attributable to staff requests for more education.</p>
Administrative Expenses	<p>Increase in computer supplies – software due to upgrades for AMSS (Airport Message Sending System), Computer Based Training, Network Operating Systems, and software maintenance for General Information Systems.</p> <p>Increase attributable to General Information Systems maintenance parts and supplies.</p> <p>Increase in local meetings due to MAC hosting the International Bird Strike 2000 Conference.</p> <p>Increase in travel due to additional trips to meet requirements for the staff and two additional conferences for the new employee hired in 1999.</p>

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

Professional Services	Increase in consultant fees for Canadian goose relocation project. Increase in wildlife services. Increase in expanded weather services through Data Transmission Network Corporation.
Operating Services	Increase attributable to network software upgrades and maintenance for the new system Increase in service radios due to servicing of mobile radios (TracLink).
Other	Increase for replacement of copier. Increase due to wildlife management supplies.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### LANDSIDE OPERATIONS

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	789,558	959,084	1,013,960	54,876	6%
Administrative Expenses	31,839	115,504	117,161	1,657	1%
Professional Services	195,230	228,652	199,740	(28,912)	-13%
Utilities	842	1,500	1,500		0%
Operating Services/Expense	7,523,363	7,117,459	7,365,253	247,794	3%
Maintenance	24,361	37,595	47,960	10,365	28%
Other	<u>98,867</u>	<u>89,610</u>	<u>10,935</u>	<u>(78,675)</u>	<u>-88%</u>
Expenses	8,664,060	8,549,404	8,756,509	207,105	2%

	1998	1999	1999	2000
<u>HEADCOUNT SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Landside Operations	19	21	27	27

### RESPONSIBILITY/FUNCTION

This area is responsible for management oversight of all public parking facilities, employee parking facilities, ground transportation, commercial vehicle access, taxicab licensing and control, and contracted shuttle bus services. This involves dealing with 3,000 airport employees, 400 taxicab owners, 900 taxicab drivers, and 17,000 public parking spaces. Another major area of involvement is the on-going construction and design work for the ground transportation center and passenger movement systems.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	<p>Increase is due to estimated annual salary and wage adjustments for existing personnel in 2000.</p> <p>Overtime increase due to holidays, vacation, sick and unforeseen events that require overtime staffing to insure an operations staff will be available to our customers.</p> <p>Increase in temporary employees as customers need taxi starter assistance, information booths need to be staffed in the Ground Transportation Center, staffing is needed at the HHH curbside and at the Post Road holding lot. Improved and efficient customer service to the public using ground transportation alternatives at our airport.</p> <p>Increase in continuing education due to additional funding for education for employees - number of employees is growing and requirements for education is growing as well.</p> <p>Uniform increase needed to provide uniforms to full time and part time PSAs (Passenger Service Assistants). Professional, crisp, and uniform appearance of Passenger Service Assistants on duty at the taxi stands and information booths in the Ground Transportation area and the baggage claim area.</p>
Operating Services	<p>Some of our original AVI tags are nearly 8 years old. They have an expected life of five years, so we are on borrowed time and need to stock more on hand.</p>

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

Need funding of costs for taxi safety class (Hennepin Technical College) and for the St Paul taxi mechanical inspection. Continuation of the taxi class which has not been properly funded to date and implementation of the mechanical taxi vehicle inspection. Properly funded with full cost recovery prior to incurring the actual expense.

Increase in Service-Other Equipment due to insufficient funding to lease the flight information display system (FIDS) at SuperAmerica on Post Road and the commercial vehicle waiting area. Continue to provide FIDS in locations noted to help commercial vehicle operators provide needed service without sitting too long on the commercial roadways.

Increase due to more computers for the new parking equipment system.

#### Maintenance

Increase due to addition of portable restrooms at holding lot. With well over 200 taxis and drivers in the Post Road holding lot at one time, the restroom capacity of SuperAmerica's restroom is far exceeded.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### HHH TERMINAL

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	\$ <u>Variance</u>	% <u>Variance</u>
Personnel	65,820	93,877	124,449	30,572	33%
Administrative Services	4,850	8,600	10,625	2,025	24%
Professional Services	100	500	500		0%
Utilities	(1)	900	1,250	350	39%
Operating Service/ Expense	1,431	16,050	22,550	6,500	40%
Maintenance	6,671	13,000	23,000	10,000	77%
Other			250	250	0%
Expenses	78,871	132,927	182,624	49,697	37%

<u>HEADCOUNT SUMMARY</u>	1998 <u>Actual</u>	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
HHH Terminal	1	1	2	2

### RESPONSIBILITY/FUNCTION

To Provide safe, accessible and properly maintained passenger terminal and federal inspections facilities for international arrival flights, scheduled airline service and charter operations at MSP Airport Lindbergh and HHH Terminals.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Increase due to annual wage and salary adjustments, and new hire from 1999 whose salary/wage is for a partial year of employment. The 2000 Budget reflects a full year and the actual salaries to be paid.
Administrative Expenses	Additional supplies and local meeting expenses as a result of the expansion of the HHH terminal and additional employee approved in 1999 budget requiring registration fees, seminars or conferences.
Operating Services	Increase due to the IAF electronic signage and security camera system.
Maintenance	Increase due to maintenance for the new FIDS (Flight Information Display System) and additional maintenance for camera system that has not been serviced in the past 3 years.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### FACILITIES-LINDBERGH TERMINAL

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	\$ <u>Variance</u>	% <u>Variance</u>
Personnel	400,447	582,681	643,077	60,396	10%
Administrative Expenses	8,822	13,700	16,200	2,500	18%
Professional Services	6,111	2,500	2,500		0%
Utilities	2,405	650	2,000	1,350	208%
Operating Services/Expense	23,023	10,400	10,700	300	3%
Maintenance	5,029,351	4,811,454	6,363,307	1,551,853	32%
Other	<u>15,875</u>	<u>28,997</u>	<u>52,997</u>	<u>24,000</u>	<u>83%</u>
Expenses	5,486,034	5,450,382	7,090,781	1,640,399	30%

<u>HEADCOUNT SUMMARY</u>	1998 <u>Actual</u>	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
Facilities – Lindbergh Terminal	9	13	14	14

### RESPONSIBILITY/FUNCTION

This area is responsible for maintaining and operating the terminal facility. Duties include oversight of various service contracts as well as responding to both tenant and public concerns. Additionally, we work with the Airport Development department to make sure projects are completed with the least amount of disruption to our operation. Our goal is to maintain the airport to a level that our customers expect.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	<p>Increase due to temporary employee - Not enough "Man-Hours" to cover needs. Landside maintenance and cleaning needs are increasing due to additional buildings/facilities, and to cover necessary programs/projects. Ability to complete needed surveys/projects/programs.</p> <p>Balance is due to annual wage and salary adjustments.</p>
Utilities	Increase for cellular phones
Maintenance	<p>\$1,551,853 - The increase in this category is due to the following items:</p> <ul style="list-style-type: none"> <li>• \$30,000 - Replace carpeting and tile in the main terminal area</li> <li>• \$90,275 - Contracts – Added costs for temperature controls in the main terminal</li> <li>• \$742,024 - Automated people mover scheduled for operation in June 2000</li> <li>• \$201,685 - Additional elevators in RAC (Rental Auto Core) building (new auto rental facility)</li> <li>• \$200,806 - 4 new escalators in car rental building scheduled for May 2000 and 3 other units during the year, also 6 moving walks</li> <li>• \$150,959 - Janitor services increase due to additional building footage</li> <li>• \$100,000 - Conveyors – Increase cost for change in preventative maintenance schedule</li> <li>• \$13,048 - Windows – Additional cleaning services</li> <li>• \$17,345 - Additional cleaning supplies - bathrooms</li> </ul>
Other	Increase for several plants that have been added in both the terminal building and office areas.



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### FACILITIES-ENERGY MANAGEMENT CENTER

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	\$ <u>Variance</u>	% <u>Variance</u>
Personnel	649,907	708,453	771,838	63,385	9%
Administrative Services	1,399	2,850	2,850		0%
Utilities	725	640	640		0%
Operating Service/ Expense	455	1,200	1,400	200	17%
Maintenance	207,573	295,040	330,040	35,000	12%
Other	<u>838</u>	<u>487</u>	<u>1,987</u>	<u>1,500</u>	<u>308%</u>
Expenses	860,897	1,008,670	1,108,755	100,085	10%

	1998 <u>Actual</u>	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
<b>HEADCOUNT SUMMARY</b>				
Facilities-Energy Management Center	13	15	15	15

### RESPONSIBILITY/FUNCTION

This area is responsible for heating and cooling the Lindbergh Terminal, Red, Blue, Green and Gold Concourses. The regional terminal, parking management building, HHH Terminal, auto rental facility, and glycol building are heated and cooled separately with boilers and roof top air conditioning units. The thirteen operating engineers do all the maintenance of the equipment such as filter changing, belt changing, greasing/changing bearings, power wash heating/cooling coils, operates two high powered computerized energy systems, respond to all incoming trouble calls and operates low & high pressure boilers, electric, steam driven turbine chillers. This area logs all repair work completed, as well as gas, oil, water, and steam usage. A computerized preventative maintenance program has been started & it is ongoing.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Increase is due to estimated annual salary and wage adjustments for existing personnel in 2000.
Maintenance	Increase due to 4 year history of parts and repairs, for two new cooling towers, additional chemicals are needed to keep the fill clean inside so the air can cool the condenser water and not foul the condenser tubes in the Chillers.
Other	Increase due to safety supplies.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### TRADES

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	\$ <u>Variance</u>	% <u>Variance</u>
Personnel	1,782,103	1,818,985	2,028,945	209,960	12%
Administrative Expenses	8,443	12,570	14,520	1,950	16%
Professional Services	2,940	5,400	5,400		0%
Utilities	1,594	2,360	2,760	400	17%
Operating Services/Expense	5,862	7,100	7,300	200	3%
Maintenance	655,512	610,992	643,792	32,800	5%
Other	<u>24,103</u>	<u>31,450</u>	<u>26,650</u>	<u>(4,800)</u>	<u>-15%</u>
Expenses	2,480,557	2,488,857	2,729,367	240,510	10%

<u>HEADCOUNT SUMMARY</u>	1998 <u>Actual</u>	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
Trades	31	33	36	37

### RESPONSIBILITY/FUNCTION

Carpenters – To ensure that our facilities are safe, secure and aesthetically pleasing for MAC, its tenants and the travelling public in general. To provide quality service to the other departments in a timely manner. This includes floor to roof, wall to wall service consisting of: locksmith services, furniture and cabinet making, carpet, floor tile, ceilings, demountable furniture and partitions, drywall and acoustical applications, concrete form work, stairs, special and varied projects.

Electricians – To provide maintenance and repairs of electrical equipment and lighting fixtures in and around the terminal. To maintain and repair all directional signs and runway and taxiway lights to FAA specifications throughout the airport. To maintain and test new airfield lighting regulator and emergency generator building.

Painters – To maintain a clean, comfortable and safe environment for the travelling public using the airport terminals (i.e. Lindbergh, regional, HHH, and St. Paul Downtown). To insure that all information signage is correct and completed, not only in the terminals, but also on the roadways and in the parking areas. Responsible for the correct markings used on public roadways for safe driving. Responsible for maintaining runway, taxiway and ramp markings in accordance with FAA regulations.

Plumbers - To protect the health of the public through the maintenance and repair of the domestic water and sanitary sewer systems throughout the airport property. To provide valuable services to MAC departments and timely assistance to the contractors and consultants for the new construction projects, by being responsible in locating under ground utilities when excavation is needed, and operating the water main system when shut downs take place.

### MAJOR 2000 OPERATING BUDGET CHANGES

#### Trades-Electricians

Personnel                      Increase for annual wage and salary adjustments.

#### Trades-Painters

Personnel                      Increase for annual wage and salary adjustments.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

#### Trades-Carpenters

##### Personnel

Increase in temporary help due to the additional areas of maintenance required. This includes the new construction projects, additions, and remodels which require moving people and or materials. Increased volume in public areas such as lower green concourse. Unable to satisfy all requests in timely manner. Unable to dedicate one person to assist facilities and carpenter foreman in keep up with keying requirements of new and existing facilities.

Balance due to annual wage and salary adjustments.

##### Maintenance

Materials needed to repair all existing and new facilities.

#### Trades - Plumbers

##### Personnel

Increase attributable to additional Journeymen Plumber. MAC Plumbing does not have the staff to reach the objectives of the Strategic Goals. Workers are foregoing training opportunities and working unwanted overtime to meet the plumbing demands of the airport tenants and construction needs. If the needs are not met, the work will be pushed back causing delays in many construction projects and general maintenance of the airports.

Balance due to annual wage and salary adjustments

##### Maintenance

Increase attributable to snow melters receiving a lot of sand and debris which could be considered contaminated. It requires frequent cleaning by an outside vender which is expensive. Sanitary and storm sumps also require frequent cleaning. This increase will allow timely maintenance to the snow melting operation, and to the storm and sanitary lift stations.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### MAINTENANCE

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	4,834,200	5,176,299	5,623,601	447,302	9%
Administrative Expenses	47,452	58,205	57,605	(600)	-1%
Professional Services	37,997	45,000	57,500	12,500	28%
Utilities	4,448	3,650	5,450	1,800	49%
Operating Services/Expense	20,437	19,950	46,550	26,600	133%
Maintenance	1,991,177	2,720,477	2,978,708	189,881	7%
Other	<u>88,263</u>	<u>92,575</u>	<u>23,600</u>	<u>(625)</u>	<u>-1%</u>
Expenses	7,023,974	8,116,156	8,793,014	676,858	8%

	1998	1999	1999	2000
<u>HEADCOUNT SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Maintenance	98	100	113	113

### RESPONSIBILITY/FUNCTION

Maintenance is responsible for maintaining the ramp area, field/runway/taxiway area, the road system on airport property, parking facilities, and responding to tenant requests. In addition, this area maintains MAC's equipment and vehicle fleets and prepares the specifications for all vehicle purchases.

The increase in Maintenance is because the added MSP Airside and Landside pavement surfaces will require additional quantities of deicing chemicals to provide safe, efficient and accessible pavement surfaces for all users. In addition, 1999 NPDES (National Pollutant Discharge Elimination System) permit compliance will require MAC to discontinue urea deicer usage. To date, solid sodium formate, sodium acetate and liquid potassium acetate are the possible urea substitutes, however, costs of sodium formate and sodium acetate are eight to nine times that of urea, and potassium acetate may be 20 times as expensive as urea. Because these chemicals are new to the market place, we will be learning the best and most cost effective techniques to apply them. The exact amounts and methods will be variable until we have gone through one or two winters.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel

Increases in overtime over the last four years have averaged \$390,622 over budget in double time and \$107,508 over budget in overtime. To better administrate our budget these numbers need to be closer to actual.

Increase is due to estimated annual salary and wage adjustments for existing personnel in 2000.

Increase in dollars are needed for annual departmental training for our full crew and maintenance shop. The maintenance shop personnel are not able to attend updated vehicle maintenance seminars because the dealers do not make them available. We now need to have in-house training from outside vendors. We need to keep our personnel current with any and all upgrades and improvements in vehicle repair and servicing.

More personnel require uniforms and safety shoes (per union contract).

