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Minneapolis/St. Paul

• Metropolitan Airports Commission



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METROPOLITAN AIRPORTS COMMISSION

OUR VISION

"Setting standards of excellence for airports"

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: Andrew Miller, age 11
Great Nephew of Jan Nielsen
Human Resource Development / Strategic Planning***

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

BUDGET MESSAGE – 2001 OPERATING BUDGET

December 19, 2000

To The Public:

We are pleased to present the 2001 Metropolitan Airports Commission budget that was adopted by the Commission on December 18, 2000. Total operating revenue for 2001 is projected to be \$182,760,000 and operating expense is \$155,995,000.

The 2001 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 2000 the Finance Committee reviewed and/or acted upon the following major activities: 1999 financial audit, 2000 GARB Series A & B Bonds, numerous tenant audits, approved a Commercial Paper program, revised the Special Facility Bond policy and the 2001 Operating Budget.

With regards to the Operating Budget for 2001, the Committee established the following general financial targets:

Target: Establish target increases over the 2000 budget of 20% for operating revenue and 7% for operation and maintenance costs.

Results:

(\$=000)	2000 Budget	2001 Budget	\$ Increase	% Increase	Target	Difference
Revenue	154,832	182,760	27,928	18.0%	20.0%	(2.0%)
Expense:						
O & M	73,920	88,553	14,633	11.6%	7.0%	(4.6%)
Depreciation	51,885	67,442	15,557	12.4%	13.0%	0.6%
Total	125,805	155,995	30,190	24.0%	20.0%	(4.0%)

The target established for growth in depreciation was met. The increase in O & M, however, exceeded the target of 7%. Initially, the growth in total expense was 30%. Staff has spent a considerable amount of time reviewing budget assumptions and making appropriate adjustments. Staff feels that the operating and maintenance costs of new facilities were underestimated. In addition, certain expenses such as utilities had consistently been over budget and had to be increased to reflect actual experience.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

BUDGET MESSAGE – 2001 OPERATING BUDGET

Target: Maintain a coverage ratio of 1.4x on General Obligation Revenue and Senior General Airport Revenue Bonds.

Results:

(\$=000)	2001 Budget	Target	Difference
Coverage Ratio	1.51x	1.40x	+ .11x

The coverage ratio for 2001 does not include a coverage account balance as of 12/31/00. This optional coverage account is being funded to ensure the coverage ratio remains above 1.4x in future years. Including this account (\$8.0 million) in the coverage ratio would yield a ratio of 1.60x for 2001.

Target: Transfer \$42.2 million to the construction fund to be used for capital improvement project costs.

Results:

(\$=000)	2001 Budget	Target	\$ Difference	% Difference
Construction Fund Transfer	\$42,425	\$42,200	\$225	0.5%

Target: Maintain an average airline cost/enplanement of approximately \$4.42

Results:

(\$=000)	2001 Budget	Target	\$ Difference	% Difference
Average Airline Cost/Enplanement	\$4.42	\$4.42	(\$.00)	(0.0%)

As a result of reviewing expenses and making some adjustments, this target was reached.

In summary, staff is presenting a budget, which met the depreciation target, construction transfer target, airline cost per passenger target, and debt service coverage target. Revenue is slightly below the established target. With the continued projected high growth in passengers, operations and facilities and the desire to maintain current levels of service for both the travelling public and the tenants, staff was not able to reach the operating expense target.

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 (\$28.0 million by year-end 2001). 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 – 2001 OPERATING BUDGET

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

FUND BALANCE SUMMARY - 2001 BUDGET					
(\$ = 000)					
	<u>2000 Estimate</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>2002 Projection</u>	<u>2003 Projection</u>
OPERATING FUND					
1/1 Balance	\$ 22,800	\$ 24,500	\$ 25,000	\$ 28,000	\$ 29,000
Sources Of Funds					
Operating Revenues	160,281	154,316	182,760	201,469	217,466
Interest Earnings	6,800	6,790	8,732	10,328	11,377
Total Sources of Funds	167,081	161,106	191,492	211,797	228,843
Uses of Funds					
Operating Expenses(excluding depreciation)	(77,815)	(73,920)	(88,553)	(94,797)	(101,756)
Equipment Purchases	(4,500)	(6,928)	(10,177)	(10,200)	(10,500)
Debt Service Transfer	(39,800)	(33,914)	(57,882)	(62,060)	(61,168)
Construction Fund Transfer	<u>(47,400)</u>	<u>(45,605)</u>	<u>(42,500)</u>	<u>(46,499)</u>	<u>(53,313)</u>
Total Uses of Funds	(169,515)	(160,367)	(199,112)	(213,556)	(226,737)
Net Change in Working Capital	<u>4,634</u>	<u>(739)</u>	<u>10,620</u>	<u>2,759</u>	<u>(1,106)</u>
12/31 Balance	\$ 25,000	\$ 24,500	\$ 28,000	\$ 29,000	\$ 30,000
¹ Interest Rate Assumed 6.0% in 2000 - 2003					
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 addition, for 2001 staff focused on overall general financial goals/targets. Three of these four targets as mentioned above were reached. The fourth (operating revenue & expense) was not. (See Operating Budget Section - Revenue and Expense Assumptions for details.)

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

BUDGET MESSAGE – 2001 OPERATING BUDGET

The following table is a summary of the 2000 estimated and 2001 budgeted revenues and expenses:

(\$ = 000)			
	2000 <u>Estimate</u>	2000 <u>Budget</u>	2001 <u>Budget</u>
OPERATING REVENUE			
Airline Rates & Charges	\$ 64,421	\$ 63,243	\$ 73,397
Concessions	71,760	67,136	79,606
Other	<u>24,100</u>	<u>24,453</u>	<u>29,757</u>
Total Operating Revenue	\$160,281	\$ 154,832	\$ 182,760
OPERATING EXPENSE			
Personnel	\$ 37,829	\$ 37,209	\$ 42,317
Administrative Expenses	1,738	1,758	2,100
Professional Services	5,301	4,801	5,822
Utilities	8,350	6,695	9,517
Operating Services	12,060	11,170	13,777
Maintenance	11,954	11,504	14,074
Depreciation	52,510	51,885	67,442
Other	<u>583</u>	<u>783</u>	<u>946</u>
Total Operating Expenses	<u>\$130,325</u>	<u>\$ 125,805</u>	<u>\$ 155,995</u>
Net Operating Income	<u>\$ 29,956 *</u>	<u>\$ 29,027 *</u>	<u>\$ 26,765</u>
*Required as a contribution to debt service and construction program financing.			

Revenues for 2001 are projected to grow \$27.9 million or 18.03% to \$182.8 million. Airline rates and charges are estimated to increase \$10.1 million or 16.06% to \$73.4 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 \$12.5 million or 18.57% to \$79.6 million. The increase is the result of new tenant agreements and additional parking facilities (see Revenue Assumptions – Concessions). Other revenue is forecasted to increase \$5.3 million or 21.69% to \$29.8 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 \$30.2 million over the 2000 budget. Personnel costs are up 13.73% or \$5.1 million due to new positions in 2000 and 2001. Utilities are increasing \$2.8 million or 42.15%. This increase can be attributed to expanded facilities and pricing pressures. Maintenance is increasing \$2.6 million or 22.34% because of expanded facilities. Depreciation will increase \$15.6 million due to the completion of numerous facilities (see Depreciation Section under Expense Assumptions). These four areas combine to account for \$26.1 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 – 2001 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 2001 is projected to be \$652,612,000. 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 2001 compared with 2000 is as follows:

CAPITAL IMPROVEMENT PLAN SUMMARY (CIP)		
(\$ = 000)		
	<u>2000</u>	<u>2001</u>
Minneapolis/St. Paul International		
Field & Runway	\$288,900	\$ 227,607
Environmental	31,370	45,500
Landside	<u>278,280</u>	<u>341,800</u>
Total Minneapolis/St. Paul International	\$598,550	\$ 614,907
Reliever Airports	\$ 53,900	\$ 37,705
Total All Facilities	<u>\$652,450</u>	<u>\$ 652,612</u>

A major difference in funding compared to previous years is the Federal Letter of Intent (LOI) (see Glossary for explanation). A more detailed discussion of this program is provided in the Construction budget program which is being advance funded through the Commercial Paper program.