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

Professional Services	Increase due to rising fees for landscape consultants and additional fees for "commissioning" consultants who provide services in making systems operational.
Utilities	Additional cellular phone usage to improve communication and to cover the operational needs during all events that happen through the year. The addition of a shop foremen and additional supervisor put the budget over in 1998 and this should be in line for 2000.
Operating Services	Increase due to transfer of responsibility of Pollution Control Booms to Maintenance from Environment.
Maintenance	<p>Increase due to the number of employees and time that personnel are here during snow events, for meals.</p> <p>Increase due to addition of more equipment and equipment that now needs urethane blades. The urethane blades are much more costly and wear down at a much greater frequency. The urethane blades are needed for all runway plowing and deicer stations.</p> <p>With three shifts five days a week and weekend cleanup crews every weekend, we are using our sweepers all but 10 to 15 hours a week. Because of the increase in pavement and usage we are using more broom cores. To keep all ramps, taxiways, deicer pads, runways and roadways clean and clear of debris.</p> <p>Additional runway broom cores are needed to cover the existing and future fleet of runway brooms for runways and taxiways, to keep airport pavements safe and clear of contaminate during both winter and summer operations. The in-pavement lighting systems in the runways and the lack of in-pavement systems in the taxiways are the reason we need additional brooms, thus needing additional cores. The budget for this was reallocated from the Parts- Other Equipment in the Maintenance Repairs service center.</p>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### COMMUNICATIONS

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	\$ <u>Variance</u>	% <u>Variance</u>
Personnel	517,265	536,907	559,558	22,651	4%
Administrative Services	12,616	12,308	12,308		0%
Professional Services					0%
Utilities	459	500	500		0%
Operating Service/ Expense	7,341	18,694	18,694		0%
Other	<u>9,670</u>	<u>16,083</u>	<u>16,083</u>		<u>0%</u>
Expenses	547,351	584,492	607,143	22,651	4%

<u>HEADCOUNT SUMMARY</u>	1998 <u>Actual</u>	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
Communications	11	11	11	11

### RESPONSIBILITY/FUNCTION

This 24-hour per day department has daily interaction with police, fire, EMS (Emergency Medical Services), FAA, and other state and federal agencies in determining priorities according to changing conditions. The Communications Center is the 911 public safety answering point for the Minneapolis-St. Paul International Airport community. The staff analyzes and makes critical decisions to ensure the safety of the tenants, passengers, police officers, fire fighters, and other users of the airport. This includes the operation of the Secured Area Access System as well as other fire and security systems. The present staff provides 24-hour coverage 365 days a year. From 1990 to 1996 activity has increased in the following areas: police calls for service – 42%, fire calls – 27%, facility alarms – 79%, and secured area access points (FAA mandated) – 98%.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Increase is due to estimated annual salary and wage adjustments for existing personnel in 2000.
-----------	---

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### FIRE

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	2,135,564	2,333,544	2,367,548	34,004	1%
Administrative Expenses	25,695	26,320	29,320	3,000	11%
Professional Services	3,970	10,500	13,100	2,600	25%
Utilities	969	1,800	1,800		0%
Operating Services/Expense	9,469	21,553	21,553		0%
Maintenance	3,442	4,948	4,948		0%
Other	<u>146,195</u>	<u>155,960</u>	<u>150,710</u>	<u>(5,250)</u>	<u>-3%</u>
Expenses	2,325,304	2,554,625	2,588,979	34,354	1%

<u>HEADCOUNT SUMMARY</u>	1998	1999	1999	2000
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Fire	39	39	40	43

### RESPONSIBILITY/FUNCTION

Training is the key to the Fire department's efficiency. By providing an effective training program we continue our commitment of providing professional fire protection and emergency medical services to airlines, airline passengers, airport employees, tenants, visitors, and others who use the airport. Fire fighters are prepared to respond to fires, accidents, hazardous material incidents and medical emergencies on a 24 hour basis.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	Increase due to partial year budget, of 3 additional fire fighters.
Administrative Expenses	There currently are no funds budgeted for office supplies. This budget supports a staff of 39 personnel and all code enforcement activities.
Professional Services	Budget transferred from safety for safety training.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### POLICE

	1998	1999	2000	\$	%
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Variance</u>	<u>Variance</u>
Personnel	3,823,754	4,116,101	4,349,287	233,186	6%
Administrative Expenses	84,637	110,600	117,150	6,550	6%
Professional Services	40,464	55,300	46,200	(9,100)	-16%
Utilities	3,151	3,000	3,000		0%
Operating Services/Expense	257,865	287,100	328,800	41,700	15%
Maintenance	34,484	61,400	57,000	(4,400)	-7%
Other	<u>19,690</u>	<u>23,940</u>	<u>50,440</u>	<u>26,500</u>	<u>111%</u>
Expenses	4,264,045	4,657,441	4,951,877	294,436	6%

	1998	1999	1999	2000
<u>HEADCOUNT SUMMARY</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Police	78	77	88	86

### RESPONSIBILITY/FUNCTION

Police consists of the following areas: Training & Administration, Security & Investigation, Narcotics Investigations, and Patrol Operations. The main focus is to provide a safe and secure environment for the travelling public, all tenants and employees.

### MAJOR 2000 OPERATING BUDGET CHANGES

Personnel	<p>Increase in uniform allowance for police officers as established by contract.</p> <p>Increase in overtime due to initial training of tactical and containment teams to ensure the ability for rapid response to any emergency situation at MSP.</p> <p>Increase is due to estimated annual salary and wage adjustments for existing personnel in 2000.</p>
Administrative Expenses	<p>Increase associated with personnel to attend conferences and for travel for Public Safety Director Welna, chairman of an ACI (Airports Council International) committee.</p> <p>Increased cost of office supplies due to increase in number of department employees.</p>
Operating Services	<p>Increase budgetary requests to meet contract to adequately staff "D" Gate Security checkpoint.</p> <p>Need to increase participation in Operation SCAN (Spot Challenge and Notify), the airport program that educates users of the Card Access System on the individual's requirements and responsibilities when in the secured areas.</p> <p>Additional budget needed for service for SAAC (Secured Area Access Control) system components.</p> <p>Increase in budget request due to proposed sponsorship of '00 ALEAN (Airport Law Enforcement Agencies Network) Spring Conference. This will promote Interaction with other Airport Law Enforcement Agencies to mutually resolve issues surrounding policing of airport.</p>



## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

#### Other

Increase in supplies for tactical and containment teams Lack of tactical and containment teams for emergency response. Ability to respond rapidly to any emergency situation at MSP.

Increase in Operation SCAN. Need to increase participation in Operation SCAN, the airport program that educates users of the Card Access System on the individual's requirements when in the secured areas.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## ORGANIZATIONAL STRUCTURE – 2000 OPERATING BUDGET

### RELIEVERS

	1998 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>	\$ <u>Variance</u>	% <u>Variance</u>
Personnel	1,481,376	1,569,532	1,657,294	87,762	6%
Administrative Expenses	26,701	34,550	49,200	14,650	42%
Professional Services	98,204	44,996	44,996		0%
Utilities	5,677	1,200	2,300	1,100	92%
Operating Services/Expense	126,735	57,600	136,850	79,250	138%
Maintenance	357,027	645,252	555,745	(89,507)	14%
Other	<u>21,216</u>	<u>40,860</u>	<u>39,259</u>	<u>(1,601)</u>	<u>4%</u>
Expenses	2,116,936	2,393,990	2,485,644	91,654	4%

<u>HEADCOUNT SUMMARY</u>	1998 <u>Actual</u>	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Budget</u>
Relievers	26	27	27	27

### RESPONSIBILITY/FUNCTION

The Reliever Airport staff is responsible for maintenance and safe operation of the MAC's six reliever facilities. In addition to responding to various tenant requests, lease issues are also reviewed and responded to. The control tower at the Anoka County/Blaine Airport requires increased expenses because this building and its contents are owned and maintained by the MAC. Included in the maintenance is a contract to maintain the electronic equipment to FAA standards. Also included is a contract for monthly window washing, which is a FAA requirement.

### MAJOR 2000 OPERATING BUDGET CHANGES

#### Relievers - Administration

**Personnel** Reliever Airport commercial operators had not been audited by the MAC in many years. The MAC internal audit department began auditing them in 1996. Due to their increasing workload, a temporary auditor was hired to continue the Reliever Airport audits. Without another position in the department or a temporary auditor, the Reliever Airport audits will not continue to be conducted. In addition, we anticipate an increasing amount of workload as the result of issuing new leases and are requesting temporary secretarial support to meet the workload.

Increase is due to estimated annual salary and wage adjustments for existing personnel in 2000.

**Administrative Expenses** Additional travel and supplies required to accommodate tenant concerns.

**Operating Services** Transfer funds – see maintenance below.

**Maintenance** Transfer funds to operating.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### CONSTRUCTION BUDGET – 2000 OPERATING BUDGET

The construction budget is presented in three sections. The Capital Improvement Plan (CIP) is detailed first, followed by a chart and discussion on sources and uses within this budget. This is followed by a brief summary of projects in process. Finally, a detailed description of the major projects by category along with a summary of how these projects will affect operating costs.

Each year the MAC approves Capital Projects that will start within the next 12 months, and a Capital Improvement Program which covers all projects which are to be started during the second calendar year. In addition, a Capital Improvement Plan which covers an additional five years is adopted. These serve as a basis for determining funding requirements and other operational planning decisions. Certain projects which have a metropolitan significance are also submitted to the Metropolitan Council for review and approval. The Metropolitan Council is a regional planning agency responsible for coordination and planning of certain governmental services for the metropolitan area.

#### CAPITAL IMPROVEMENT PROGRAM PRIORITY CRITERIA

Staff has developed a set of project priority categories to use as a guide in determining what projects to include in the CIP, particularly the first year, where Commission approval authorizes staff to proceed with plans and specifications and bring the actual bids back to the Commission for contract award.

These priority categories, with a brief explanation, follow:

0. Committed  
Commission has made a commitment to complete these projects. Some projects are new while others are phases of a larger project.
1. Safety  
This category includes projects that staff feels are required to enhance or insure continued safety at each of the airports in the MAC system.
2. Essential Maintenance  
This category is for projects that cannot be accomplished by MAC maintenance forces, but are "essential" for reasons of economics or continued operation. Failure to proceed with the projects allows continued deterioration, which leads to higher replacement/repair costs, safety problems or insurance claims.
3. Regulatory Requirements  
This category includes projects that are necessitated by regulatory control over the Commission's actions, such as Federal Aviation Regulations and local, state or federal laws.
4. Noise Abatement/Other Environmental  
These projects address various environmental issues ranging from asbestos abatement to wetland mitigation and are precipitated by environmental concerns as well as regulations.
5. Preventative Maintenance  
These are projects oriented toward the continuous changes occurring at the airports, the need to continuously upgrade older pavements to meet the loadings they receive today, and to avoid larger, disruptive projects in future years.
6. Customer Service/Tenant Projects  
These projects, as the name implies, are oriented toward improved customer service and/or convenience.
7. Operational Improvements  
These projects have been identified as improving various operational aspects of the airports, whether applicable to aircraft, tenants, and MAC staff or off airport service providers.
8. Other  
As might be expected, there are always projects that don't logically fall into any category.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### CONSTRUCTION BUDGET – 2000 OPERATING BUDGET

The above categories are listed in what staff believes to be a reasonable priority order.

Commission policies for Capital Projects are:

1. Maximize all federal aid.
2. Safety and customer service oriented.
3. Metropolitan Council approval required on Reliever Airport projects in excess of \$2 million and MSP International projects in excess of \$5 million if they are viewed as having a metropolitan significance.
4. Projects are prioritized.

Anticipated project totals planned for 2000, 2001, 2002, and the extended period 2003-2006 (i.e. the proposed Capital Improvement Plan for 2000) are summarized below by location. The amounts shown represent the estimated total cost for the projects in the year construction will begin. These figures differ from those shown in the "Use of Funds" section in the Construction Budget detailed further below because the figures listed in that schedule represent anticipated actual costs for that year.

All project costs listed in this section are in 1999 dollars.

<b>CAPITAL IMPROVEMENT PLAN SUMMARY (CIP)</b> <b>(\$ = 000)</b>					
	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003-2006</u>	<u>Total</u> <u>2000-2006</u>
<b>Minneapolis/St. Paul Int'l</b>					
Field & Runway	\$ 288,900	\$ 150,650	\$ 85,000	\$ 76,600	\$ 601,150
Environment	31,370	29,570	25,500	102,000	188,440
Landside	<u>278,280</u>	<u>103,850</u>	<u>22,900</u>	<u>28,900</u>	<u>433,930</u>
Total Minneapolis/St. Paul Int'l	\$ 598,550	\$ 284,070	\$ 133,400	\$ 207,500	\$ 1,223,520
<b>Reliever Airports</b>					
St. Paul	\$ 8,800	\$ 1,210	\$ 100	\$ 400	\$ 10,510
Flying Cloud	32,200	13,050	5,700	950	51,900
Crystal	750	450	-	100	1,300
Anoka	5,700	6,900	9,500	6,120	28,220
Lake Elmo	500	-	3,400	8,800	12,700
Airlake	<u>5,950</u>	<u>-</u>	<u>-</u>	<u>10,700</u>	<u>16,650</u>
Total Reliever Airports	\$ 53,900	\$ 21,610	\$ 18,700	\$ 27,070	\$ 121,280
<b>Total All Facilities</b>	<u>\$ 652,450</u>	<u>\$ 305,680</u>	<u>\$ 152,100</u>	<u>\$ 234,570</u>	<u>\$ 1,344,800</u>

The seven-year total of approximately \$1,461 million represents an increase of \$150 million from the previous year's CIP. This increase can be attributed to adjustments/revisions to the dual track decision to expand MSP International.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## CONSTRUCTION BUDGET – 2000 OPERATING BUDGET

The Construction Budget below represents anticipated sources and uses of funds during the years 2000-2002. The information for 1999 indicates expected transactions during the fourth quarter.

<b>CONSTRUCTION BUDGET 2000</b> (\$ = 000)					
	<u>Estimated 1999</u>	<u>Budget 2000</u>	<u>Projected 2001</u>	<u>Projected 2002</u>	<u>Projected Total</u>
<b>Sources of Funds</b>					
Balance 12/31/98	\$305,789				\$305,789
Balance Carried Forward		\$346,769	\$281,975	\$201,946	
Transfer From Operating Fund	53,108	45,605	46,499	53,313	198,525
PFC Funding	38,360	39,511	40,696	41,917	160,484
Federal Grants	16,434	7,434	7,590	7,737	39,195
State Grants	545	1,200	1,200	1,200	4,145
Interest Income (1)	16,168	14,869	11,974	6,699	49,710
Net Bond Proceeds - 1999	231,578	-	-	-	231,578
Principal Amount of Bonds	-	370,500	250,000	-	620,500
Federal Letter Of Intent (LOI)	<u>6,500</u>				<u>6,500</u>
<b>Total Sources of Funds</b>	<b>\$ 362,693</b>	<b>\$ 479,119</b>	<b>\$ 357,959</b>	<b>\$ 110,866</b>	<b>\$ 1,310,637</b>
<b>Uses of Funds</b>					
CIP Project Costs	(\$321,713)	(\$489,820)	(\$400,489)	(\$248,863)	(\$1,460,885)
Debt Service Reserve	-	(28,899)	(19,500)	-	(48,399)
Capitalized Interest	-	(21,489)	(14,500)	-	(35,989)
Issuance Expenses	<u>-</u>	<u>(3,705)</u>	<u>(3,500)</u>	<u>-</u>	<u>(7,205)</u>
<b>Total Use of Funds</b>	<b>(\$321,713)</b>	<b>(\$543,913)</b>	<b>(\$437,989)</b>	<b>(\$248,863)</b>	<b>(\$1,552,478)</b>
<b>Balance Carried Forward</b>	<b><u>\$346,769</u></b>	<b><u>\$281,975</u></b>	<b><u>\$201,946</u></b>	<b><u>\$63,948</u></b>	<b><u>\$63,948</u></b>
1 Interest Rate Assumed 5.0% for the period 1999 through 2002.					
<b>Funding Source Summary</b>					
Current Balance		18.92%			
Transfer From Operating Fund		12.28%			
PFC Funding		9.93%			
Federal Grants		2.42%			
State Grants		0.26%			
Interest Income		3.08%			
Net Bond Proceeds - 1999		14.33%			
Principal Amount of Bonds		38.39%			
Federal Letter Of Intent (LOI)		0.40%			
Total Sources of Funds		100.00%			

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### CONSTRUCTION BUDGET – 2000 OPERATING BUDGET

#### SOURCES AND USES

From 12/31/99 through 2001, MAC has identified nine funding sources totaling \$1,616,426,000 including a beginning balance of \$305,789,000. During this period, MAC will expend \$1,552,478,000 leaving a net balance of \$63,948,000 at the end of 2002.

#### SOURCES

Each source of funding is discussed below.

The transfer from the operating budget is made at the end of each year after the debt service requirement and working capital balance have been funded. The decrease from 1999 to 2000 can be attributed to the rise in debt service transfer. The additional debt service transfer is the result of the 1998 Series A, B, and C General Airport Revenue Bonds (See Debt Service section for further details).

PFC funding or Passenger Facility Charge funding is the fourth largest funding source at \$160.5 million or 9.93% of the total. Passenger Facility Charges (PFCs) were authorized by Congress to allow proprietors of commercial service airports, such as MAC, to impose a charge on enplaning passengers at those airports. The charge can be set at \$1, \$2, or \$3. Essential Air Service Flights and Frequent Flyers are exempted from this charge. The basis for the PFC is to provide needed supplemental revenues to expedite the improvement of airport facilities used by passengers, to mitigate noise impacts and to expand airport system capacity. The Commission's first application began collecting PFCs on June 1, 1992. The \$66 million application was completed (i.e. funded) on July 31, 1994. A second application was approved in 1994 totaling \$113 million. Collection on this application began on August 1, 1994, and will continue through December 1999. This application was submitted to be amended in November 1997. The amendment requested additional funding of \$18,846,000 and an extension of the collection period from May 1999 through December 1999. This amendment was necessary due to a reduction in anticipated Federal Aid. A third application for \$32.7 million was approved in December 1995. Collection on this application began in August 1996 and was fully funded in 1997. The Commission submitted a fourth application totaling \$55 million in July 1998. Approval of this application by the Federal Aviation Administration was received in December 1998. This will allow PFC funding to continue through mid 2000. In October of 1999 the Commission submitted a fifth application totaling \$106.9 million. Approval of the fifth application by the Federal Aviation Administration is anticipated in March or April, 2000.

Federal Grants are funds which are used for FAA approved projects including approved noise compatibility programs and noise insulation projects for communities surrounding the airport. These funds are estimated at \$39.2 million or 2.42% of the sources listed above. Certain criteria must be met when an application for a project is submitted to the FAA. If the criteria are met, the grant money may be issued.

State Grants are similar to Federal grants. The dollars are on a much smaller scale, but each application must meet the required criteria in order to receive the grant. This source is estimated at \$4.1 million or 0.26% of the total funding through 2001.

Interest Income is based on the balance in the fund. As noted above, a 5.0% rate is assumed for 1999 through 2002. This figure can vary significantly depending upon approval of projects and their starting dates. Interest Income of \$49.7 million or 3.08% of sources is projected.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### CONSTRUCTION BUDGET – 2000 OPERATING BUDGET

Net Bond Proceeds – 1999 represents the amount from the General Airport Revenue Bonds (GARBs) that were issued in July 1999. Two series were issued for various projects. (See Debt Service section for further details. These proceeds comprise 14.33% or \$231.6 million of the total funding sources.

Bond Funding, the largest source, will make up \$620.5 million or 38.38% of the total. The Commission will issue approximately \$712.0 million in debt. This figure includes estimated proceeds of \$620.5 million and debt service reserve, capitalized interest, and issuance costs of approximately \$91.5 million. These bond issues are discussed in more detail in the Debt Service Budget.

Federal Letter Of Intent (LOI) is a grant program similar to Federal Grants listed above. MAC submitted an application in June 1998 totaling \$186 million. The LOI was approved in mid 1999 at a \$95 million level. The Commission will receive the \$95 million in various amounts until 2010. LOI funding in 1999 was \$6.5 million. The balance of the LOI source (\$88.5 million) is included in the Principal Amount of Bonds source. MAC will issue bonds to be supported by the LOI commitment so that project funding will better match the project costs.

### USES

There are four general categories of uses listed. The first, CIP project costs (\$1,460.9 million) represent 94.1% of the total. The other three categories relate to the bond issues described above and in the Debt Service Budget and comprise the other 5.9% of this total.

CIP project costs include both actual construction costs and any fees (i.e. architectural/engineering) which may be associated with the project. Also included in this figure are projects in process. Significant project costs include those associated with construction of runway 17/35, land acquisition for runway 17/35, public parking facilities, and additional terminal facilities.

The balance carried forward at the end of 2002 can be attributed to a number of significant projects scheduled to begin in early 2002. It is quite possible that this balance could be significantly different as the timing of projects historically has been delayed for any number of reasons. This timing will be monitored very closely so that if bond funds are required they will not be issued prior to when they are necessary.

The table below identifies current projects in process whose estimated cost is greater than \$5.0 million.

<b>PROJECTS IN PROCESS (As of December 1, 1999)</b> <b>(\$ = 000)</b>		
<b>Project Description</b>	<b>Estimated Project Cost</b>	<b>Payments To Date</b>
Runway 12R/30L Reconstruction - Segment 3	\$24,450	\$22,030
Green Concourse Apron Expansion - Phase 1	7,350	4,705
Runway 12R Deicing/Holding Pad	15,250	151
Green Concourse Expansion - Phase I	29,990	7,785
Green Concourse Expansion - Fees	7,214	3,564
Green/Gold Connector, G & G Ticketing and Bag Check & Emergency Generator Building	23,300	3,093
Automated People Mover	21,660	16,667
Parking/RAC Expansion	195,842	142,194
MAC General Office - West Wing Building Addition	9,540	2,474
HHH Replacement Terminal	17,652	3,082
Ramsey Middle School Noise Attenuation & Chiller Plan	9,100	8,225
Washburn High School Sound Abatement	8,325	2,055
Part 150 Sound Insulation Projects (Homes & Schools)	49,969	32,359
Runway 17/35 Land Acquisitions and Developments	138,382	94,091
All Other Projects In Process	108,915	44,423
<b>Total All</b>	<b>\$666,939</b>	<b>\$386,898</b>

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### CONSTRUCTION BUDGET – 2000 OPERATING BUDGET

The listing below summarizes all construction, and expansion projects whose costs exceed \$5.0 million at MSP and \$2.0 million at the reliever airports. These dollar limits represent the level at which the Metropolitan Council (a regional planning agency) must review and approve projects. In addition, noise projects in excess of \$1.0 million are summarized.

#### CAPITAL IMPROVEMENT PROJECTS

(Dollars in Thousands)

##### MSP International

2000  
\$

2001  
\$

##### Field and Runways

###### Green Concourse Apron Expansion – Phase 2

\$17,000

The expansion of the Green Concourse will require the expansion of the apron and fueling hydrant system which will be required to serve the new gates. This project is the second phase in the construction of the apron and fueling system and will serve Phase 2 of the Green Concourse expansion.

###### Runway 12R Deicing/Holding Pad

\$15,000

This project will construct the airport's deicing/holding pad on Runway 12R to allow for the efficient deicing of aircraft and collection of glycol as well as for the holding of aircraft for operational reasons. This project will also include the construction of Taxiway B between the deicing pad and Exit Taxiway B10.

###### Runway 17/35 Construction

\$145,600

\$64,850

This is a continuation of the program to develop a new North/South Runway (Runway 17/35) at MSP. Projects proposed for 2000 include the following:

1. Construction of the west cargo apron for use by BAX Global, DHL, Emery and MAC Cargo
2. Construction of the Signature Taxiway
3. Taxiway W realignment
4. Construction of Taxiways W/Y and Y3 and Runways 4/22 and 17/35 tunnels
5. Reconstruction of Longfellow Road from 77<sup>th</sup> Street to 66<sup>th</sup> Street
6. Storm sewer installation
7. Airport Medical Clinic demolition
8. 34<sup>th</sup> Avenue sanitary sewer pumping station



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## CONSTRUCTION BUDGET – 2000 OPERATING BUDGET

### MSP International

	2000 \$	2001 \$
Projects proposed for 2001 include:		
1. Site preparation, grading and utility installation for the center segment of the runway		
2. Construction of the Runway 4/22 intersection		
3. Taxiway M construction		
4. Construction of the public road from Longfellow to the infield area		
5. Construction of the 66 <sup>th</sup> Street interchange		
6. Construction of the glycol treatment facilities		
7. Demolition of the freight forwarder buildings		
8. Construction of the infield fueling facilities and pipeline		
9. Storm sewer construction		
10. Maintenance/Materials Storage building		
<u>Runway 17/35 Land Acquisition</u>	\$100,000	\$40,000
During 2000, there will be a continuation of the acquisition of off-airport land as well as lease extinguishment required to provide for the Runway 17/35 Protection Zone (RPZ). During 2001, there will be a continuation of the acquisition of off-airport land as well as lease extinguishment required to provide for the Runway 17/35 Protection Zone (RPZ). Costs for these items will be determined based on negotiations with the impacted property owners.		
<u>Runway 30R Deicing/Holding Pad</u>		\$18,200
This project will provide for the construction of the airport's deicing/holding pad on Runway 30R to allow for the efficient deicing of aircraft and collection of glycol as well as for the holding of aircraft for operational reasons. This project will also include the construction of the apron pavement in the area of the demolished Post Office as well as the installation of fuel lines and pits.		
<u>Runway 4/22 Extension</u>		\$5,000
This project will provide for the construction of a 1,000 foot extension to the northeast end of Runway 4/22 to accommodate non-stop air service to the Pacific Rim countries.		
<u>Runway 4/22 Reconstruction – Seg 3</u>		\$8,500
Reconstruction of the northeast 2000 feet of Runway 4/22 is required as the pavements have reached their useful life.		
<b>Other Field &amp; Runway Projects Less Than \$5,000,000</b>	<b>\$11,300</b>	<b>\$14,100</b>
<b>Total Field &amp; Runway Projects</b>	<b>\$288,900</b>	<b>\$150,650</b>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## CONSTRUCTION BUDGET – 2000 OPERATING BUDGET

<b>MSP International</b>	<b>2000</b>	<b>2001</b>
	<b>\$</b>	<b>\$</b>
<b>Environmental</b>		
<u>Residential Sound Insulation Program (Inside 65 DNL)</u> An ongoing project to insulate residential houses within the certified 1996 DNL 65 noise contour.	\$25,500	\$25,500
<u>School Noise Abatement Projects</u> This project will provide for noise insulation for Elliot School in Richfield and a yet to be identified school in Minneapolis. A pilot project at the House of Prayer pre-school will also be completed.	\$4,000	
<b>Other Environmental Projects Less Than \$1,000,000</b>	<b><u>\$1,870</u></b>	<b><u>\$4,070</u></b>
<b>Total Environmental Projects</b>	<b><u>\$31,370</u></b>	<b><u>\$29,570</u></b>
<b>Landside</b>		
<u>Airport Mail Center</u> A new Airport Mail Center for the US Postal Service is being constructed on a site adjacent to Northwest Building B as the existing facility must be removed to make room for Phase 2 of the Green Concourse expansion. This facility will also provide concourse space for Northwest Airlines adjacent to the USPS concourse area for the purpose of interchange of mail. As the site for the new Airport Mail Center displaces Northwest Airlines employee parking, replacement parking will be provided on two levels on top of the Airport Mail Center. A project to provide the foundations and structural steel will be bid in 1999. This project will provide for the building enclosure and finishes as well as all mechanization system equipment. This project will also include the construction of the east electrical vault which will provide electrical service to the new airport mail center, the new parking ramps, and the Green Concourse expansion and regional terminal.	\$52,400	
<u>Central Alarm/Monitoring /Fiber Optic Cable Installation</u> This project will provide for the installation of the MUFIDS and BIDS systems, an ADA required visual paging system, a terminal complex fire annunciation system and a fully integrated central alarm monitoring system including all fiber optic cable required for the operation of all systems. This network of systems will also extend to the new Humphrey terminal and proposed EconoLot/Employee parking ramp and Fire/Rescue station.	\$8,825	\$8,250
<u>Green Concourse APM</u> This project will complete the program to provide a people mover system on the Green Concourse similar to that currently under construction with the parking project. The APM equipment was bid in 1999. This project will provide for the construction of the guide way system and terminal modifications at the station locations.	\$12,000	

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### CONSTRUCTION BUDGET – 2000 OPERATING BUDGET

#### MSP International

	2000 \$	2001 \$
<u>Green Concourse Expansion – Phase 2</u> This project is the second phase in the program to add new gates to the Green Concourse. This project will provide for the construction of eight new gates and a new Regional Terminal Facility with 29 aircraft parking positions. This project will also provide for the construction of the east electrical vault which will provide electric service to the Green Concourse expansion and regional terminal, the new airport mail center and the new parking structures.	\$75,000	
<u>Humphrey Terminal Development</u> This project is a continuation of the program to construct a new Humphrey Terminal and provides for tenant and FIS finishes, sitework, concession build out and the construction of a ground services equipment storage building. This project will also include the reconstruction of 72 <sup>nd</sup> Street from 34 <sup>th</sup> Avenue to the west to provide two westbound lanes and three eastbound lanes and all required traffic signals.	\$15,000	
<u>LRT Development</u> This program will provide for the development of the LRT system including the construction of the tunnel and the stations.	\$70,000	
<u>Maintenance Facility Modifications</u> The existing office and crew facilities at the Equipment Maintenance Building are overcrowded due to the growing staff required by increased airport area and facilities. This project will add offices for supervisors and support staff and area for 70-80 additional crew members, including bunk rooms, an expanded crew room, kitchen area and locker rooms. This project would also reconfigure the current parking area for additional spaces, provide a separate delivery area and relocate the AOA security gate away from the building entrance. A new boiler to service the new as well as the existing facilities will also be included with this project.	\$5,000	
<u>EconoLot/Employee Parking Structure</u> The construction of the southeast segment of Taxiway W will impact approximately 300 parking spaces in the employee lot on Post Road. There is also a need to expand the EconoLot to serve the proposed Humphrey facility as well as provide additional public parking for the Lindbergh Terminal. A new parking structure to serve both needs located at the south end of the EconoLot site is being studied. The facility will be sized to accommodate approximately 1800 employee spaces and 5500-6000 public spaces. This project will also provide for the demolition of the existing Humphrey Terminal and for the upgrading of 72 <sup>nd</sup> Street from 34 <sup>th</sup> avenue to the west.		\$60,000