DEBT SERVICE

In 2000 the Commission issued its third Series of General Airport Revenue Bonds (GARBs). The Series A, B Bonds totaled \$204,070,000 and funded among other things, terminal improvements and runway/taxiway improvements. (See Debt Service/Construction Budgets for further details.) It is anticipated that in the second quarter of 2001 the Commission will be issuing additional GARBs to fund a portion of the continued MSP capital program. In addition, the Commission implemented a Commercial Paper Program (\$125 million maximum issuance) to aid in short term funding problems. It is anticipated that in either first or second quarter 2002 the Commission will be issuing approximately \$500 million of subordinated PFC backed revenue bonds. Currently this is believed to be the last debt issued for the 2010 Plan. (See Debt Service section for more details). The Commission does not anticipate any refundings in 2001.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

BUDGET MESSAGE – 2001 OPERATING BUDGET

FUTURE OUTLOOK

There are two issues, which will have a significant impact on MAC as we proceed into 2001. 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 (\$2.68 billion in escalated dollars) 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 2000, MAC continued its strategic planning process by completing its fourth 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 2000, computer technology continued 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 2001. 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, 2000.

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.

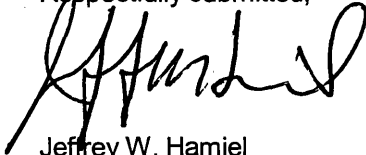
MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

BUDGET MESSAGE – 2001 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 2001 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.

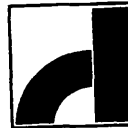
Respectfully submitted,



Jeffrey W. Hamiel
Executive Director



Stephen L. Busch
Director of Finance



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO
**Metropolitan Airports Commission,
Minnesota**

For the Fiscal Year Beginning
January 1, 2000

Anne Spray Kinney *Jeffrey L. Esser*
President Executive Director

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2000 ORGANIZATIONAL GOALS AND OBJECTIVES - PROGRESS REPORT

The Metropolitan Airports Commission completed its first Strategic Plan in 1997 and, beginning in 1998, utilized its strategic goals to drive department and individual planning throughout the organization. Year end reports were given to the Commissioners and employees to provide updates on the progress made. Over 90 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 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 2000 is included here.

Goal 1: To operate a safe and secure airport system.

<i>Objective</i>	<i>Results Achieved</i>
A. Enhance and ensure safety throughout the MAC system of airports. Status: Year to Date Actual Completion 75% Year End Estimated Completion 100%	<ul style="list-style-type: none">➔ Reduced OSHA Recordable Accidents by 1, from 30 (1999) to 29 (2000). This resulted in the Total OSHA Recordable Rate dropping from 6.1 to 5.6.➔ Reduced the number of Injury cases involving days away from work from 14 in (1999) to 11 in (2000). This resulted in the Lost Workday Case Rate dropping from 2.9 to 2.1.➔ Increased the restricted workday rate from 20 in (1999) to 41.6 in (2000) as the result of bringing employees back to work on light duty following an injury.➔ Increased the amount of safety training completed in 2000 by 50% over what was completed in 1999.➔ Initiated a Safety Committee at the HHH Terminal.➔ Increased safety when entering manholes by purchasing a new Confined Space Entry Hoist Unit for the Trades.➔ Developed a Construction Safety Manual that is now part of the contractual agreement for the construction of the LRT tunnel.➔ Made safety modifications to the Wash Bay in Building 8 and in the Sand Barn as the result of accidents that were reported.➔ Implemented a Wildlife Hazard Management Program.➔ Installed the basic airport surveillance system.➔ Developed and implemented a comprehensive program to reduce the number of, and potential for, runway incursions at MSP including:<ul style="list-style-type: none">▪ Planning for an airport driver's license program.▪ Creating specifications for the AOA driving simulation system.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2000 ORGANIZATIONAL GOALS AND OBJECTIVES - PROGRESS REPORT

<i>Objective</i>	<i>Results Achieved</i>
<p>B. Maintain and upgrade the security of the airports.</p> <p><i>Status: Year to Date Actual Completion 75%</i></p> <p><i>Year End Estimated Completion 100%</i></p>	<ul style="list-style-type: none"> → Completed Phase 2 of the CCTV expansion with cameras in the Blue and Red parking ramps becoming operational. Began Phase 3, which include, the Gold and Green ramps. Added additional cameras to the Lindbergh Terminal. The CCTV system now includes more than 300 cameras. → Doubled the number of cash rewards under the MSP Cash Challenge. The program now provides ten \$20 cash rewards each week to persons who Spot, Challenge and Notify the airport police when they encounter the cash challenge imposter.
<p>C. Prevent and control property and equipment damage.</p> <p><i>Status Year to Date Actual Completion 60%</i></p> <p><i>Year End Estimated Completion 75%</i></p>	<ul style="list-style-type: none"> → Purchased and placed a portable speed awareness trailer in areas of the airport where complaints of excessive speed have been received. → Initiated development of a fleet safety program
<p>D. Enhance emergency response capabilities.</p> <p><i>Status Year to Date Actual Completion 75%</i></p> <p><i>Year End Estimated Completion 75%</i></p>	<ul style="list-style-type: none"> → Designed, built and received a mobile command post. → Reactivated the tactical response team with members from the police and fire departments. → Established a temporary EOC (Emergency Operations Center) in the West Terminal Building area during the G.O. office construction. Plans for the new EOC in the G.O. Building will be implemented by February 2001.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2000 ORGANIZATIONAL GOALS AND OBJECTIVES - PROGRESS REPORT

Goal 2: To provide world class, customer-oriented transportation facilities at MSP.

<i>Objective</i>	<i>Results Achieved</i>
<p>A. Continuously improve the customer experience.</p> <p>Status: Year to Date Actual Completion 80%</p> <p>Year End Estimated Completion 80%</p>	<ul style="list-style-type: none"> → Designated as best large hub airport in North America by IATA. → Developed the following initiatives through Customer Service Action Council (CSAC): <ul style="list-style-type: none"> ▪ Formalized "through customers eyes" evaluation program ▪ Created Customer Service Training program for MAC staff (training to begin in March 2001) ▪ Began work on recruitment and retention problems experienced by our concessionaires ▪ Improved cleanliness of restrooms by working with ABM (cleaning contractor) ▪ Improved follow-up/corrective action to complaints received. ▪ Added Staff to handle airport new public address system and courtesy phone system (both to come on line in Jan/Feb 01) ▪ Established a Service Professional Award to recognize excellence in customer service by MAC and tenant employees. → Opened the following new concession facilities; <ul style="list-style-type: none"> ▪ Maui Taco on Concourse C ▪ Travel mart on Concourse C ▪ Minnesota Store on Concourse C ▪ Temporary Travel Mart in the Ground Transportation Facility → Received the following awards for the concession program: <ul style="list-style-type: none"> ▪ ACI-NA Richard A. Griesbach Award for Excellence in Airport Concessions <ul style="list-style-type: none"> ➢ 1st place - Best Overall Concessions Program ➢ 1st Place – Best Food & Beverage Program ➢ 2nd Place – Best Retail and Specialty Program ▪ Airport Retail News Best Airport Concessions <ul style="list-style-type: none"> ➢ 1st Place – Best Overall Airport Concessions ➢ 1st Place – Best Concessions Program Design ➢ 1st Place – Best Redeveloped Concessions Program ▪ Minnesota Shopping Center Starr Award for Project Redevelopment ▪ 2000 SADI Award for Best New or Renovated Enclosed Center

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2000 ORGANIZATIONAL GOALS AND OBJECTIVES - PROGRESS REPORT

<i>Objective</i>	<i>Results Achieved</i>
B. Maintain and upgrade existing airside and Landside facilities.	→ See Goal 8, Objective A
 Status: Year to Date Actual Completion	
 Year End Estimated Completion	

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2000 ORGANIZATIONAL GOALS AND OBJECTIVES - PROGRESS REPORT

Goal 3: To build and strengthen a productive and rewarding work environment that demonstrates trust and respect.