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### CONSTRUCTION BUDGET – 2000 OPERATING BUDGET

<b>MSP International</b>	<b>2000 \$</b>	<b>2001 \$</b>
<u>Lindbergh Terminal North Addition</u> This project will provide for a two story expansion of the north end of the Lindbergh Terminal. The first story of the addition shall extend the existing retail mall space to the north while including new public restrooms, public elevator and stair to mezzanine and an entry lobby to a second story airline preferred customers lounge. The second story of the addition shall consist of mezzanine office space as well as an airline preferred customers lounge.		\$12,000
<b>Other Landside Projects Less Than \$5,000,000</b>	<b><u>\$40,055</u></b>	<b><u>\$23,601</u></b>
<b>Total Landside Projects</b>	<b><u>\$278,280</u></b>	<b><u>\$103,851</u></b>
 <u><b>Reliever Airports</b></u>		
<b>St. Paul Downtown Airport</b>		
<u>Building Area Redevelopment</u> This project will re-develop the T-hangar area in the West Building Area to provide a buildable corporate site for St. Paul Fire Center.	\$4,000	
<b>Other St. Paul Downtown Airport Projects Less Than \$2,000,000</b>	<b><u>\$4,800</u></b>	<b><u>\$1,210</u></b>
<b>Total St. Paul Downtown Airport Projects</b>	<b><u>\$8,800</u></b>	<b><u>\$1,210</u></b>
 <b>Flying Cloud Airport</b>		
<u>Land Acquisition</u> There has been and continues to be considerable residential development to the east and north/northwest of the Flying Cloud airport. The degree of development has raised concerns about the ability to adequately protect existing airport facilities from encroachment by non-compatible land uses. The most positive method of preventing non-compatible land uses is to acquire the land and control its use. It is proposed to acquire approximately 280 acres of property immediately south and west of the existing airport boundaries to provide approach and transitional surface zone protection as approved by the Commission in March 1999. Some of this land will be acquired in 1999. However, it will be assumed for purposes of this CIP that approximately 196 acres will be acquired in 1999. In addition, there are easements to be acquired over approximately 16 acres.	\$27,700	

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## CONSTRUCTION BUDGET – 2000 OPERATING BUDGET

### MSP International

#### Sanitary Sewer/Water Main Installation

Flying Cloud Airport is on the fringe of the developed area of Eden Prairie. Studies have therefore evaluated alternatives for extending municipal utilities consisting of sanitary sewer and watermain to the airport. With the adoption of the Sewer and Water Installation Policy for the Reliever Airports, negotiations with the city of Eden Prairie will continue so as to reach final agreement on the alternative to be implemented. If agreement can be reached in 1999, the project will commence in 2000.

2000  
\$  
\$4,500

2001  
\$

#### Rwy 9R/27L Reconstruction/Extension & Rwy 9L/27R Extension

This project provides for the reconstruction of Runway 9R/27L and the extension of Runways 9R/27L and 9L/27R. The project includes pavement construction and reconstruction, VOR and MALSR light relocations, and signage changes to reflect the renumbering of the runways to 10/28. A backup generator for airfield lighting and for MAC facilities will also be provided.

\$8,450

#### South Building Area Development

This project will provide for the first phase in the construction of the new South Building Area and will include grading and utility installation.

\$4,600

### Other Flying Cloud Airport Projects Less Than \$2,000,000

\$0

\$0

### Total Flying Cloud Airport Projects

\$32,200

\$13,050

### Anoka County - Blaine

#### Sanitary Sewer and Watermain Extensions

The Anoka County – Blaine Airport is located adjacent to developed areas in Blaine and Moundsview. There has been a study completed which has evaluated alternatives for extending municipal utilities consisting of sanitary sewer and water main to the airport. Negotiations have been completed with the City of Blaine as to the extent of the utility installation to be accomplished in 2000. It is proposed to extend utilities to the East, West and South Building Areas in 2000.

\$3,600

#### Building Area Development – Northwest

This project provides for the construction of one-half of the Northwest Building Area including all wetlands mitigation of the entire building area.

\$5,600

### Other Anoka County – Blaine Airport Projects Less Than \$2,000,000

\$2,100

\$1,300

### Total Anoka County – Blaine Airport Projects

\$5,700

\$6,900

### Lake Elmo Airport

### Lake Elmo Projects Less Than \$2,000,000

\$500

\$0

### Total Lake Elmo Projects

\$500

\$0

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## CONSTRUCTION BUDGET – 2000 OPERATING BUDGET

MSP International	2000 \$	2001 \$
<b>Crystal Airport</b>		
Crystal Projects Less Than \$2,000,000	<u>\$750</u>	<u>\$450</u>
<b>Total Crystal Projects</b>	<u>\$750</u>	<u>\$750</u>
<b>Airlake Airport</b>		
Sanitary Sewer/Watermain Install.-N. Building Area Airlake Airport is located on the south edge of the developed area of Lakeville. A study has been completed evaluating alternatives for extending public utilities consisting of sanitary sewer and water main to the Northeast and Southwest Building areas. This year's project will extend these utilities to the Northeast Building Area.	\$3,000	
South Building Area Development This project is the second phase in the program to develop a new south building area and partial parallel taxiway. This year's project will provide for the installation of the pavements and taxiway lighting system.	\$2,100	
<b>Airlake Airport Projects Less Than \$2,000,000</b>	<u>\$850</u>	<u>\$0</u>
<b>Total Airlake Airport Projects</b>	<u>\$5,950</u>	<u>\$0</u>
<b>Total Reliever Airports</b>	<u>\$53,900</u>	<u>\$21,610</u>
<b><u>Summary</u></b>		
<b>MSP International Projects</b>		
Field & Runways	\$288,900	\$150,650
Environmental	\$31,370	\$29,570
Landside	<u>\$278,280</u>	<u>\$103,851</u>
<b>Total MSP International</b>	<b>\$598,550</b>	<b>\$284,071</b>
<b>Reliever Airport Projects</b>	<u>\$53,900</u>	<u>\$21,610</u>
<b>TOTAL ALL PROJECTS</b>	<u><b>\$652,450</b></u>	<u><b>\$305,681</b></u>

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## CONSTRUCTION BUDGET – 2000 OPERATING BUDGET

Maintenance & Operating Budget Impact of 2000-2001 Projects			
(\$=000)	2000-2001 Project Cost Totals	Budget Year 2000	Budget Year 2001
<b>Project Areas</b>			
<b>Field &amp; Runway</b>			
1 Rehab Projects	\$166,700	-	-
Completion 1999-2001	45,400	\$1,218	\$1,441
1 Post 2001 Completion	<u>227,450</u>	-	-
<b>TOTALS</b>	<b>\$439,550</b>	<b>\$1,218</b>	<b>\$1,441</b>
<b>Environmental</b>			
1 Rehab Projects	\$60,940	-	-
Completion 1999-2001	-	-	-
1 Post 2001 Completion	<u>-</u>	-	-
<b>TOTALS</b>	<b>\$60,940</b>	-	-
<b>Landside</b>			
1 Rehab Projects	\$34,041	-	-
Completion 1999-2001	65,275	\$1,428	\$1,622
1 Post 2001 Completion	<u>282,815</u>	-	-
<b>TOTALS</b>	<b>\$382,131</b>	<b>\$1,428</b>	<b>\$1,622</b>
<b>Relievers</b>			
1 Rehab Projects	\$49,160	-	-
Completion 1999-2001	7,700	-	\$15
1 Post 2001 Completion	<u>\$18,650</u>	-	-
<b>TOTALS</b>	<b>\$75,510</b>	-	<b>\$15</b>
<b>TOTAL ALL</b>			
Rehab Projects	\$310,841	-	-
Completion 1999-2001	118,375	\$2,646	\$3,278
Post 2001 Completion	<u>528,915</u>	-	-
	<b><u>\$958,131</u></b>	<b><u>\$2,646</u></b>	<b><u>\$3,278</u></b>
1 No budget impact because there were no expanded or new facilities, or noise/sound proofing related or the project will not be completed until post 2001.			

### Category

### 2000-2001 Impact

#### Field & Runway

Of the \$440 million of projects listed, \$166.7 million are rehab projects and result in no new areas or facilities, and therefore there is no budget impact. Approximately \$227 million of projects are related to the 17/35 runway project and will either not be completed by year-end 2001 or will be completed but not operational until after 2001. The balance of the projects, \$45.4 million have an immediate impact. The budget impact of these projects is \$1.218 million in 2000 and \$1.441 million in 2001. The budget impact in both years can be attributed to 10 additional personnel, direct charge, plus allocations from Police, Fire and Administrative staff for personnel (40 staff). Approximately \$1.0 million in 2000 and \$1.2 million in 2001 are personnel charges. The balance of the projected impacts is added materials and supplies.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### CONSTRUCTION BUDGET – 2000 OPERATING BUDGET

Environmental	There are no expected maintenance and operating costs associated with projects in this category.
Landside	Of the \$382 million of projects listed, \$34 million are rehab projects and result in no new areas or facilities so there is no budget impact. Approximately \$283 million of projects will be completed post 2001. At the current time, it is too difficult to determine if there could possibly be a budget impact in 2001 for these projects however. The balance of the projects, \$65.3 million, will have a budget impact at once, \$1.4 million in 2000 and \$1.6 million in 2001. It is estimated that personnel costs both direct and allocated during these two years will result in an increase of \$350,000 each year. The majority of the increase in each year is directly attributed to new systems/service agreements. Carousels and conveyors, people movers (auto rental and green) moving sidewalks and central alarm systems are examples of the types of agreements that are either new or additional.
Relievers	The total impact of the \$7.7 million of projects is estimated to be \$15,000 in 2001. The reason is that these projects will essentially be grade ready building sites and as such require little or no additional maintenance.



## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### DEBT SERVICE BUDGET – 2000 OPERATING BUDGET

#### DEBT SERVICE BUDGET/FINANCIAL POLICIES

This budget section is divided into three areas: Debt Service Requirement, Long Term Debt and the Debt Service Budget. MAC's financial policies regarding Debt Service are as follows:

##### Debt Service and Reserve

##### A. Debt

- 1) Currently the Commission is able to issue Airport Improvement Bonds, General Obligation Revenue Bonds and General Airport Revenue Bonds, both fixed and variable rate.
- 2) Funds will be managed to avoid any property tax levy.
- 3) MAC will maintain the highest rating available from Fitches, Moodys and/or Standard and Poor's on Airport Improvement Bonds and General Obligation Revenue Bonds.
- 4) Procedures/mechanisms will be developed to obtain the highest possible rating on the General Airport Revenue Bonds.
- 5) All refundings of Airport Improvement Bonds and General Obligation Revenue Bonds must show a minimum 3% Net Present Value (NPV) savings as specified in Minnesota Statute Section 475.67, Subd. 12.
- 6) The current authorized level of issuance for General Obligation Revenue Bonds is \$55 million.
- 7) The MAC will endeavor to keep the total maturity length of General Obligation Bonds below 20 years and retire at least 50% of the principle within 10 years. In all cases, the maturity shall be shorter than the life of the related assets.

- B. Reserve - The Commission is required to have a restricted cash and temporary cash investment balance on October 10 each year in an amount sufficient to cover debt service to the end of the second following year.

#### DEBT SERVICE REQUIREMENT

The Metropolitan Airports Commission in the past has issued two forms of indebtedness: Airport Improvement Bonds and General Obligation Revenue Bonds. From 1943 to 1975 MAC issued Airport Improvement Bonds to provide funds for its capital improvement program. Since 1976 General Obligation Revenue Bonds have been issued which are backed by Commission revenues and the authority to levy any required taxes on the assessed valuation of the seven-county metropolitan area have been used. In 1998 the Commission began to issue General Airport Revenue Bonds (GARBs) which are not backed by the Commission's ad valorem taxing power. Additionally, the Commission has agreed, pursuant to the terms of the Master Trust Indenture entered into by the Commission in connection with its issuance of GARBs, to collect rates, tolls, fee, rentals and charges, so that during each fiscal year the Net Revenues, together with any permitted transfer, will be equal to at least 125% of aggregate annual debt service on the outstanding GARBs. (See Long Term Debt Section below.)

The MAC is required by law to maintain Debt Service funds sufficient to bring the balance on hand in the Debt Service Account on October 10 of each year to an amount equal to all principal and interest to become due to Airport Improvement Bonds and General Obligation Revenue Bonds payable therefrom to the end of the second following year. The required balance as of October 10 in the Debt Service Account for the next five years is as follows (in thousands):

October 10, 2000	\$77,225
October 10, 2001	\$78,489
October 10, 2002	\$79,958
October 10, 2003	\$78,185
October 10, 2004	\$76,944

(These figures do not include any new bond issues.)

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### DEBT SERVICE BUDGET – 2000 OPERATING BUDGET

The annual actual debt service and coverage requirement for the next five years for the GARB issue 1998 Series A, B, C is:

January 1, 2000	\$32,005
January 1, 2001	\$36,648
January 1, 2002	\$40,422
January 1, 2003	\$40,413
January 1, 2004	\$40,393

(These figures do not include any new bond issues.)

The table below shows future debt requirements on an annual calendar year basis after December 31, 1999, for the next five years as well as a cumulative total for the period 2005-2030. The dollars shown are in thousands.

<b>(\$ = 000) Year(s)</b>	<b>Airport Improvement Bonds (Principal)</b>	<b>General Obligation Bonds (Principal)</b>	<b>General Airport Revenue Bonds (Principal)</b>	<b>Total Outstanding Bonds</b>	<b>Total All Interest</b>	<b>Total Principal &amp; Interest</b>
<b>2000</b>	\$ 300	\$ 8,575	\$ -	\$ 8,875	\$ 61,117	\$ 69,992
<b>2001</b>	315	9,455	4,785	14,555	60,511	75,066
<b>2002</b>	330	9,610	8,950	18,890	59,636	78,526
<b>2003</b>	0	12,175	9,450	21,625	58,462	80,087
<b>2004</b>	0	12,915	9,965	22,880	57,079	79,959
<b>2005-2030</b>	\$ 0	\$ 316,020	\$ 581,285	\$ 897,305	\$ 752,313	\$ 1,649,618
	<u>\$ 945</u>	<u>\$ 368,750</u>	<u>\$ 614,435</u>	<u>\$ 984,130</u>	<u>\$ 1,049,118</u>	<u>\$ 2,033,248</u>

(The October 10, 2000, listing prior to the above chart will not nor are they intended to tie out due to timing of payments and period covered. The information used to calculate the tables above is the same however.)

### LONG TERM DEBT

The acquisition and construction of facilities at the airports operated by the Commission have been substantially financed by the issuance of Airport Improvement Bonds, General Obligation Revenue Bonds and General Airport Revenue Bonds (GARBs). Airport Improvement Bonds are repaid from Commission revenue; however, if the principal and interest cannot be paid from revenue, a tax can be levied on property within the cities of Minneapolis and Saint Paul, Minnesota, for debt service.

General Obligation Revenue Bonds are general obligations of the Commission, payments of which are secured by the pledge of all operating revenues of the Commission, subject to the prior pledge of such revenues for the payment of outstanding Airport Improvement Bonds. The Commission has the power to levy property taxes upon all taxable property in the seven county Metropolitan Area in order to pay debt service outstanding on General Obligation Revenue Bonds.