Objective	Results Achieved
<p>A. Recruit, develop and retain a qualified, diverse work force.</p> <p>Status: Year to Date Actual Completion 100%</p> <p>Year End Estimated Completion 100%</p>	<ul style="list-style-type: none"> → Provided diversity awareness learning experiences to over 100 MAC employees in order to retain employees. → Developed a management development curriculum and provided to nearly 100 managers and supervisors in an effort to improve management skill levels. → Developed and implemented a pre-retirement education program for employees. → Recruited, interviewed and selected 114 new employees to fill vacant positions within MAC. → Worked with a legislative task force to develop a strategy for solving the salary cap problem which will allow MAC to be more competitive in this tight labor market.
<p>B. Develop business continuation capability.</p> <p>Status: Year to Date Actual Completion 80%</p> <p>Year End Estimated Completion 100%</p>	<ul style="list-style-type: none"> → Defined a succession planning model. The process is near completion.
<p>C. Implement a performance management system.</p> <p>Status: Year to Date Actual Completion 100%</p> <p>Year End Estimated Completion 100%</p>	<ul style="list-style-type: none"> → Completed the performance management process. Training in the final segment of performance review and feedback was provided to all managers and supervisors.
<p>D. Enhance internal communications.</p> <p>Status: Year to Date Actual Completion 100%</p> <p>Year End Estimated Completion 100%</p>	<ul style="list-style-type: none"> → Reorganized Employee Relations Department and created two generalist capabilities to better communicate with MAC employees and provide back-up when needed. → Held meetings between ADO staff and Airport Development staff on a regular basis to improve communications. → Published HR Bulletins containing human resource related information.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2000 ORGANIZATIONAL GOALS AND OBJECTIVES - PROGRESS REPORT

<i>Objective</i>		<i>Results Achieved</i>
E. Implement technology improvements.		<ul style="list-style-type: none">➔ Developed an intranet capability.➔ Successfully utilized Access for benefit open enrollment.➔ Developed a Telework policy and will be introduced in 2001.➔ Developed an access database for lease abstracts.➔ Automated key parts of the CIP process using JD Edwards software.➔ Upgraded JD Edwards software which will enable MAC to convert to a more user friendly version when it becomes available.➔ Implemented computer aided dispatch and records management in the Police Department.➔ Trained approximately 100 MAC employees in computer related subject areas.➔ Developed remote access to Outlook. This allows employees to receive and send e-mail messages from outside the office.
Status	Year to Date Actual Completion 95%	
	Year End Estimated Completion 100%	

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2000 ORGANIZATIONAL GOALS AND OBJECTIVES - PROGRESS REPORT

Goal 4: To generate understanding, acceptance and support for MAC's mission.

<i>Objective</i>	<i>Results Achieved</i>
A. Educate and inform the public of MAC's mission and the role of the airport system. Status: Year to Date Actual Completion 100% Year End Estimated Completion 100%	<ul style="list-style-type: none">→ Published an annual report.→ Revised MAC media guide and Airport Information Guide.→ Published semi-annual newsletter, MSP Insider, for MSP tenants and travel agents.→ Assisted with publication of Beacon newsletter to relieve airport tenants and with MASAC newsletter.→ Revised the MSP 2010 brochure and the MAC website.
B. Expand public affairs activities to communicate the MSP 2010 Plan. Status Year to Date Actual Completion 70% Year End Estimated Completion 70%	<ul style="list-style-type: none">→ Conducted informational meeting with journalists.→ Revised the 2010 brochure and issued periodic news releases.→ Held news conference regarding Concourse C expansion.→ Worked with media to inform the public of roadway changes and concourse renaming.→ Worked with Star Tribune reporter and graphic artist on a year-end construction wrap-up article.→ Held breakfast informational meeting with travel industry representatives.→ Provided information in publications and on the Internet.→ Began developing strategies for 2001 construction communications.

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Goal 5: To expand and improve air service alternatives.

Objective		Results Achieved
A. Increase domestic and international airline competition at MSP. Status <i>Year to Date Actual Completion</i> 95% <i>Year End Estimated Completion</i> 100%	<ul style="list-style-type: none">➔ Successfully completed recruitment of two (2) new low-cost airlines, Air Tran and ATA, to MSP.➔ Introduced a third new airline, Sky West, in December.➔ Continued with good progress on new air service from at least one, and possibly two, new international airlines.➔ Worked with incumbent airlines to expand routes to unserved or under-served markets.➔ Continued efforts to enhance the viability of Sun Country as a scheduled airline competitor.	
B. Increase public awareness of air service options throughout the Midwest region. Status <i>Year to Date Actual Completion</i> 100% <i>Year End Estimated Completion</i> 100%	<ul style="list-style-type: none">➔ Continued the development of a community outreach strategic program in coordination with Public Information staff.	

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Goal 6: Effectively manage revenues and expenses to minimize the issuance of debt and maximize the use of operating funds to offset construction costs.

Objective	Result Achieved
<p>A. Maximize all sources of revenue and maintain competitive rates and charges.</p> <p>Status Year to Date Actual Completion 90%</p> <p>Year End Estimated Completion 100%</p>	<ul style="list-style-type: none"> → Completed the negotiation of the airline use and lease agreement. → Awarded/extended the following concession agreements: <ul style="list-style-type: none"> ▪ American Amusement Contract ▪ New retail concession space on Concourse C and Humphrey Terminal. ▪ New food and beverage concession space on Concourse C and Humphrey Terminal. → Completed internal audits of the following airport tenants and subtenants: <ul style="list-style-type: none"> ▪ Jetways, Inc. ▪ Aircraft Custom Interiors ▪ Knowlton Flight Instruction Services, Inc. ▪ Shaffer Aviation ▪ Modern Avionics, Inc. ▪ Flying Scotchman ▪ Host Marriott → Met airline cost/enplanement target of \$3.82. → With the completion of Northstar Crossing, food and beverage and retail concession revenues increased by 12% and 9%, respectively, over 1999. → With the opening of the new parking facilities, revenue from auto parking increased by 17% over 1999.
<p>B. Limit growth in controllable expenses.</p> <p>Status Year to Date Actual Completion 100%</p> <p>Year End Estimated Completion 100%</p>	<ul style="list-style-type: none"> → Simplified the purchasing process and shorten the purchasing cycle by implementing a Procurement Card System. → Completed the following consultant and vendor internal audits: <ul style="list-style-type: none"> ▪ Architectural Alliance → Utilized a consultant to advise the Commission regarding utility/energy issues, rates and pricing in order to minimize fluctuations in gas and electric bills.

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Goal 7: To improve the utilization and reputation of the Reliever Airports.

<i>Objective</i>	<i>Results Achieved</i>
A. Improve financial viability of the airports. Status <i>Year to Date Actual Completion</i> 30% <i>Year End Estimated Completion</i> 42%	→ The Rates and Charges ordinance is into its third year of a seven-year phase-in plan. The revenues have been steadily increasing and the deficit has been decreasing.
B. Establish guidelines and policies for the use of airport facilities. Status <i>Year to Date Actual Completion</i> 100% <i>Year End Estimated Completion</i> 100%	→ Adopted the new Reliever Airport Lease Policies, Rules and Regulations. The Policies became effective 11/01/2000.
C. Develop marketing plans. Status <i>Year to Date Actual Completion</i> 60% <i>Year End Estimated Completion</i> 60%	→ Completed the marketing plan for the Reliever Airports and implemented the plan for the St. Paul Downtown Airport. The implementation included several ads in trade magazines.

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Goal 8: To implement the 2010 Plan.

<i>Objective</i>	<i>Results Achieved</i>
<p>A. Provide additional facilities through the implementation of the 2010 Plan to support growth.</p> <p>Status <i>Year to Date Actual Completion</i> 100%</p> <p>Year End Estimated Completion 100%</p>	<p>→ Awarded 92 projects totaling \$473.5 million. These projects included the following ;</p> <ul style="list-style-type: none"> ▪ Humphrey Replacement Terminal (\$47.1 M) ▪ MSP Airport Mail Center (\$44.6 M) ▪ Runway 17-35 Tunnel (\$25.4 M) ▪ Green Concourse – Phase 2 (\$56.0 M) ▪ LRT Tunnel & Station (\$109.9 M) ▪ Green Concourse – Phase 2: Concourse B (\$21.2 M) ▪ 2000 Part 150 insulation Program (\$29.9 M) <p>→ Substantially completed the following major projects:</p> <ul style="list-style-type: none"> ▪ Green Concourse – Phase 1 ▪ Inbound Roadway ▪ Green/ Gold Connector ▪ Air Cargo Infield Apron ▪ Runway 17 Deicing pad Site prep ▪ Part 150 Sound Insulation Program ▪ Runway 12R-30L Reconstruction /Taxiway W Construction ▪ Parking/Auto Rental Expansion
<p>B. Provide creative, responsible funding for completion of the 2010 Plan.</p> <p>Status <i>Year to Date Actual Completion</i> 100%</p> <p>Year End Estimated Completion 100%</p>	<p>→ Implemented a commercial paper program.</p> <p>→ Issued Senior Airport Revenue Bonds Series A & B totaling \$204,070,000. Achieved a AA- rating from the rating agencies of Standard & Poors and Fitch.</p> <p>→ Submitted PFC Amendments for applications 1, 2, 4 and 5 to the FAA for approval. Amendments for Applications #1, 2 and 4 were submitted requesting an additional \$40 M in funding. The amendment for application #5 requested a change in the authorization level from \$3.00 to \$4.50.</p> <p>→ Initiated a revised and streamlined method for developing cash flows used in projecting debt issuance.</p>

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Goal 9: To continue our leadership in environmental mitigation.