The Commission has not levied taxes for the payment of debt service since 1969. Since then, Commission revenues have been sufficient to pay principal and interest due to Airport Improvement Bonds and General Obligation Revenue Bonds.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## DEBT SERVICE BUDGET – 2000 OPERATING BUDGET

The 1996 Minnesota State Legislature authorized the Commission to issue General Airport Revenue Bonds (GARBs). These bonds would be secured by the pledge of all operating revenues of the Commission subject to the prior pledges of such revenues for payment of Airport Improvement Bonds. The Commission's authority to issue additional GARBs is subject to an additional bonds debt service coverage ratio test. (This ratio demonstrates the current ability to repay debt.) This ratio cannot fall below 1.10 coverage if historical net revenue coverage's are used and 1.25 coverage if projected net revenues are used. These coverage ratios include debt service on the General Obligation Revenue Bonds. The estimated coverage for 2000 is 1.72. The bonds projected to be issued in 2000 and 2001 will reduce this ratio to a range of 1.50 to 1.60.

Bonds Payable, due serially (\$ = 000):	Issue Date	Original Amount	Final Payment In	----- Outstanding as of -----	
				Year End 2000	1999
<b><u>Airport Improvement Bonds:</u></b>					
Series 20 - 4.5 to 6.0%	10/01/1972	\$ 5,000	2002	645	\$ 945
<b><u>General Obligation Revenue Bonds:</u></b>					
Series 2 - 4.25 to 5.2%	12/01/1977	\$ 10,000	2002	1375	\$ 2,025
Series 3 - 5.2 to 5.75%	01/01/1979	15,000	2000	0	1,200
Series 8 - 4.25 to 6.6%	02/01/1992	45,000	2011	32,550	34,600
Series 9 - 8.6 to 8.95%	04/01/1992	270,000	2022	270,000	270,000
Series 10 - 3.6 to 5.0%	05/01/1993	29,025	2006	12,970	15,265
Series 11 - 4.6 to 5.3%	10/01/1994	5,615	2002	1905	2,885
Series 12 - 4.2 to 4.55%	11/01/1996	5,525	2002	2,625	4,025
Series 13 - 4.0 to 5.25%	11/01/1998	38,750	2015	38,750	38,750
Total General Obligation Revenue Bonds				<u>\$ 360,175</u>	<u>\$ 368,750</u>
<b><u>General Airport Revenue Bonds:</u></b>					
1998 Series A - 5.00 to 5.20%	06/01/1998	\$ 225,885	2030	\$ 225,885	\$ 225,885
1998 Series B - 5.00 to 5.50%	06/01/1998	84,000	2016	84,000	84,000
1998 Series C - 5.94 to 6.27%	06/01/1998	37,040	2007	37,040	37,040
1999 Series A - 5.125%	07/01/1999	132,415	2031	132,415	132,415
1999 Series B - 4.75 to 5.625%	07/01/1999	135,095	2022	135,095	135,095
Total General Airport Revenue Bonds				<u>\$ 614,435</u>	<u>\$ 614,435</u>
<b>TOTAL BONDS OUTSTANDING</b>				<b>\$ 975,255</b>	<b>\$ 984,130</b>

## BOND REFUNDING

For 2000 and 2001 the Commission currently does not anticipate any other refundings. However, staff will continue to monitor the potential to forward refund G.O. 8 and G.O. 9. If the situation is viewed favorably, staff will move forward. Per the Commission Financial Management Policies, all refundings must show a minimum 3% Net Present Value, (NPV) savings.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### DEBT SERVICE BUDGET – 2000 OPERATING BUDGET

#### GARB ISSUE – 1999

In July 1999 the Commission issued Series 1999 A-B GARBs. This Series totaled \$267,510,000. The principal portion of these bonds were placed in the years which would result in the lowest possible debt service for MAC while achieving level annual aggregate debt service for the GARBs. To minimize this cost, the highest cost bonds are amortized first and the lower cost bonds are amortized later. The AMT bonds (Series B) are the highest cost and as such are amortized first. The lowest cost non-AMT (Series A) are amortized last. The Series A and B bonds were insured. The net proceeds to be used for construction financing total \$229,000,000. The balance of the \$38 million was used for cost of issuance, capitalized interest and the reserve fund. A single Reserve Fund was established for the Series A-B Bonds. The reserve requirement is the maximum annual aggregate debt service of the Series 1999 A-B Bonds. During the capitalized interest period, Reserve Fund earnings are used to meet capitalized interest requirements. After each respective project's Capitalized Interest End Date, an allocable portion of the Reserve Fund earnings flow through the Commission as revenues in the form of interest income. These bonds were rated AAA/AAA by Standard & Poor's and Fitch respectively based on the Municipal Bond Insurance Policy. Without taking into account the Municipal Bond Insurance Policy the bonds were rated AA- by Standard & Poor's and A+ by Fitch.

#### NEW ISSUES

Based on the Capital Improvement Plan (CIP) presented in late fall 1999, it appears that in 2000 and 2001 the Commission will likely issue bonds. A number of variables come into consideration as to whether bonds will be issued and if so, when. These include interest rates, projects that are approved, disapproved or put on hold before final approval of the CIP is given and the economic condition of the airline industry. The table below illustrates gross proceeds, net proceeds and capitalized interest/issuance costs attributed to the anticipated GARBs to be issued for the period 2000-2001:

(\$ = 000)	<u>Gross Bond Proceeds</u>	<u>Net Bond Proceeds</u>	<u>Capitalized Interest/ Issuance Costs</u>
2000	\$370,500	\$316,407	\$54,093
2001	<u>250,000</u>	<u>212,500</u>	<u>37,500</u>
	<u>\$620,500</u>	<u>\$528,907</u>	<u>\$91,593</u>

A mixed rating of A/a/A to AA/Aa/AA was used in our analysis.

#### OTHER ISSUES

As mentioned above, the Commission is still authorized to issue approximately \$55 million in General Obligation Revenue Bonds. Staff is currently evaluating this as an option to finance part of the construction program. If issued, these bonds would likely be rated AAA/Aaa/AAA and as such come with a slightly lower interest rate than the General Airport Revenue Bonds (GARBs) shown in the table above.

In November 1997, the Commission approved a short term borrowing program. This approval authorized staff to issue Commercial Paper to fund short term or interim cash shortages that may arise as a result of the proposed construction program. This program will allow the Commission to either accumulate short term debt up to a threshold (not yet determined) and then issue long term debt or to possibly pay off the debt with internal funds as they become available. Although authorized, the program has not yet been implemented.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## DEBT SERVICE BUDGET – 2000 OPERATING BUDGET

### DEBT SERVICE BUDGET

The Debt Service Budget is shown below.

#### 2000 DEBT SERVICE BUDGET (\$=000)

	<u>Budget 1999</u>	<u>Estimated 1999</u>	<u>Budget 2000</u>	<u>Projected 2001</u>	<u>Projected 2002</u>
January 1 Balance	\$ 128,782	\$ 128,782	\$ 167,716	\$ 244,290	\$ 294,850
Source Of Funds:					
Transfer from Operating Fund	17,164	16,547	33,914	45,922	47,375
Interest earnings 1	10,000	5,646	8,386	12,215	14,743
Bond Proceeds 2	48,000	32,027	55,500	37,500	-
NWA payments	27,700	28,925	27,700	27,700	27,700
Total Sources Of Funds	\$ 102,864	\$ 83,145	\$ 125,500	\$ 123,336	\$ 89,818
Uses Of Funds:					
Principal/Interest payments 2	\$ (58,589)	\$ (44,211)	\$ (48,926)	\$ (72,776)	\$ (78,875)
Ending Balance	\$ 173,057	\$ 167,716	\$ 244,290	\$ 294,850	\$ 305,793

1 Interest Rate Assumed 5.0% for the entire period.

2 Includes Debt Reserve, Capitalized Interest & Issuance Costs.

### SOURCES OF FUNDS

Each source of funding is discussed below.

The transfer from the operating fund occurs each October 10<sup>th</sup> for Airport Improvement Bonds and General Obligation Revenue Bonds. For General Airport Revenue Bonds the transfer occurs in late December each year. Over the past few years the transfer has been in the \$15-\$18 million range. This will fluctuate due to interest earnings, refundings and new issues. The years 2000-2002 reflect new bond issues (GARBs).

Interest earnings are assumed at 5.0% for 1999 through 2002. In projecting interest income the Commission typically takes a conservative approach.

Bond proceeds for 1999–2002 represent the reserve required on the issuance of General Airport Revenue Bonds (see above table) and capitalized interest for these issues.

NWA payments represent the principal and interest due on the following bond issues:

- General Obligation Series 9
- General Obligation Series 11 (11.68%)
- General Obligation Series 12
- General Obligation Series 13

### USES OF FUNDS

Disbursements represent principal and interest payments made during the year by bond series.

**This page has intentional been left blank.**

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## STATISTICAL – 2000 OPERATING BUDGET

The Statistical section is divided into four parts:

1. Historical Revenue/Expense and Facility Comparisons
2. Activity/Operations Statistics
3. National Comparisons
4. Other Informational Statistics

### HISTORICAL REVENUE/EXPENSE AND FACILITY COMPARISONS

The comparisons in this section indicate, that both revenue and expense from 1989 have increased and the categories within revenue and expense do fluctuate as a percentage of the total, however; overall, the changes in percentages are not significant. Also, the facilities comparison shows that expanded facilities at the MAC affect all areas.

Three comparisons are analyzed in this section:

#### A.

HISTORICAL OPERATING REVENUE & OPERATING EXPENSE SUMMARY 1989 VS 1998						
(\$ = 000)						
	1989		1998		1989-1998	Annual
	\$	% of Total	\$	% of Total	Change	% Change
					\$	
Operating Revenue						
Airline Rates & Charges	\$20,230	38.6%	\$46,832	40.0%	\$26,602	9.8%
Concessions	25,062	47.8%	56,832	48.6%	31,770	9.5%
Other	7,175	13.7%	13,284	11.4%	6,109	7.1%
Total Operating Revenue	\$52,467	100.0%	\$116,948	100.0%	\$64,481	9.3%
Operating Expenses						
Personnel	\$17,551	36.9%	\$32,433	32.2%	\$14,882	7.1%
Administrative	512	1.1%	1,113	1.1%	601	9.0%
Professional	3,229	6.8%	4,006	4.0%	777	2.4%
Services						
Utilities	3,704	7.8%	6,466	6.4%	2,762	6.4%
Operating Services	4,272	9.0%	10,414	10.4%	6,142	10.4%
Maintenance	6,144	12.9%	9,302	9.2%	3,158	4.7%
Depreciation b)	11,807	24.9%	36,756	36.5%	24,949	13.4%
Other	283	0.6%	119	0.1%	-164	-9.2%
Total Operating Expenses	\$47,502	100.0%	\$100,609	100.0%	\$53,107	8.7%
Net Revenues	\$4,965 <sup>a)</sup>		\$16,339 <sup>a)</sup>		\$11,374	

a) Required as contribution towards debt service payments and construction program financing.

b) Depreciation figures for these years are net, not gross, as the 1989 figure could not be ascertained

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## STATISTICAL – 2000 OPERATING BUDGET

This first comparison 1989 versus 1998, emphasizes the following results:

1. Changes in revenue are:

- ◆ The largest average annual percentage increase is in the Airline Rates and Charges (9.8%), and is due in part to landing fees. Landing fees are calculated on a breakeven basis with revenue and expense being equal. An increase in revenue, therefore, is a result of increased costs in the Field and Runway area, directly attributable to increases in maintenance, utilities, and depreciation. The increase between 1989 and 1998 also results from changes in the airline agreement and new facilities that have become operational. (See Operating Budget Revenue Assumptions).
- ◆ The second largest average annual percentage increase is in the Concession Revenue (9.5%). This is a result of increasing auto parking fees and changes/renewals to the Auto Rental contracts and separate concession agreements with various firms to operate concessions in the terminal building, including food/beverage, newsstands, telephones, advertising, games/amusements, etc. (See Operating Budget Revenue Assumptions).
- ◆ The reliever airports have accounted for a minor portion of the increase due to changes in the rate structure.

2. The average annual percentage increase in revenue from 1989 to 1998 (9.3%) is greater than the annual percentage increase in expenses from 1989 to 1998 (8.7%). Over this ten year period, revenue grew at a slightly higher rate than expenses. This year's budget shows the spread between 1989 and 1998 revenue to expense is .6% (or the difference between 9.3% revenue growth and 8.7% expense growth).
3. Personnel costs have increased from 1989 to 1998 by \$14.8 million. This equates to an average annual increase of 7.1%, however, the percentage of total for personnel was reduced from 36.9% in 1989 to 32.2% in 1998. Depreciation by contrast, rose at an average rate of 13.4% or \$24.9 million, resulting in the Depreciation percent of total increasing from 24.9% in 1989 to 36.5% in 1998. This change in depreciation can be attributed to the completion of several new and/or expanded facilities.



# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## STATISTICAL – 2000 OPERATING BUDGET

B.

HISTORICAL OPERATING REVENUE & OPERATING EXPENSE SUMMARY 1998 VS 2000								
(\$ = 000)	Actual 1998		Estimated 1999		Budget 2000		1998-2000 Change \$	Annual % Change
	\$	% of Total	\$	% of Total	\$	% of Total		
Operating Revenue								
Airline Rates & Charges	\$46,832	40.0%	\$56,194	41.0%	\$63,243	40.8%	\$16,411	16.2%
Concessions	56,832	48.6%	62,370	45.5%	67,136	43.5%	10,304	8.7%
Other	13,284	11.4%	18,575	13.5%	24,453	15.8%	11,169	35.7%
Total Operating Revenue	\$116,948	100.0%	\$137,139	100.0%	\$154,832	100.0%	\$37,884	15.1%
Operating Expenses								
Personnel	\$32,433	32.2%	\$34,600	31.0%	\$37,209	29.6%	\$4,776	7.1%
Administrative Expenses	1,113	1.1%	1,400	1.3%	1,758	1.4%	645	25.7%
Professional Services	4,006	4.0%	4,600	4.1%	4,801	3.8%	795	9.5%
Utilities	6,466	6.4%	6,879	6.2%	6,695	5.3%	229	1.8%
Operating Services	10,414	10.4%	10,592	9.5%	11,169	8.9%	755	3.6%
Maintenance	9,302	9.2%	9,698	8.7%	11,590	9.2%	2,288	11.6%
Depreciation	36,756	36.5%	42,687	38.2%	51,885	41.2%	15,129	18.8%
Other	119	0.1%	1,150	1.0%	697	0.6%	578	142.0%
Total Operating Expenses	\$100,609	100.0%	\$111,606	100.0%	\$125,804	100.0%	\$25,195	11.8%
Net Revenues	<u>\$16,339</u>	a)	<u>\$25,533</u>	a)	<u>\$29,028</u>	a)		

a) Required as contribution towards debt service payments and construction program financing

The second table illustrates 1998 actual, 1999 estimated and 2000 budgeted revenue and expense categories with dollars and percentages. The following comparisons are explained:

1. Revenue is projected to increase an average of 14.9% annually from actual 1998 to budgeted 2000. Actual changes in the Other Revenue category are increasing 35.7%. This increase can be attributed to changes in contracts/agreements for building rentals and ground rentals. (See Operating Budget Revenue Assumptions).
2. Increases in expenses are projected to be 11.8%. Depreciation expenses show the greatest increase in dollars (\$15.1 million) due to major projects, both new and renovations, while Administrative expenses indicated the largest increase in percentages. Administrative expenses continue to be about the same as compared to the total budget (1.4% in the 2000 budget, 1.3% estimated for 1999 and 1.1% actual for 1998). Personnel expenses have decreased as a percent of total for each year.
3. The average annual percentage increase in revenue from 1998 to 2000 is 14.9% whereas the average annual percentage increase in expenses for the same time period is 11.8%. This trend continues from the prior year as major projects are completed and charged to the airlines. (See Operating Budget Revenue Assumptions).