Objective	Results Achieved
<p>A. Complete negotiations for a renewed NPDES Permit with the MPCA.</p> <p>Status Year to Date Actual Completion 75%</p> <p>Year End Estimated Completion 90%</p>	<p>→ Continued negotiations between the Minnesota Pollution Control Agency (MPCA) and the MAC/Tenant Airlines group. There has been significant dialogue concerning the permit, however, there are several variables that are still open for discussion. Goal is to complete draft permit process in 2001.</p>
<p>B. Conduct Part 150 Study Update.</p> <p>Status Year to Date Actual Completion 95%</p> <p>Year End Estimated Completion 100%</p>	<p>→ Incorporated the Part 150 Update analysis, evaluations, recommendations and responses to public comments into a Draft Final document.</p> <p>→ Completed the Draft Final Part 150 Update. The document will be brought to the Commission for review and submitted to the FAA upon MAC Commission approval.</p>
<p>C. Complete Low Frequency Noise Policy Committee Analysis.</p> <p>Status Year to Date Actual Completion 100%</p> <p>Year End Estimated Completion 100%</p>	<p>→ Completed the studies of existing and potential impacts of low-frequency aircraft noise in communities around MSP in accordance with the December, 1998, agreement between the City of Richfield and the MAC.</p> <p>→ Adopted the Findings of the Low Frequency Noise Policy Committee and forwarded them to the FAA for informal review. They will be officially submitted to the FAA as part of the Part 150 Update document when it is approved by the Commission.</p>

2000 DEPARTMENTAL GOALS AND OBJECTIVES - PROGRESS REPORT

Administrative Services

Goal: Develop financial targets that will be used for budgeting and planning purposes.

Measurement: Financial targets that will provide direction to the organization.

Results: Financial targets were established for the 2001 Operating Budget that addressed growth in operating revenue and expense, maintaining an acceptable coverage ratio, the transfer to the construction fund and the airline cost/enplaned passenger. Three of the four targets were met.

Goal: Improve the measurement of strategic goals by training employees in measurement techniques.

Measurement: Measurable strategic and departmental goals.

Results: Measures were established during the 2001 Strategic Planning process. Data Resources is developing baseline measures for the Strategic Plan. Employees to date, however, have not been trained in measurement techniques.

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.

Results: HRD presented a training session on providing internal customer service at a monthly Administrative Division meeting. The organizational effort in this area is being managed by the CSAC group.

Goal: Update the Administrative Policies and Procedures Manual.

Measurement: Employees access to updated policies and procedures.

Results: This project is in process. Resignation of the administrative assistant has put this project behind schedule.

Airport Directors Office

Goal: Develop Kids Play Areas in Lindbergh and new remote terminal

Measurement: More customer friendly terminal for families traveling with kids.

Results: The Kids Play Areas in the Lindbergh and new Humphrey terminals are planned to be operational by 6/1/01. The space is set aside, the project is funded by outside sponsors, and the design is being developed. (50% complete)

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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.

Results: All Operations Department personnel are included in planning meetings for airport design and facilities. The staffs of the ADO and Airport Development meet on a regular basis to resolve various issues and to try to keep each other informed of items that may affect the other. (80% complete)

Goal: Formalize the Commissions' customer service focus (establish specific goals and programs) and nurture a customer service culture.

Measurement: Improved customer service

Results: A weekly meeting has been established with Travelers Aid personnel to focus on customer service issues. A formal plan with other tenants has not been established. Time to focus on the established goal has not been available. 10% complete.

Airport Development

Goal: Implement the 2000 Capital Improvement Projects; Continue/Complete 1999 Capital Improvement Projects that span the calendar years; Design & Plan the construction projects for 2001 through 2006

Measures: Initiation & completion of construction projects at all MAC airports

Results: The Commission's annual construction program (bids) grew from 50 projects-\$82,365,000 in 1997 to 87 projects-\$225,260,000 in 1998. In the first six months of 1999, 52 projects had been bid totaling \$187,006,000. The approved 1999 CIP indicates over \$400,000,000 of work in 1999 and over \$327,000,000 in 2000. The 2000-2006 CIP is currently being developed and refined and will be submitted to the Commission for review and approval in the next few months.

Airside Operations

Goal: Airport Disaster Exercise -- Develop the 2001 Airport Disaster Exercise

Measures: 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.

Results: There will be a number of smaller exercises throughout 2000 to help prepare for the large-scale exercise in September 2001. Teams have been developed to plan, train and implement a large-scale exercise on September 26, 2001. The scenario has been prepared and will be finalized on December 20, 2000. (100% completed)

Goal: Airside Operations Information Systems Integration -- Establish seamless computer environment with integration of FAA, NWA and Airside Operations Information systems.

Measures: 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

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of new and existing shared systems. Increase staff proficiency and efficiency in the areas of information dissemination and records retention.

Results:

This objective was unable to be fulfilled due to lack of budgetary support.

Goal:

Foreign Object Debris (FOD) prevention -- Establish and implement an MSP FOD prevention program.

Measures:

Reduced aircraft engine damage and taxiway and runway downtime to remove FOD.

Results:

This project has been moved to the 2001 objectives due to other priorities. Each airline has a FOD program and the subject of FOD is regularly discussed in other venues such as the monthly Airport Safety Committee meetings.

Commercial Management Airline Affairs

Goal:

Coordinate CMAA's insurance certificates with an insurance management firm in tracking insurance compliance for MAC's leases.

Measures:

Verify and monitor insurance compliance, customize reports, image incoming documents into tenants' history record, and provide on-line access to view.

Results:

Currently working with the insurance management firm to answer questions as to correct coverage, wrong addresses, providing copies of leases, and other reports. Coordinating with the IS department and the insurance management firm to develop a method to retrieve the certificate of insurance on-line to be incorporated with the lease abstract. The phase of this objective dealing with the retention of the management firm and the development of the tracking process is 100% complete. Ongoing.

Goal:

Create and maintain a property management system for lease administration and investigate how it can be linked to GIS information.

Measures:

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.

Results:

The IS department assigned a consultant in the latter part of 2000 to work with CMAA in establishing an Access database to produce a lease abstract for department use. This will be an on-going process well into next year although we are approximately 25% complete to date. IS has been looking at vendors that offer a property management system that will incorporate GIS and JD Edwards.

Goal:

Initiate on-going concession market research to determine customer feedback and expectations.

Measures:

Report to Commission progress made in six years and highlight customer expectations not being met.

Results:

This is a multi-phase objective. Year 2000 work represents a 25% completion of the overall objective. The year 2000 phase of the overall plan to conduct and integrate market research on an on-going basis into our concessions planning has been completed. To date it remains at 25% complete (12-13-00).

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Goal: Review and modify the existing airside service permit process in regard to ground handling service providers.

Measures: Potential for additional revenue from other ground handling agents and establishing performance standards that will protect the tenants using these services.

Results: This objective is 0% complete due to the large volume of lease activity currently going on. Staff anticipates addressing this issue during the first half of 2001. This item needs to be completed by mid-2002.

Goal: To develop a new belly cargo building for the airline tenants at MSP.

Measures: A brand new belly cargo building owned and operated by MAC instead of a third party investor.

Results: This objective is 20% complete. The issue of airside access to this facility could cause a potential delay in its development. Staff is currently working with the airlines to look at the potential of an interim facility solution. The new belly cargo facility may be delayed until 2003 depending on the installation of the Runway 04/22 tunnel.

Communications

Goal: Continue development of Communications Policy Manual and Training Standards.

Measures: Operating consistency, reduction of liability

Results: This process began in October of 98. Manual should be complete by August 2001. Shortage of staffing delayed work on this project. Approximately 75% complete.

Goal: Expand Dialogic Communicator Hardware to facilitate Alpha pagers and additional incoming phone lines.

Measures: Those receiving pager notification given the ability to call a number and retrieve specific message regarding an ongoing emergency at the airport.

Results: This project on hold due to staffing shortage.

Goal: Increase effectiveness of workstations by separating audio assignments of radio frequencies and adding additional speakers to each.

Measures: Reduce missed radio transmissions. Improve ability to comprehend multiple transmitting frequencies.

Results: Problematic workstation placement due to lack of available space for adjustments. Prices on one method of completing this project were prohibitive. Another method is currently being studied.

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Customer Service

Goal:	Increase business services/revenue of conference center.
Measures:	Satisfied repeat customers, Be a leader in airport conference center industry, and become a profitable and successful business.
Results:	Center opened May 1999 and it will take time to establish on going clientele. Promotional awareness needs to occur to acquire customers plus word of mouth from satisfied customers. 50% completed. Business is continuing to grow by word of mouth, a solid clientele base, and the marketing of the conference center.
Goal:	Initiate and coordinate customer service training
Measures:	Positive customer experience, professional customer orientated personnel, increase ranking of airport
Results:	The Customer Satisfaction Team is supporting this training and will evaluate it appropriateness. 50% completed. The customer service training (for MAC personnel) is scheduled to begin first quarter of 2001.

Data Resources

Goal:	Coordinate completion of a Customer Satisfaction Survey
Measures:	Improved scores over previous survey
Results:	Data Resources coordinates the agenda of the Customer Service Action Council. The Council has purchased the International Air Transportation Global Airport Monitor Survey Report (for 1999-published April 2000). For 1999, MSP scored a 3.97-"Good" airport, the 13th score internationally. CSAC has subscribed to participate in the IATA North American Airport Monitor (which will include Global Airport Monitor status) for 2000 and 2001. CSAC has set a goal to be in the Top 10 airports internationally. The objective is achieved.
Goal:	Coordinate measurement of the effectiveness of the ATA Benchmarking study
Measures:	Continuous improvement
Results:	The ATA Benchmarking Study was completed Nov./99; however, to date the operational functions of MAC have not incorporated its findings into continuous improvement goal setting. Subsets of the data are being updated and incorporated in the Strategic Plan Performance Report. No measurement of the effectiveness of the ATA Benchmarking Study has been implemented to date.
Goal:	Develop several prototype data collection/ presentation systems reporting regularly to Senior Staff
Measures:	Contribute to culture change to incorporate measurement/continuous improvement
Results:	Several data systems and projects provide regular reporting to Senior Staff and are available for organizational use on the Intranet. These include the Complaints & Compliments database, Operational Statistics Reports, and the annual Health Assessment. Wellness programs tracking is provided to the Wellness Committee. The first edition of a monthly air service report, which includes gate utilization data, will be provided to Senior Staff and uploaded to the Intranet by the end of 2000. The objective is achieved.

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Office of Diversity

Goal:

Contract compliance with the Targeted Group Business(TGB), encourage the meaningful participation of women and minority owed firms. Legal requirement.

Measures:

A 10%TGB goal is set for FY99-FY00.

Results:

This TGB program report covers from FY July 1, 1999 to FY June 30, 2000. The results of the TGB participation goal showed an increase from 7.8% to 8.2% participation. While the .04 increase was minimal ,and MAC did not reach a 10% TGB overall goal, it is important to note that the total dollars increased were significant. MAC's use of women and minority firms went from \$16M to \$31M.

Goal:

Implementation of centralized certification rule requirement. The new DBE rules require that MAC and the Metro Council mandate and develop of a way to centralize the certification of Disadvantaged Business Enterprise (DBE) applicants by 2001. Legal requirement.

Measures:

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.

Results:

The centralized certifications not adopted due to some resistance from one of the agencies; however, in the interim MAC signed a memorandum of understanding that allows for acceptance of MAC's DBE certifications by the Minnesota Department of Transportation and the Metropolitan Council. The MOU accomplishes the main objectives of the Joint Certification Program. We plan to work on the Joint Certification rule implementation in 2001. Not completed

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.

Measures:

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.

Results:

Approximately 100 MAC employees have attended Cultural Learning Events sponsored by the HR Office of Diversity. These programs are opportunities for increasing diversity awareness. There was a diversity awareness program sponsored by Landside Operations that focused on awareness about the Muslim religion. There is a planned Diversity Awareness class scheduled in mid-December. Preventing Harassment in the Workplace has been presented to the all the staff in the Police Department and the Communications Center using Computer Based Training. All new MAC employees received orientation on MAC's anti-harassment policy. Specific Field Maintenance staff received training to cover, " Profanity in the Workplace, Harassment, Violence in the Workplace" training in response to an employee relation issue. By years end, the Office of Diversity will have exceeded, the goal of providing educational opportunities to, minimum of 125 MAC employees. A Diversity Policy Statement was adopted. All employees were emailed a copy of the Diversity policy. (100% Complete.)

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Employee Relations

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.

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

Results: Objective 100% completed. All measurement activity noted is established and on going.

Goal: Design a secure system of fireproof record storage, and capture employee data on disk files.

Measures: Secured employee data for access in case of data loss.

Results: Objective not completed and changed. Fire proof record storage cabinets not effective to accomplish objective. Storage to disk files to be examined in 2001.

Goal: Document staffing and recruiting plans for open positions, utilizing hiring managers as recruiters and targeting specific organizations as applicant sources.

Measures: Improve the relationship between key job requirements and specific recruitment efforts, and attract the most desirable candidates.

Results: Objective 80% complete. Staffing plans completed for more open positions in 2000 than were completed in 1999, particularly in the Information Services area. Managers in the Information Services and Public Safety Departments are being increasingly utilized for recruitment, and the result is a broader pool of final candidates.

Goal: Establish more linkage and support to other HR department activities to improve services to the organization.

Measures: More awareness of how each employee's work product reflects on work product of HR Division.

Results: Objective 100% completed. Associate Employee Relations Administrators work closely with HRD Department regarding new hire orientation; Employee Relations Administrator works with HR Administrator regarding the delivery of staffing services; Employee Relations Manager works closely with HRD Manager and HRD Department regarding further development of performance management system and Telework policy statement; Employee Relations Manager works closely with Diversity Manager regarding employee relations and discrimination issues.

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

Measures: Improve flexibility of payroll administration process.

Results: Objective 50% completed. More electronic processing of salary information between the Employee Relations Department and the Payroll Department. Planning to implement an electronic notification of salary action due, eliminating the step of routing a form to managers/supervisors.

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Goal: With the HRD Department, conduct a telecommuting need assessment for the MAC organization

Measures: Establish an improved link between achieving organization objectives with technology and employee satisfaction and flexibility needs.

Results: Objective 100% completed, resulting in development of a Telework policy that will be implemented in 2001.

Finance

Goal: Evaluate the following processes and prioritize them and move forward to improve the process, Jet Forms, Depreciation, Budgets, Record Retention, P-Cards, Property Management System, and Payroll.

Measures: Reduce costs, paperwork, overtime, and increase efficiency.

Results: Jet Forms delayed as Purchasing is reviewing alternatives - will be complete 2nd Qtr 01. Depreciation process improvements have been made - process will be reviewed again in 01. Budgets have been aligned with strategic planning process, improvements made - need to look at JDE flexibility and multiyear plan. Record Retention delayed due to personnel changes. Property Mgmt on IS agenda, Payroll outsource process started-W2s completed Checks 1st Qtr 01, tax service Jan 01, balance 2001. Professional Services complete. Estimate this goal is 35% - 45%

Goal: Financing projects in the CIP/2010 Plan - PFC #5 and Bond Issues

Measures: Identify all projects that would fit into this application from both a timing standpoint and airline approval standpoint

Results: PFC # 5 Complete and approved \$106,873,838. The major components are portions of runway 17/35, HHH Terminal development and Green Concourse Apron work. Bond Issue completed. Commercial Paper program to be completed in October initial issue = \$75,000,000. PFC amendment process for 1,2,4,5 in completed by 9/29/00 waiting for FAA

Goal: Prepare all financial reports in accordance with requirements. These include: Audits, Budgets, CAFR, Budget Variances, Locker RFP and Post Retirement Study

Measures:

Results: Completed Audit, CAFR, and Budget. Awaiting for Commission approval. Variance reports are more timely, Locker RFP started, Should be to be completed by 1st Qtr 01. Post Retirement Study completed.

Goal: Work with Airport Development to review CIP process and improve communications.

Measures: Ability to track costs and funding mechanisms more closely.

Results: Completed

2000 DEPARTMENTAL GOALS AND OBJECTIVES - PROGRESS REPORT

Fire Department

Goal: Conduct research to determine the best alternative for Fire Department uniforms.

Measures: Provide employees a safe comfortable uniform while still maintaining a professional image

Results: Status update 100% completed

Goal: Develop Fire Department Mission Statement

Measures: Mission statement will allow the department to better focus activities and resources on approved and agreed upon responsibilities

Results: 50% completed should be 100% by mid 2001.

Goal: Purchase four thermal Imaging systems for rescue & fire fighting operations.

Measures: These systems provide a rapid method for firefighters to locate fire victims by allowing firefighters to see through the smoke. Fire fighting personnel are also able to locate the fire faster due to the ability to see through the smoke limiting the actual damage done to property.

Results: These systems are the best technology available for conducting rescue operations in underground areas such as the people mover and LRT systems. With limited personnel resources available on the initial response we must make the most of this technology. Status update 95% completed pending full Commission approval at the December 13, 2000 meeting. This should be 100% by the end of December 2000.