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### STATISTICAL – 2000 OPERATING BUDGET

#### C.

FACILITY EXPANSION	1990	1999	Increase	% Increase
Lindbergh & Regional				
Terminal Square Footage	1,562,798	1,963,976	401,178	25.7%
Number of Gates (Aircraft Loading Positions)	66	69	3	4.5%
Ramp Lineal Footage	8,874	8,874	0	0.0%
Parking	11,685	12,117	432	3.7%

The final chart in this section compares the development and expansion of the major facilities at MSP International between 1990 and 1999. The significance of this growth impacts both revenue and expenses. New facilities occupied by tenants will generate additional income. Expenses include maintenance, both labor and materials; repairs; utilities; security and administrative costs. All sections of MAC are impacted by changes in facilities. Since 1989, the following new facilities have been added: Auto Rental Facilities, South Lindbergh Terminal addition, NWA hangar, Mesaba hangar, new parking ramp, Terminal Vertical Circulation/Skyways, Southwest terminal addition, International Arrivals facility, Ground Transportation Center, Deicing Facilities and Butler fueling facility. (See Construction Budget for impact of new facilities on the Operating Budget).

#### ACTIVITY/OPERATIONS STATISTICS

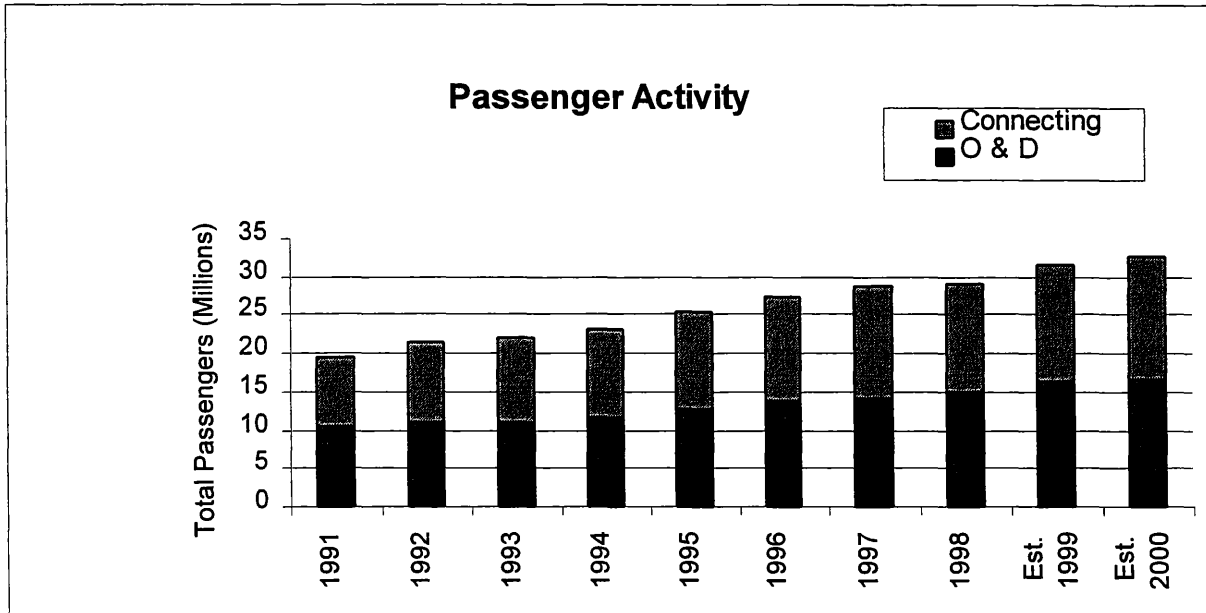
This section contains the historical and forecasted levels of activity for the period 1991 through 2000 in the MACs system of airports.

Four charts are reviewed in this section:

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## STATISTICAL – 2000 OPERATING BUDGET

A.



This chart illustrates the increase in passenger activity at MSP International since 1991. Approximately 46% of passengers were connecting passengers (those transferring directly to another flight). Since that time, the number of connecting passengers has increased to 49% budgeted in 2000. (O & D = Originating and Destination).

B.

Passenger Type Comparisons 1997 to 2000				
Passenger Type	1997 Actual	1998 Actual	1999 Estimate	2000 Budget
Enplaned	7,107,727	7,152,000	8,100,000	8,250,000
Deplaned	6,963,018	7,794,638	8,317,000	8,425,000
Connecting	14,695,610	14,036,000	15,330,000	16,025,000
Total Passengers	28,766,355	28,982,638	31,747,000	32,700,000

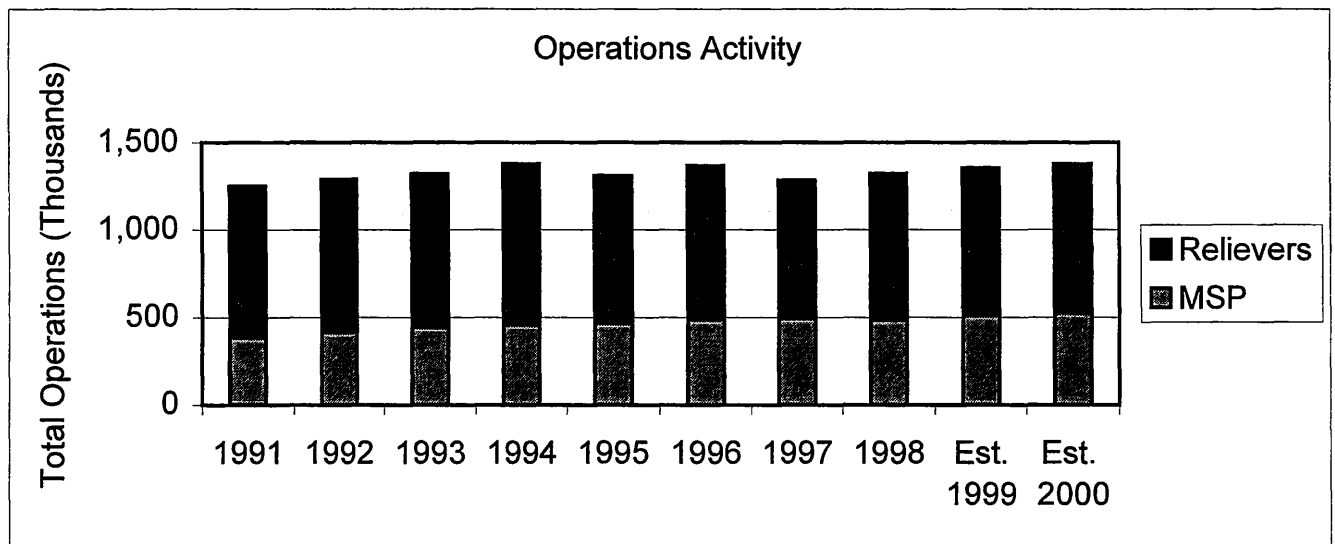
## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### STATISTICAL – 2000 OPERATING BUDGET

Estimates of passenger activity form an important element in forecasting revenue each year. The second chart represents actual passenger statistics for 1997 and 1998 and estimates for 1999 and 2000. The following categories are each used in a specific manner when calculating revenue:

- ◆ Enplaned (originating) passengers plus connecting passengers are used in forecasting most concession revenue.
- ◆ Deplaned (final destination) passengers are used in the process of estimating auto rental revenue.
- ◆ Enplaned (originating) passengers, excluding connecting, are used in estimating common use and carousel and conveyor percentages for billing the airlines.

c.

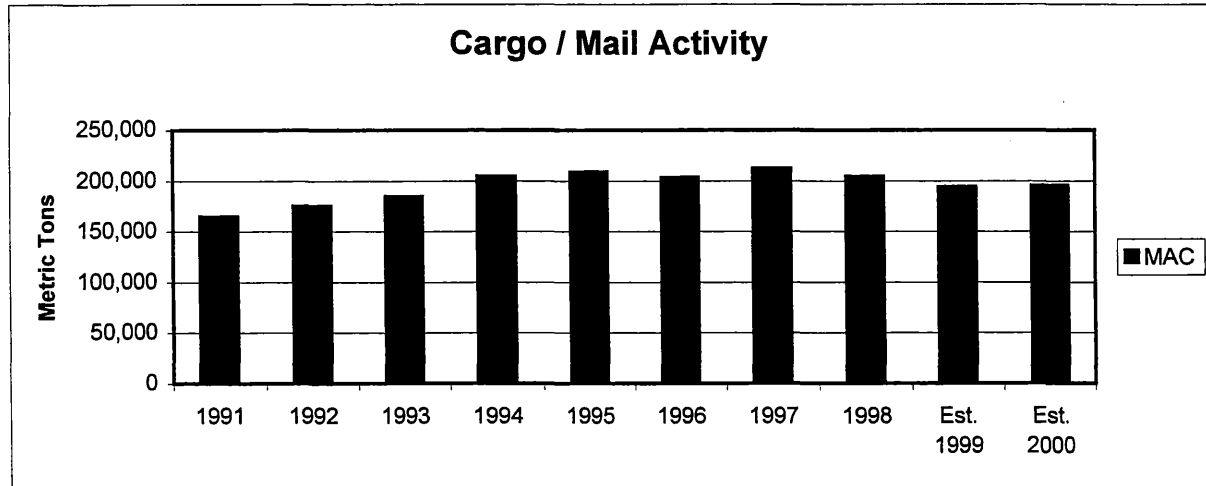


The third chart depicts the total Operations Activity for both the Reliever Airports, and MSP International. An operation represents one takeoff or landing. Total operations for the MAC system have increased 10% since 1991 or an increase of 1% on an average annual basis from 1991 to estimated 2000. Total Operations have increased by 1.75% from 1999 to 2000. Operations at MSP International are estimated to increase to 521,345 in 2000. Increased service by Northwest from this hub, Sun Country's decision to change from a charter airline to a regularly scheduled airline, and international activity are the reasons for this rise in activity.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### STATISTICAL – 2000 OPERATING BUDGET

D.



The Cargo / Activity Chart indicates a decrease in activity for the years 1996, 1998 and 1999. This decrease in volume in 1996 is the result of freight/cargo hauled by major and commuter carriers. As load factors (%of seats filled) increase for the carriers, less space is available for cargo/freight. Due to the pilots strike at Northwest Airlines in September 1998, the Cargo/Mail volume was down from 1997. Estimates for 1999 and 2000 are projected to be lower due to construction of Runway 17/35 that requires the acquisition of a number of freight facilities. In the future, volume is expected to increase upon building of new expanded cargo facilities.

### NATIONAL COMPARISONS

The information presented in this section was obtained from two national surveys. The first set of comparisons was tabulated by the American Association of Airport Executives (AAAE). This survey grouped hub airports into three categories: large, medium, and small. In order to be considered a large hub for purposes of this survey, an airport must have at least 5,125,000 enplanements (departures). MSP is considered a large hub airport.

The following two subjects are addressed:

Rates and Concessions  
Industry Comparisons

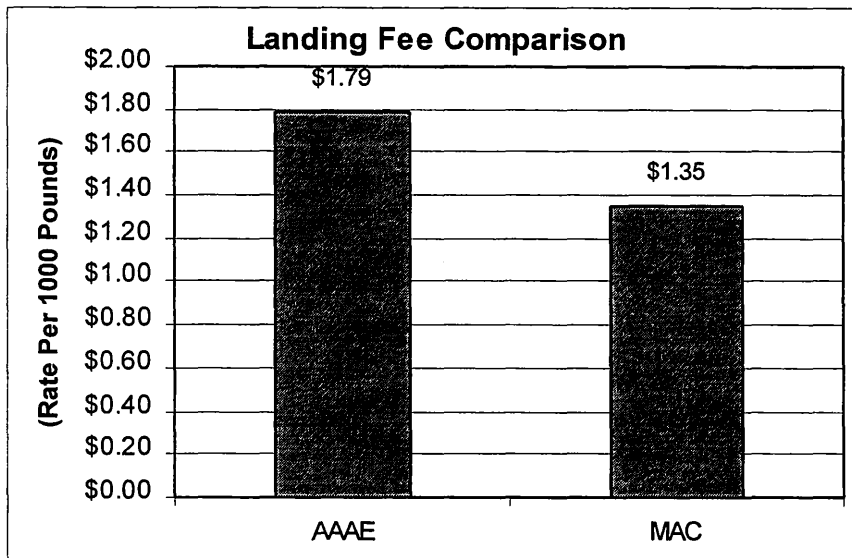
### **RATES AND CONCESSIONS**

Four comparisons will be reviewed in this section utilizing the national statistics from the most recent survey (1997/1998), and MAC's figures from the 2000 budget:

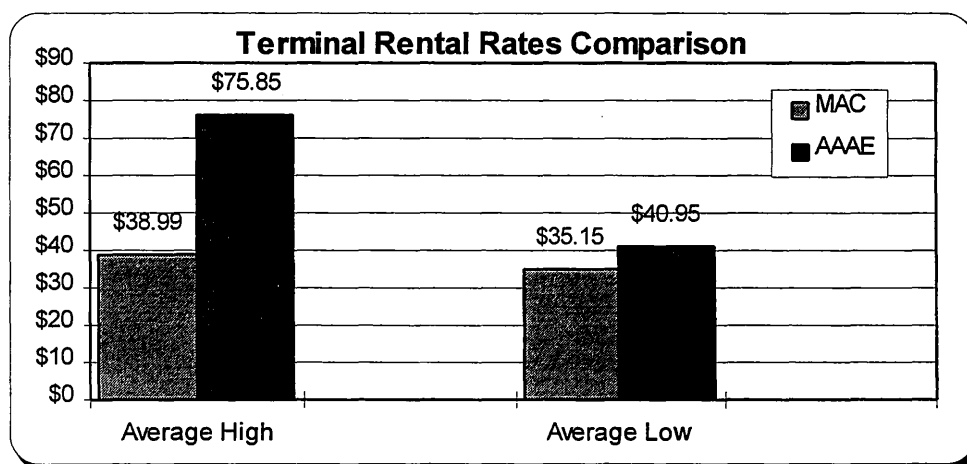
# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## STATISTICAL – 2000 OPERATING BUDGET

A.



B.