Goal: Purchase rescue vehicle

Measures: This vehicle would allow for the storage and transportation of specialized rescue and support equipment to the emergency scene by one person. This would allow all equipment to be stored in one vehicle in a well organized manner.

Results: Status update 80% completed. Specifications have been developed and should be ready for bidding in February with Management and Operations committee action in March 2001.

Human Resource Development

Goal: Design Employee Development Process

Measures: Curriculum identified on organization wide topics, management training implemented, leadership development program designed, New Employee Orientation refined, Resource Library marketed, training processes documented, employee development included in appropriate job descriptions, training matrix on organization wide topics updated 50% of MAC departments have training matrixes developed.

Results: Management training for approximately 100 supervisors on Performance Leadership completed by year-end. New Employee Orientation refined. Job descriptions being updated to include employee development.

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Goal:	Establish Measures and Utilize Data for HRD Functions.
Measures:	Documented baseline measures on organizational performance, knowledge transfer from training increased; customer satisfaction information tracked on Employee Services and HRD products and services.
Results:	Developed measurements for training courses offered by HRD.
Goal:	Implement Training Management System for Organization-Wide Topics
Measures:	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
Results:	Software installed, training of administrators to be completed by year-end. Full implementation of system expected over next 18 months.
Goal:	In coordination with Employee Relations, conduct feasibility study on telecommuting.
Measures:	Recommendation on viability of telecommuting at MAC.
Results:	Telecommuting policy drafted.
Goal:	Proactively Communicate HRD's Mission
Measures:	Employees know HRD's products, services and role in the organization.
Results:	HRD is well known throughout the organization due to New Employee Orientation, training delivered by HRD, internal consulting projects and internal communication documents such as the HR Bulletin and Tailwind

Human Resources

Goal:	Review the recruitment strategies implemented in 1999 and modify as necessary.
Measures:	Recruitment strategies that are effective to get the best of the best and diverse people to staff for MAC.
Results:	There are a number of strategies that we have implemented in 1998-1999 that will need to be reviewed.

Internal Audit

Goal:	Develop a process to download JDE information utilizing audit software.
Measures:	To identify trends and material financial transactions. Develop informational reports.
Results:	15% Complete. The auditor working on this objective left the MAC prior to completion. The project is on hold pending Internal Audits ability to obtain resources. Internal Audit needs consultant services and Internal Audit Staff to develop and maintain the JDE reporting.

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Goal: Host the Association of Airport Internal Auditors (AAIA) 2000 Conference.

Measures: 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.

Results: 100 % Complete.

Goal: To establish a quality assurance program for the Internal Audit Department.

Measures: Internal Auditing Standards Model.

Results: 20% Complete. Budget constraints are a barrier to the success of this objective.

Labor & Governmental Affairs

Goal: Educate appropriate political bodies and governmental units on airports (MSP and Relievers) and present MAC's position on issues including airport planning/development and airline competition.

Measures: Educated and supportive stakeholders.

Results: Participated in numerous meetings on various issues in 2000. Provided legislative briefings and airport tours to legislators and their staff keeping them current on airport issues.

Goal: Explore and acquire additional funding via the federal AIP / PFC process.

Measures: Effective aviation legislation and funding.

Results: Continued to provide the Minnesota Delegation at the State Capitol with language and CIP costs.

Goal: Maintain contact with Minnesota Congressional delegation and other congressional members and staff of key committees, monitor federal legislation, and when necessary, present MAC's position on aviation/air commerce issues.

Measures: Effective aviation legislation.

Results: Maintained regular contact with congressional members and staff; traveled to Washington as necessary.

Goal: Monitor legislation and present MAC position on issues to appropriate State political bodies and/or persons in an effort to modify and/or initiate legislation that will support MAC's organizational goals.

Measures: Effective aviation legislation.

Results: Presented MAC's position during the 2000 State Legislative session. Successfully helped obtain millions of dollars in Federal funds.

2000 DEPARTMENTAL GOALS AND OBJECTIVES - PROGRESS REPORT

Labor Relations

Goal: Assist managers and supervisors in contract interpretation, grievances and labor/management cooperative issues

Measures: Improved labor/management environment

Results: Met with managers and supervisors as need arose to provide assistance in resolving issues.

Goal: Conduct management training in labor relations

Measures: Improved labor/management environment

Goal: Hear all grievances on behalf of the Executive Director

Measures: Terms and conditions of employment consistent with Commission goals

Results: Favorably resolved several grievances.

Goal: Negotiate nine labor contracts with MAC unions.

Measures: Terms and conditions of employment consistent with Commission goals.

Results: Negotiated with all nine labor unions. Two contracts were settled and seven are in negotiations.

Landside-Operations

Goal: Bid the parking management agreement, select a parking management company.

Measures: Efficient and accurate management of public parking operations at a fair price.

Results: The RFP for parking management is in the final stages of development with an expected issue date of February 1, 2001.

Goal: Establish revenue control procedures and develop custom reports for the new parking Revenue Control System.

Measures: Define auditing standards of the new revenue Control System. Improve reporting capabilities.

Results: Basic revenue control reports and controls are in place. To provide advanced custom reports PES is creating an Oracle database to manage parking transactions. During 2000 with Landside input PES has created the Oracle database and custom reports in a test environment. The Oracle database is now installed on site. There are a few NT networking issues to be resolved, after which the Oracle database will be available for producing custom reports and queries to anyone with access to MACNET (assuming they have the necessary rights assigned).

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2000 DEPARTMENTAL GOALS AND OBJECTIVES - PROGRESS REPORT

Goal:	Revise Ordinance 85 (non-taxi commercial vehicles) or set up concession agreements to manage operations
Measures:	Maintain control of curbside access by non-taxi commercial vehicles
Results:	Ordinance 85 has been revised and is now Ordinance 93. Issued a RFP for shared ride shuttle bus service which was awarded and is being finalized for introduction in 2001.
Goal:	Revise taxi dispatching procedures for the HHH Terminal.
Measures:	Tying HHH dispatching into the Lindbergh AVI system will provide better control, accountability and more reliable service to HHH taxi passengers.
Results:	Delayed installation of AVI at the Humphrey Terminal because costs to install were greater than expected and the replacement Humphrey Terminal comes on line May 2001. Also waiting for the AVI NT software upgrade to be completed.
Goal:	Revise the taxi ordinance (Ordinance 81).
Measures:	To improve customer service and safety and to improve relationships with MAC, the taxi community, and taxi passengers
Results:	Landside has gathered input from the taxi industry, customers and MAC to improve service and Ordinance 81. There are very diverse positions on what will improve service and decisions on strategic elements of a revised Ordinance will be finalized the 1st Quarter of 2001.

Legal Affairs

Goal:	Provide legal advice to all MAC management employees (supervisors, managers, directors, senior staff) and MAC Commissioners
Measures:	Provide timely legal advice
Results:	<p>Response:</p> <p>The Legal Department provides legal advice to MAC management employees and MAC Commissions on an ongoing basis.</p> <p>The Legal Department worked on and completed the following projects relating to Airport Development, Comprehensive Planning, EIS and Environmental Issues: MnDOT Richfield 66th Street Interchange Agreement, Anoka County Master Plan, 4-22 EIS (2nd extension), Runway 17-35 Permitting/Dewatering, Monitoring of Lake Elmo groundwater contamination.</p> <p>The Legal Department worked on and completed projects relating to Finance and Audit Issues: Regent Aviation audit, Regent Aviation subtenants audit, Host Audit.</p> <p>The Legal Department worked on and completed the following land acquisitions: Sheraton Inn, NSP Substation, Excel Inn, and Precision Air.</p> <p>The Legal Department worked on and completed the following Ordinances: Lost & Found Ordinance, Building Code Ordinance, Commercial Vehicle Ordinance and Gate Re-numbering Ordinance.</p> <p>The Legal Department worked on and completed the following policies and procedures: Reliever Airports Lease Policies, MAC's Data Practices Policy, Sewer and Water Policy and Revised DBE Plan.</p>

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2000 DEPARTMENTAL GOALS AND OBJECTIVES - PROGRESS REPORT

Goal: Draft, negotiate and/or review documents (e.g., leases, and ordinances) for all MAC management employees (supervisors, managers, directors, senior staff); especially CMAA, Airport Development and Purchasing, MAC Commissioners, ACI.

Measures: Provide opportunity for meaningful input from various sources.

Results: Response:

The Legal Department drafts, negotiates and reviews documents for MAC management employees on an ongoing basis.

The Legal Department worked on and completed the following projects relating to contracts, agreements and leases in 2000: Airline Operating Agreement, Post Office Lease, Medical Clinic Lease, Space Center/Air Cargo City Lease, Cargo City Lease, Regent Parcel Leases, Hubbard/Carlson Lease, Food & Beverage RFP (Green Concourse Extension), Retail RFP, and the Amusement RFP.

Goal: Representation (actual or potential litigation, administrative hearings, proposed legislation or regulations, miscellaneous. Commercial or other legal claims) of MAC and all MAC employees (primarily management employees), and MAC Commissioners

Measures: Successful representation

Results: Response:

The Legal Department monitors and represents MAC management employees and MAC Commissions on an ongoing basis regarding litigation, administrative hearings, proposed legislation or regulations, and other legal claims.

The Legal Department worked on and completed the following litigation projects: Carl Bolander & Sons v. MAC; Mbachu v. MAC; Mon Ray v. MAC; City of Mounds View v. MAC; and Gleason v. MAC.

In addition, the Legal Department provided legal representation to MAC in administrative proceedings before the Minnehaha Creek Watershed District AND Pollution Control Agency.

IS

Goal: Address the effectiveness of the JD Edwards software in meeting needs

Measures: 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.

Results: JD Edwards work has focused on the Contract Administration and Capital Improvement Program areas with Airport Development because of the dollars involved in the 2010 Plan. Three different systems presently in use for contract administration are being consolidated into one using JD Edwards in ways that meet requirements and eliminate redundant data entry. Key parts of the CIP process have been automated using JD Edwards. Work has recently begun on automating cash flow projections for the 2010 Plan. JD Edwards software licensing has been upgraded enabling the MAC to switch when and if the appropriate to the newer

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2000 DEPARTMENTAL GOALS AND OBJECTIVES - PROGRESS REPORT

version of JD Edwards (OneWorld). The AS/400 computer upgrade has been installed and operations have been converted to it including JD Edwards following successful testing. Analysis is underway to review JD Edwards effectiveness vs. implementation problems. The effort is 80% complete.

Goal: Continue implementing Visions software products for Public Safety.

Measures: Implement Computer Aided Dispatch software module. Start work on mobile terminals.

Results: Computer Aided Dispatch has been implemented as has the Records Management System for the Police Department. As of December, 2000, the firewall and related security measures have been installed to support the new communications link with the State of MN. The State has not yet completed the new link, although preparations at the MAC are in place. Work on mobile terminals has been deferred until 2002. An electronic citation module that will link with Hennepin County has been installed. The link to Hennepin County is still being developed. Issues remain with the availability of software upgrades and the performance of display terminals. Project continues to evolve as additional requirements are identified.

Goal: Expand IS support of MAC computing

Measures: 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

Results: The position supporting JD Edwards software and the AS/400 has been filled. A position that will expand the hours and days that IS provides support has been filled. Support activities for Public Safety and Maintenance have increased. The IS Departmental Liaison Group is meeting regularly. Training programs have been offered using trainers from a commercial training company with broad participation from across the MAC. Approximately 100 staff have attended at least one class. Remote access opportunities have been expanded with Internet access to Outlook so that staff can process email, calendar and have access to files. 24 X 7 service needs are still being analyzed and appropriate coverage is still being developed. Two of the additional support staff positions have been approved for the 2001 budget. Work is 90% complete.

Planning & Environment

Goal: Develop employees for succession of retiring managers & supervisors while maintaining the required personnel strength to ensure a safe and secure growing airport community.

Measures: To maintain personnel strength by: filling positions as retirements occur; attracting qualified, proficient employees; retaining knowledgeable, professional employees to move the department into 2000.

Results: 50 %- development of employees for succession provided through training and mentoring. 8 police officers hired in 2000, with 3 officers retiring and e resigning. Team developed for recruiting-participated in job fairs through out the state to attract police officer and CSO candidates. Barriers: Job market competition for police officer candidates, lower number of applicants. Police officer contract that has not been settled.

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2000 DEPARTMENTAL GOALS AND OBJECTIVES - PROGRESS REPORT

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.

Measures: Improved service to customers, record management, department planning, training, law enforcement presence (parking facilities, rental car areas, terminals, MSP community),

Results: 75% completion: One clerical support position added.-security to handle clerical duties previously performed by police officer. Clerical duties for training, payroll, purchasing transferred to civilian Administrative Training Coordinator. Barriers: resignations/retirements of six police officers. Tight job market & competition for police officers nationwide.

Goal: To ensure the safety and security of persons and property by:
Development of containment and tactical teams for APD response to

Measures: To ensure an appropriate police response to, containment of, and professional conclusion of critical incidences occurring at MSP.

Results: 75% Completion. Cash challenge contacts were increased two-fold. Phase III CCTV installed. Barriers: Airport development's schedule in seeking bids for Phase IV in time for obtaining installation in 2000.

Police

Goal: Maintain and upgrade civil aviation security at MSP through: Enhanced CCTV system. Increase number of Cash Challenge contacts two-fold.

Measures: Increase compliance with security requirements.

Results: 99% completion. Containment team training provided for department. Emergency Services team selected and trained. Emergency Service command vehicle obtained. Barriers: none. Annual on-going training scheduled to keep personnel current with training techniques, legal issues and team building for both containment and emergency services.

Public Affairs

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

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

Results: The Public Affairs Office updated the MAC's 2010: Building a Better Airport publication and developed a new ad for publication in MSP News, chamber of commerce publications and other venues. The office also issued news releases and coordinated media events to announce 2010 milestones. The office also has begun planning a 2010 wrap-up ceremony to formally introduce the "new" MSP.

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)

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2000 DEPARTMENTAL GOALS AND OBJECTIVES - PROGRESS REPORT

Measures:	Understanding that MAC is not taxpayer financed, greater understanding of the MAC airport system and its economic impact on the region.
Results:	The Public Information Office moved this goal forward through its revised Internet site, news releases and publications such as the MAC's annual report, 2010 Building a Better Airport pamphlet, Tailwind, MSP Insider, Media Guide, Traveler's Guide and MSP 2000 and 2001 update. This is an ongoing goal.
Goal:	Provide timely, accurate and focused messages to the media and public
Measures:	Key MAC messages will appear in the media and the public will be able to accurately articulate them.
Results:	The Public Affairs Office developed a number of news releases and media advisories on a variety of issues in 2000. Office staff also had daily contact with members of the news media through phone and in-person interviews. This is an ongoing task.
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.
Measures:	A greater number of noise impacted residents and community members will understand and support MAC's efforts to mitigate noise impacts.
Results:	The Public Affairs Office has worked closely with the MAC's sound abatement staff to address noise issues. The office assists in production of the MASAC newsletter, provides speakers for community groups, and works with community organizations on noise abatement-related videos. The office is developing strategies for providing information about possible noise impacts from the new 17/35 runway as well.

Public Safety

Goal:	Advance Airport Team Policing utilizing Community Policing concepts by: Providing base line Community Policing Training to department members and providing at least 3 types of training to members of the MSP community. (1st Aid, CPR, Credit Card Fraud)
Measures:	To ensure the safety and security of persons and property by reducing physical injuries and the number of crimes committed, in relation to the number of people using airport facilities.
Results:	50%-Concepts reinforced through initial training of new employees, participation of officers in safety camp, school presentations, McGruff -United Airlines fantasy flight, distribution of football cards and 911 telephone stickers; Barriers; staffing levels prevented scheduling of classes for the community in 1st Aid, AED and/or credit card fraud.

Purchasing

Goal:	1. Improve flow of communications 2. Improve current purchasing technology 3. Emphasize customer service
Measures:	Timely, accurate, informative, and focused information to the departments, reduce process confusion and paper. Improve communications with departments.

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2000 DEPARTMENTAL GOALS AND OBJECTIVES - PROGRESS REPORT

Results: Created a presence on the MAC Intranet. Held five "In Touch" meetings for all MAC Departments. Requested increase in one bid limit to \$2500.00 and revised Policies and Procedures increasing the Commission approval limit to \$50,000. These were Commission approved changes. Began studying new software that will improve communications between airports

Goal: Implement a Purchasing Card program for MAC

Measures: 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.

Results: Implemented the MAC Commercial Card to 134 employees, reducing the number of checks printed, reduced the number of requisitions under \$500.00, initiated the first blanket order list for all departments to access on the Intranet.

Reliever Airports

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.

Measures: Increased awareness and knowledge of the importance and role of the Reliever Airport system by the legislators

Results: Plan to include: brochures, 'talking points', and tours.

Safety

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

Measures: 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.

Results: 100% complete.

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

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

Results: Ongoing.

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

Measures: 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.

Results: 100% complete.