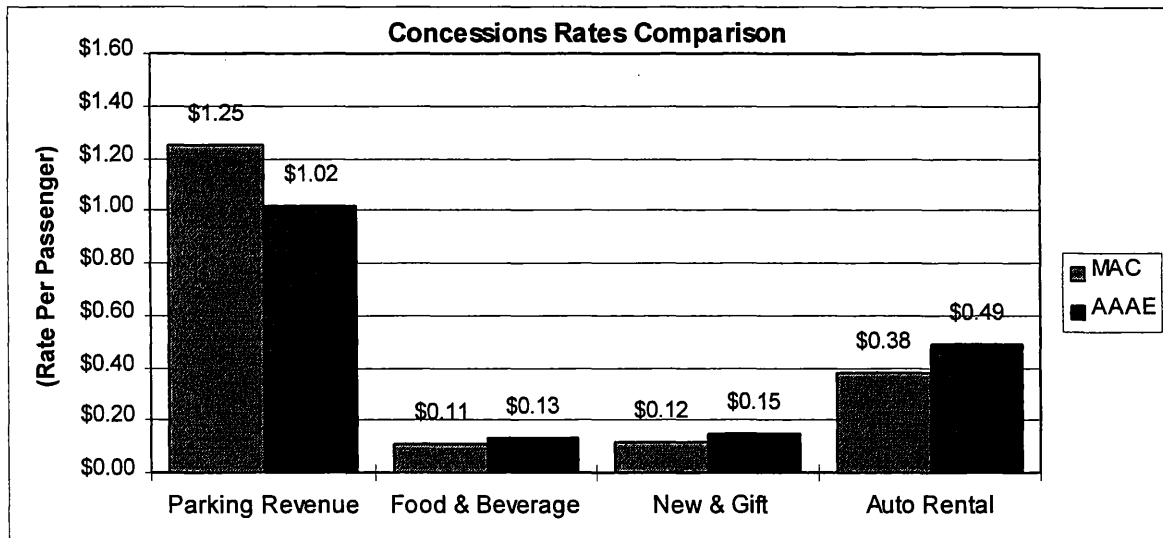


The first two graphs indicate MSP's airline rates (landing fee and terminal rate) are significantly below the large hub average rate from the survey. This is due in part to the Commissions facilities being older than a number of facilities of other large hubs. When the Green Concourse, new runway and associated infrastructure/facilities are completed, these rates will move closer to the averages. They are however, projected to remain well below the national averages.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## STATISTICAL – 2000 OPERATING BUDGET

C.



The third graph compares passenger revenue from selected concessions. As shown, parking revenue is greater than the large hub average. As detailed in the Revenue Assumptions section of the Operating Budget, parking revenue is MAC's largest revenue source. The other three concessions comparisons – auto rental, food and beverage, and news and gifts, all show a negative difference between the large hub averages for these concessions and the MAC revenue. With the major remodeling/expansion of the concessions program, and the newly expanded auto rental facilities, revenue per passenger will continue to increase.

D.

### CONCESSION REVENUES

(in thousands of dollars)

Year	Parking	Rental Car	Food & Beverage	General Merchandise	Other	Total
1994	\$22,070	\$6,828	\$1,644	\$2,019	\$3,009	\$35,570
1995	26,158	7,958	1,909	2,249	3,552	41,826
1996	30,292	8,496	2,348	2,730	3,997	47,863
1997	31,675	9,507	2,541	3,432	5,115	52,270
1998	35,052	10,568	2,719	3,664	4,828	56,831
1999B	36,345	11,912	3,213	3,182	3,432	58,084
2000B	40,820	14,920	3,625	3,934	3,837	67,136

1999 and 2000 figures are budget

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## STATISTICAL – 2000 OPERATING BUDGET

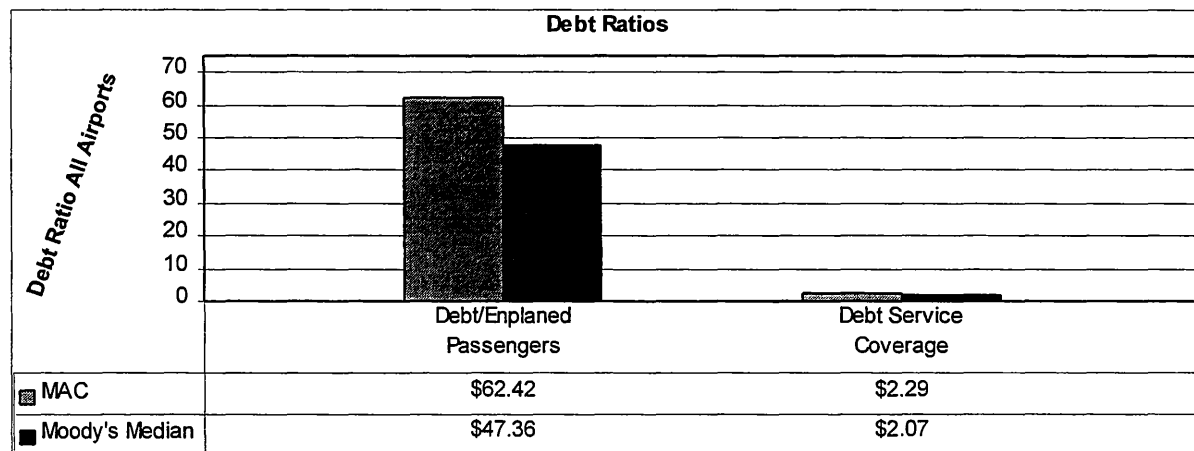
This table presents historical concession revenues from 1994 to 2000.

- ◆ Parking revenues are related to the level of originating traffic at the MSP and parking rates. (Expanded facilities on-line in 1999 and 2000)
- ◆ Rental car revenues can be associated with the level of destination traffic and rental car agreements. (Expanded facilities on-line in 1999 and 2000).
- ◆ Food & Beverage Revenues are attributable to the remodeling and upgrading program of the terminal concessions along with negotiated lease agreements. (Expanding facilities in 2000 and 2001).
- ◆ General Merchandise revenue is also increasing due to passenger growth and additional facilities. (Expanding facilities in 2000 and 2001).
- ◆ Other revenue consists of increases in the new phone agreement, activity increases and other miscellaneous concession revenue such as games, vending, and advertising.
- ◆ See Revenue assumptions for further details.

## INDUSTRY COMPARISONS

Three charts will be presented in this segment comparing MAC's financial and operating ratios to industry performance ratios. Moody's, one of the bond rating agencies, publishes separate financial and operating ratios for Hub and Originating and Destination airports (little or no connecting passenger activities). These ratios are based on 1999 financial and operating data and have been used for purposes of comparison. The medians published by Moody's are intended to serve as broad indicators. Significant deviation from the median is not necessarily an indicator of credit quality, and may, in fact, highlight a significant event or unusual characteristic of an enterprise. All MAC data is based upon estimated 1999 information.

A.



Debt per enplaned passenger is calculated by dividing total outstanding debt by the number of enplaned passengers.



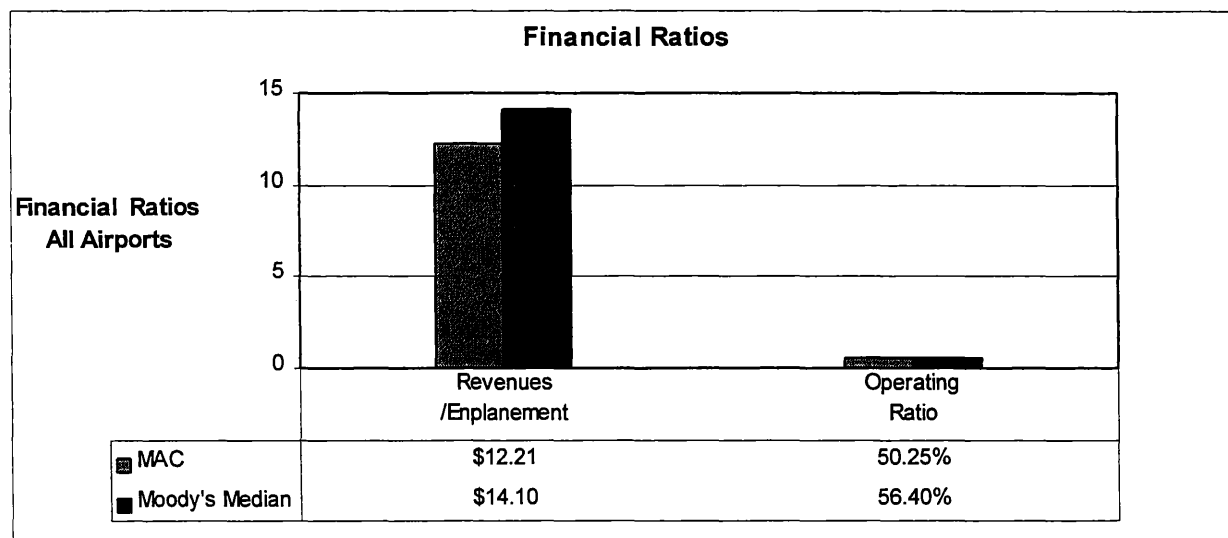
# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## STATISTICAL – 2000 OPERATING BUDGET

MAC's ratio of debt/enplaned passenger is above the industry average because of the current construction program and the 1992 Northwest financing.

Debt service coverage demonstrates the current ability to repay debt. The MAC's coverage ratio is above the median. This indicates MAC's ability to repay the debt from revenue sources is better than the average airports ability.

### B.



Financial Ratios derived from the income statement provide measures of profitability. Each ratio is discussed below.

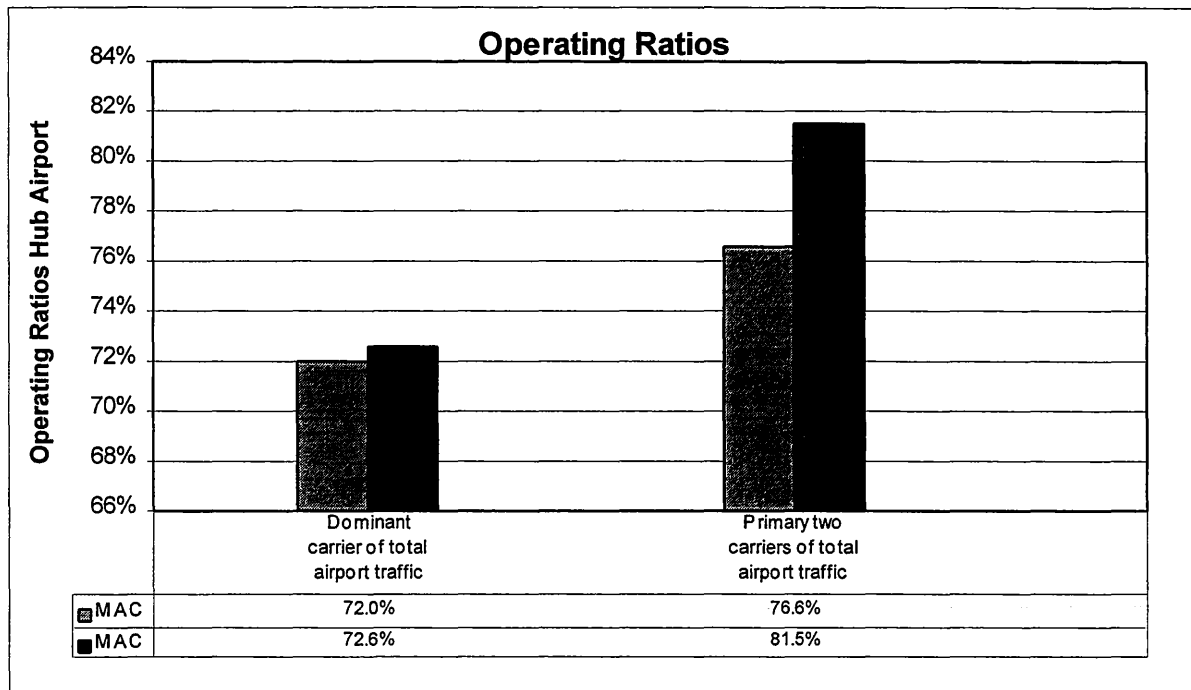
Revenue/enplanement is calculated by dividing the total of operating and non operating income by total enplaned passengers. MAC's revenue/enplaned passengers, is below the median by \$1.89/enplanement.

The Operating Ratio is calculated by dividing operating and maintenance expenses, excluding depreciation, by total operating revenues. MAC's Operating Ratio indicates that operating expenses are a lower percentage of total operating revenue than the median represents. This difference is partly attributable to the manner in which other airports account for long term leases with the airport tenants.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## STATISTICAL – 2000 OPERATING BUDGET

C.



The dominant carrier at MSP is Northwest Airlines. Their percentage of total traffic is 72.0% compared to the industry median of 72.6%. The second largest carrier is United which serves 4.6% of total airport traffic.

### OTHER INFORMATIONAL STATISTICS

This section will provide information pertaining to the population of Minnesota along with rankings of the Minneapolis-St. Paul airport. Each table will identify its information source(s).

The following two subjects are reviewed:

Population  
Airport Activity

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## STATISTICAL – 2000 OPERATING BUDGET

### POPULATION

Minnesota ranks 20<sup>th</sup> in the nation for population and 18<sup>th</sup> in population growth. The Twin Cities is the 8<sup>th</sup> fastest growing population area in the United States.

Two tables will be reviewed:

#### A.

POPULATION (in thousands)					
Calendar Year	United States	Minnesota	Minneapolis- St. Paul MSA	MSA * as % of U.S.	MSA as % of Minnesota
1990	249,439	4,387	2,539	1.0%	57.9%
1991	252,127	4,428	2,582	1.0%	58.3%
1992	254,995	4,472	2,617	1.0%	58.5%
1993	257,746	4,524	2,656	1.0%	58.7%
1994	260,289	4,566	2,693	1.0%	59.0%
1995	262,765	4,605	2,730	1.0%	59.3%
1996	265,190	4,648	2,765	1.0%	59.5%
1997	267,744	4,687	2,792	1.0%	59.6%
2005F	285,981	5,005	3,015	1.1%	60.2%
Sources: John F Brown Company, U.S. Department of Commerce, Bureau of the Census and Bureau of Economic Analysis MSA = Metropolitan Statistical Area					

The first table presents the population for the nation, the state, and the MSA (Metropolitan Statistical Area). The MSA has grown consistently faster than the state and the nation. It is also projected to grow faster in the future (2005) than both the state and the nation, resulting in the MSA becoming a larger percentage of the state's as well as the nation's population. Most of the historical population growth is attributed to births outnumbering deaths.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## STATISTICAL – 2000 OPERATING BUDGET

B.

CIVILIAN UNEMPLOYMENT RATE			
Calendar Year	United States	Minnesota	Minneapolis- St. Paul MSA**
1990*	5.6%	4.8%	4.3%
1991*	6.8%	5.1%	4.6%
1992	7.5%	5.1%	4.5%
1993	6.9%	5.1%	4.3%
1994	6.1%	4.0%	3.3%
1995	5.6%	3.7%	2.9%
1996	5.4%	4.0%	3.1%
1997	4.9%	3.3%	2.5%
Sources: John F. Brown Company, U.S. Department of Labor, Bureau of Labor Statistics, Employment and Earnings Publications, May 1991 through May 1998 editions; Historical Economic Statistics, 1997 Edition			
*Indicates national recession during all or part of year			
**The MSA consisted of 11 counties in 1990-1992, and 13 counties in 1993 and beyond.			

The second table indicates a strong job environment as demonstrated by the unemployment rate. The unemployment rate for the MSA has been significantly less than the national unemployment rate in every year, especially in the years that a national recession occurred. The unemployment rate for the MSA was also less than that of the State for every year presented.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## STATISTICAL – 2000 OPERATING BUDGET

### AIRPORT ACTIVITY

The passenger traffic at MSP is affected by the region's economic profile. For example, the amount and type of commerce in the region may affect the level of business travel to (or from) MSP or the amount of personal income in the region may affect the level of discretionary travel from MSP.

Three tables will be provided:

#### A.

1998 RANKING OF U.S. AIRPORTS (For the 12 months ending December 31, 1998)					
Total Passengers* (in thousands)			Total Cargo (freight and mail, in thousands of metric tons)		
Rank	Airport	Passengers	Rank	Airport	Cargo
1	Atlanta	73,474	1	Memphis	2,369.0
.			.		
.			.		
.			.		
10	Detroit	31,544	19	Boston	440.2
11	New York-Kennedy	31,436	20	Seattle	428.2
12	Houston-Bush	31,026	21	Ontario	412.0
13	Minneapolis-St. Paul	30,348	22	Minneapolis-St. Paul	365.4
14	Las Vegas	30,227	23	Cincinnati	364.4
15	St. Louis	28,701	24	Houston-Bush	354.9
16	Orlando	27,749	25	Washington-Dulles	354.5
17	Toronto-LB Pearson	26,745	26	Toronto-LB Pearson	350.0
18	Boston	26,527	27	Phoenix	332.7
19	Seattle	25,863	28	Portland	291.9
20	Philadelphia	24,230	29	Detroit	284.3
Source: John F. Brown Company, ACI, North American Airport Traffic Report, 1998					
Notes: *Enplaned and deplaned volume					

MSP is one of the highest-activity airports in the United States. A mix of approximately 50% of passengers are connecting while the other 50% is origin-destination. International travelers and a strong demand for charter services also contribute to providing MSP with a strong and diverse passenger base. The Airport placed 13<sup>th</sup> among the country's airports.

When ranked by total cargo, MSP placed 22<sup>nd</sup> in the U.S. Cargo revenues help to support the viability of scheduled passenger flight operations at MSP as a portion is carried in the belly compartments of passenger flights. The three major all-cargo carriers are FedEx, Emery Worldwide, and UPS.

# MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

## STATISTICAL – 2000 OPERATING BUDGET

### B.

DOMESTIC SCHEDULED PASSENGER JET SERVICE MINNEAPOLIS-ST. PAUL INTERNATIONAL AIRPORT			
	1993	1998	Change 1993-98
U.S. cities served*	70	78	+8
Number of carriers**	9	12	+3
Average weekly departures			
Flights	2,407	2,832	+425
Seats	321,998	367,393	+45,395
Average per flight			
Departing seats	134	130	-4
Departing passengers	72	81	+9
Percent of seats occupied	54%	62%	
Source: DOT, Schedule T-100			
Notes: *number of cities served nonstop by at least 5 schedule jet departures per week on average during period.			
**U.S. carriers which enplaned at least 1,000 passengers on scheduled passenger jet flights			

A substantial amount of domestic service capacity was added at MSP over the five years between the fall of 1993 and fall of 1998. Scheduled domestic jet flight departures increased by 425 per week (up nearly 18 percent over the 1993 level), and departing seats increased by more than 45,000 per week (up more than 14 percent).

### C.

INTERNATIONAL SCHEDULED PASSENGER JET SERVICE MINNEAPOLIS-ST. PAUL INTERNATIONAL AIRPORT						
Destination Area	Number of Cities Served		Number of Carriers Serving		Weekly Jet Flight Departures	
	1994	1999	1994	1999	1994	1999
Canada	4	9	3	3	70	175
U.K. and Europe	2	3	1	3	14	26
Asia	-	1	-	1	-	7
Mexico	-	1	-	1	-	7
Total	6	14	3	5	84	215
Source: Official Airline Guide						

International scheduled service represents a small portion (less than 7 percent in April 1999) of total jet flight operations at MSP. In the 1994-99 period, however, international service increased at a far greater rate than domestic service. Service to various cities in Canada, Tokyo, Cancun, Reykjavik, Oslo, and Amsterdam was expanded.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### GLOSSARY – 2000 OPERATING BUDGET

**Accrual Basis** – This basis of accounting attempts to record financial transactions in the period they occur rather than recording them in the period they are paid.

**ACI** – Airports Counsel International

**Administrative Expenses** – One of the main expense categories and includes the following: office supplies, computer supplies, postage, printing, memberships, and travel.

**ADO** – Airport Director's Office

**Agreement (The)** – The airline agreement which expires on 12/31/97. This agreement is the basis for airline rates and charges primarily the landing fee, ramp fee, carousel and conveyors, terminal building rates, and the noise surcharge.

**Airline Rates and Charges** – One of the three main revenue categories. Includes all charges set by the airline agreement (landing fees, ramp fees, terminal rents, noise surcharge, and carousels & conveyors) plus other airline terminal rents.

**Airport Improvement Bonds** – Funds used in construction and acquisition of facilities at the airports operated by the Commission. These funds are repaid from Commission revenue; however, if the principal and interest cannot be paid from revenue, a tax can be levied on the property within the cities of Minneapolis and St. Paul, Minnesota, for debt service.

**AMSS** – Airport Message Sending System

**AOA** – Airport Operations Area

**Apron** – The extensive paved area immediately adjacent to the Terminal Building area and hangar area. Also referred to as Ramp.

**AVI** – Automated Vehicle Identification. Relates to Landside Operations.

**BACK** – Back Information Services

**BIDS** – Baggage Information Display System

**CSOs** – Community Service Officers.

**Capital Improvement Program (CIP)** – This program covers projects which will be started during the next two years. Also, a Capital Improvement Plan is used to project an additional five years worth of projects. These serve as a basis for determining funding requirements and other operational planning decisions.

**The Commission** – Metropolitan Airports Commission.

**Concessions** – One of the three main revenue categories. This category includes: food and beverage, news & gifts, parking, auto rental, vending, ground transportation, telephones, and numerous other small lessees.

**Concourse** – The long hallway-like structure where loading and unloading of passengers takes place.

**Connecting Passengers** – Passengers who transfer to another flight-Mpls./St. Paul International not being their final destination.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### GLOSSARY – 2000 OPERATING BUDGET

**Construction Fund** – A special account whose monies are used for capital project expenditures, including consulting fees, at all Commission facilities. (See Construction Budget.)

**Debt Serve Account** – An account which MAC is required by law to maintain whereby the balance on hand on October 10<sup>th</sup> of each year is equal to all principal and interest due on all Airport Improvement Bonds and General Obligation Revenue Bonds payable therefrom to the end of the second following year.

**Debt Redemption Fund (Sinking Fund)** – A special account whose monies are set aside to retire debt. (See Debt Service Budget.)

**Deficit** – Represents the negative difference between operating revenues less operating expenses (including depreciation).

**Differential Landing Fees** – A measure that requires older, noisier aircraft (Stage II) to pay a higher fee or "noise surcharge" than quieter aircraft (Stage III) as a means of encouraging the use of newer, "quiet-technology" aircraft. This is part of the Noise Surcharge calculation.

**DTN** – Data Transmission Network Corporation

**Dual Track Process** – The path designated by the Legislature that MAC and the Met Council will follow regarding a new airport. One track deals with a new airport whereas the other track deals with expansion of MSP International. The decision to expand MSP International was made in March 1996.

**EMS** – Emergency Medical Services

**Enplaned Passengers** – The number of passengers boarding an aircraft, including originating and stopover or on-line transfer passengers.

**Enterprise Fund** – This type of fund accounts for all cost allocations including depreciation while its cost of services are recovered through user fees/charges.

**Exclusive Use** – Space rented to a specific airline.

**Exclusive Use–Janitored** – With this space the Commission furnishes janitorial cleaning.

**FAA Regulation Part 36** – This regulation deals with noise standards, aircraft type, worthiness and certification.

**FAA Regulation Part 150** – This regulation: a) establishes a uniform nationwide system of describing aircraft noise and noise exposure on different communities; b) describes land-use compatibility for the guidance of local communities; and c) provides technical assistance to airport operators and other governmental agencies to prepare and execute noise compatibility planning.

**FIDS** – Flight Information Display System

**Fuel Storage Facility** – Operated by Butler Aviation and used to provide fuel to the airlines.

**GAAP (Generally Accepted Accounting Principles)** – Conventions, rules and procedures necessary to describe accepted accounting practice at a particular time.

**General Airport Revenue Bonds (GARBs)** – These bonds are secured by the pledge of all operating revenues of the Commission subject to the prior pledges of such revenues for payment of Airport



## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### GLOSSARY – 2000 OPERATING BUDGET

Improvement Bonds and General Obligation Revenue Bonds.

**General Insurance** – Part of the "Other" expense category. This includes insurance covering property, casualty, liability, crime, auto, and equipment.

**General Obligation Bonds** – General obligations of the Commission, payments of these bonds are secured by the pledge of all operating revenues of the Commission subject to the prior pledge of such revenues for the payment of outstanding Airport Improvement Bonds. The Commission has the power to levy property taxes upon all taxable property in the seven-county Metropolitan Area in order to pay debt service on outstanding General Obligation Revenue Bonds.

**Hubert H. Humphrey Terminal (HHH Terminal)** – The Commission's charter terminal where all international and most charter flights arrive and depart.

**Imputed Interest** – This rate is essentially a weighted average of all outstanding bond issue interest rates. It is used in the calculation of landing fees, ramp fees, and terminal building rates.

**IS** – Information Systems

**Landing Fees** – This fee is charged to all airplanes that land at MSP. The fees are calculated by dividing total field and runway costs by total landed weight. (See Revenue Assumptions section.)

**Landed Weight** – Actual gross weight of a particular plane. The weights for all aircraft are published by the FAA.

**Lindbergh Terminal** – The main terminal where all of the scheduled flights arrive and depart. Also referred to as the "Terminal Building".

**Lobby Fees** – These fees are a per passenger fee charged to airlines when they use the HHH Terminal.

**MAC** – Metropolitan Airports Commission.

**MSP or MSP International** – Minneapolis/St. Paul International Airport. This is the name used for the total airport facility.

**Major Carriers** – Those airlines which participate in the airline agreement. As of 10/31/97 these include American, America West, Air Canada, Continental, Delta, KLM, Northwest, TWA, United, U.S. Air, and Vanguard. In addition to these there are several freight carriers, charter carriers, and commuter carriers that participate in the airline agreement.

**Maintenance Expense** – One of the main expense categories and includes four subdivisions: building, field, equipment and cleaning.

**MALSR** – Medium Approach Lighting System with a Rail (Runway alignment indicator lights)

**Minor Equipment** – Includes items whose cost is less than \$5,000. These items are minor equipment, computers & accessories and office furniture.

**MUFIDS** – Multiple Users Flight Information Display

**NPDES** – National Pollutant Discharge Elimination System

**NWA** – Northwest Airlines.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### GLOSSARY – 2000 OPERATING BUDGET

**Noise Surcharge** – The surcharge established in the new airline agreement. All Stage II and Stage III jet aircraft landings are subject to this surcharge.

**NOTAMS** – Notice to Airmen System

**O & D Passengers** – Originating and final destination passengers-originating passengers initiate their travel from Mpls./St. Paul International. Destination (final) passengers arrive at Mpls./St. Paul International and are not transferring to another flight.

**OAG** – Official Airline Guide

**Operating Fund** – A special fund used to pay all operating expenses such as personnel, maintenance, utilities, supplies, insurance, miscellaneous, and equipment purchases. (See discussion on Operating Budget.)

**Operating Services** – One of the main expense categories and includes the parking management and contract, shuttle bus, advertising costs, copy agreement, bank charges, pollution control, service contracts, storm water monitoring, and other charges.

**Operation** – The aircraft operation which represents a takeoff or landing.

**Other Expenses** – One of the main expense categories and includes general insurance, safety materials and miscellaneous items.

**Other Revenue** – One of the three revenue categories and includes other building rents, ground rents, utilities, and miscellaneous items.

**Passenger Facility Charge (PFC)** – An authorization by Congress which allows proprietors of commercial service airports, such as MAC, to impose a passenger facility charge upon revenue passengers enplaning at those airports. The charge can be set at \$1, \$2, or \$3. There are exemptions for passengers flying on Essential Air Service flights. The basis for the PFC is to provide needed supplemental revenues to expedite the improvement of airport facilities used by passengers, to mitigate noise impacts and to expand airport system capacity. MAC's initial application was approved with charges starting June 1, 1992.

**Personnel** – One of the main expense categories and includes all wages, salaries and benefits.

**Professional Services** – This expense category refers to various types of professionals, such as architects, engineers, auditors, lawyers, and other specialists hired during the year to perform studies or required work and make recommendations based upon their findings.

**Ramp Fees** – A fee charged to a particular airline for exclusive use of a specific area of ramp, calculated by dividing the total estimated costs in the appropriate cost center by the number of lineal feet of ramp space. Also referred to as Apron Area.

**Reimbursed Expense** – Costs paid by the Commission initially, and then billed back to tenants. (This is in "Other Expenses" as a reduction.)

**Reliever Airports** – Refers to St. Paul Downtown, Flying Cloud, Crystal, Anoka, Lake Elmo, and Airlake Airports. These airports provide facilities for general aviation activity and reduce traffic and congestion at MSP International.

## MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

### GLOSSARY – 2000 OPERATING BUDGET

**SAAC** – Secured Area Access Control System

**SCAN** – Spot Challenge and Notify

**Self-Liquidating Rents** – Fees received for the rental of facilities constructed for a specific airline or tenant; leases or lease amendments are negotiated for each facility to assure that the payment of all associated costs of constructing, financing and maintaining it are reimbursed to the Commission.

**Service Center** – The Commission's terminology for a specific department in order to keep track of costs.

**Seven County Metropolitan Area** – The counties surrounding and including the cities of Minneapolis, St. Paul and MSP International. The counties include Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington.

**Signatory Carriers/Airlines** – Refers to those carriers/airlines who have signed the Airline Agreement. This includes carriers/airlines from the major, commuter, charter, and cargo/freight carrier categories.

**Sinking Fund** – A special account whose monies are set aside to retire debt.

**Snow Removal** – An expense account under the Maintenance Expense category. All costs associated with removal of snow, with the exception of labor, flow into this account. These costs include materials such as salt, urea sand, and equipment rental used for both hauling and plowing snow.

**Southwest Cargo Area** – An area constructed for parking or maintenance by cargo and charter companies. Currently occupied by Federal Express, Sun Country, Mesaba and Signature.

**Stage II Aircraft** – The second-level "stage" description used by FAA Regulation 36 to identify "middle-aged" and noisy jet aircraft. The Stage II aircraft make up the bulk of the U.S. domestic fleet. (Examples of Stage II Aircraft include Boeing 727s, some 747s, and McDonnell Douglas DC9s.)

**Stage III Aircraft** – The new generation of "quiet" jet aircraft which comply to the latest noise standards of the FAA Regulation Part 35. (Examples of Stage III Aircraft include Boeing 757s, 767s, 747-200s, McDonnell Douglas DC10s, DC9-80s, and the Lockheed L-1011s.)

**Surplus** – Represents the positive difference between operating revenues less operating expenses (including depreciation).

**Taxiway** – Paved areas on the airport to be primarily used for ground movements of aircraft to, from, and between runways, ramp and apron space, and storage areas.

**Utilities/Expense** – One of the major expense categories. Included in this section are electricity, telephone, water, sewer, and fuel. (Fuel includes both natural gas and fuel oil.)

**VOR** – Visual Omni-Directional Radio

**Wold-Chamberlain Field (WCF)** – The airfield itself excluding the Terminal Building.

**This page has intentional been left blank.**