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ORGANIZATIONAL GOALS & OBJECTIVES - 2001

The updated strategic plan is provided here, as was presented to the Commission in February, 2001. This update was prepared by obtaining input from Commissioners, senior staff, managers, supervisors and employee groups. 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. Consequently, the alignment of department objectives with MAC's strategic direction has improved significantly. In 1999, computer technology was utilized to streamline and simplify the planning and reporting processes. Annual updates to the strategic plan continue to be provided to Commissioners and employees to keep them informed of MAC's progress.

For the year 2000 and beyond, five strategic goals were developed around the following three broad themes

- **Creating a Better Airport**
- **Creating a Better Community**
- **Creating a Better Workplace**

These strategic goals will now be cascaded throughout the organization by our department planning process. This is where objectives and tasks will be identified that support MAC's goals. To better assist departments with aligning their plans with MAC's strategies, specific outcomes and measures were identified for each organizational goal.

This document continues to be used to help establish organizational priorities and to accomplish 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.

Theme 1. Creating a Better Airport

Goal 1: Create a customer friendly environment at all MAC airports.

Outcome:

- Improved customer feedback
- Enhanced passenger experience

Measure:

- Customer feedback, results of various surveys, number and types of customer complaints and feedback. Fewer areas generating customer complaints.
- Rankings in industry and airport customer service surveys and other benchmark studies. Reduced facility downtime. Security and safety statistics.

Goal 2. Continue implementation of the 2010 Plan.

Outcome:

- Maintained financial strength of MAC; capital development, operating and debt service requirements met.
- Increased airside and landside capacity.

Measure:

- 2010 financing plan status of projected vs. actual, budgeted operating revenue and expense vs. actual, debt service coverage, AA-rating maintained on senior rated debt, airline cost per enplanement compares favorably with industry.
- Implementation status of 2010 Plan; increased operating statistics, including landside.

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ORGANIZATIONAL GOALS & OBJECTIVES - 2001

Theme 2. Creating a Better Community

Goal 3. Enhance airport compatibility with adjacent communities and other areas.

Outcome:

- Minimized off-airport noise exposure; reduced storm water discharge to the Minnesota River; maximized sewer and water availability at the Reliever Airports.

Measure:

- Progress on FAR 150 update; number of homes insulated; discharge levels to Minnesota River; progress on NPDES negotiations; implementation status of Reliever Airports sewer and water projects.

Goal 4. Expand air service alternatives for the region's residents and businesses.

Outcome:

- Increased service to new domestic and international destinations; opportunities for increased air service competition; enhanced airfreight service.

Measure:

- Number of non-stop destinations; non-stop destinations served by two or more carriers; new international destinations; number of airfreight operations/weight transported; progress on new hangar and cargo area development at MSP.

Theme 3. Creating a Better Workplace

Goal 5. Build a rewarding work environment.

Outcome:

- Improved employee morale: opportunities for meaningful work, opportunities for growth and development, opportunities to contribute and be involved, demonstrated recognition and appreciation of work, perceived fairness in the workplace.
- Improved quality performance: leadership effectiveness, accountability and communication, skill development at all levels of MAC.
- Improved retention of a qualified workforce.

Measure:

- Employee survey results, number of employee grievances.
- Employee survey results. Performance Leadership system operationalized, succession plan completed, training management system in place and organizational training plan with measures is documented.
- Employee turnover or voluntary separation due to employee dissatisfaction, ratio of number of internal promotions to number of job vacancies.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

DEPARTMENTAL SHORT RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

Air Service Business Development

Department Objectives:

Expand Air Cargo service alternatives

Expected Results:

Opportunities for increased air service competition, a more organized local air cargo industry group.

Department Objectives:

Market MSP Airport to new airlines, both international and domestic, currently not serving Minneapolis/St. Paul.

Expected Results:

Attract and introduce new competitive air service to MSP.

Department Objectives:

Market The Pierson M. Grieve Conference Center

Expected Results:

Attract and introduce new commercial business to generate new revenue at MAC.

Commercial Mgt/Airline Affairs

Department Objectives:

Coordinate appraisal of Jet Bridges associated with the terminal within a Terminal concept..

Expected Results:

Establish an appraised value for gates 44, 62, 63, 65, 66, 67, and 68.

Department Objectives:

Finalize procedures and implementation of short term/common use gate plan.

Expected Results:

Finalize the MAC's policy regarding the operation of short term/common use gate space at MSP.

Department Objectives:

Develop and implement HHH Terminal Concessions program.

Expected Results:

Establish "vacation" themed Retail and Food and Beverage concept, resulting in estimated sales of more than \$2.0 Million in Food and Beverage and \$700,000 in retail.

Department Objectives:

Develop the financial term sheet for the future rental auto facility.

Expected Results:

Establish a financial package that will ensure MAC's cost recovery for the newly proposed RAC facility.

Department Objectives:

Conduct bi-annual gate plots and summary of all airline schedules.

Expected Results:

Provide MAC with an ongoing analysis of gate utilization by each airline and what cities are being served by which airlines.

DEPARTMENTAL SHORT RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

Department Objectives: Expected Results:

Review the MSP fueling operation and possible alternatives to the fuel consortium.

Ensure fair and equal treatment to all of the MSP airline tenants with regard to access and fuel prices.

Department Objectives:

Develop Cargo Ground Handling Contract

Expected Results:

Contract with a qualified ground handling company to provide efficient and reasonably priced ground support to the cargo airlines.

Administrative Services

Department Objectives:

Oversee the financing of the 2010 plan.

Expected Results:

Funding is available to meet Capital Improvement Program requirements.

Department Objectives:

Organizational Training: Train employees to plan and measure the achievement of strategic and organizational goals and objectives.

Expected Results:

Implement, document and train a Performance Measurement module.

Department Objectives:

Assist in the development of an organization wide business continuity plan.

Expected Results:

A business continuity plan is in place for the entire organization.

Department Objectives:

Data Access: To continue development of a "data-driven" reporting format

Expected Results:

MAC's performance metric readily available to internal customers on the intranet or published annually in a report.

Department Objectives:

Department Development: Continue to develop the skills of department staff in utilizing computer technology for performance measurement.

Expected Results:

Software proficiencies.

Department Objectives:

Utilize the Intranet to communicate Administrative Services Division information.

Expected Results:

Information is available to the entire organization.

Internal Audit

Department Objectives:

Hire & train Internal Auditors

Expected Results:

Continue to improve the airports collections of revenues & reduction of expenses by identifying improper reporting practices & over billings to MAC.

DEPARTMENTAL SHORT RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

Department Objectives:

Establish a quality assurance program for the Internal Audit Department

Expected Results:

A template for internal auditing standards model.

Airport Insurance

Department Objectives:

Planning, organizing and administration of risk programs to safeguard MAC assets.

Expected Results:

Risk Management techniques in place to protect MAC assets in the event of a loss from identified perils.

Department Objectives:

Expand the LRT OCIP to include 2010 construction projects at MSP.

Expected Results:

Cost savings, DBE involvement.

Department Objectives:

Monitor risk avoidance through Insurance Certification Tracking.

Expected Results:

Reduction of MAC's risk exposure.

Department Objectives:

Evaluate MAC's Benefits plan to enhance and control costs.

Expected Results:

Promote employee awareness of benefit costs and control costs through innovation.

Safety

Department Objectives:

Continue to improve the quality and effectiveness of MAC employee safety programs.

Expected Results:

Lower accident rates and number of severe or OSHA recordable accidents.

Department Objectives:

Develop a comprehensive Fleet Safety Program.

Expected Results:

A centralized formal fleet safety program that identifies the legal requirements of all MAC drivers, documentation of training and certifications along with accident statistics.

Department Objectives:

Continue to work with Airport Development to ensure the safe performance of construction activities on MAC property.

Expected Results:

Reduction of construction related accidents or injuries.

DEPARTMENTAL SHORT RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

Wellness

Department Objectives:

Enhance Wellness Committee stature.

Expected Results:

Network Twin Cities Wellness programs
Gold Award.

Department Objectives:

Measure performance and non-cost benefits of
Wellness programs.

Expected Results:

Annual report and findings documenting programs,
participation and improvement.

Department Objectives:

Reduce corporate healthcare costs.

Expected Results:

A reduced annual cost and employee sick leave.

Department Objectives:

Increase employee awareness of Wellness options.

Expected Results:

Department Objectives:

Increase participation in Wellness Programs.

Expected Results:

Increased participation by targeted groups.
Documentation number of document participation.

Finance

Department Objectives:

Update various financial models and development of
new fee structure for HHH Terminal, Cargo areas and
Locker RFP.

Expected Results:

Financial models align with previous forecasts, a fee
structure at HHH and Cargo areas to generate additional
revenue and issuance of Locker RFP.

Department Objectives:

Debt Financing.

Expected Results:

Issue required debt to fund 2010 plan if needed.

Department Objectives:

Initiate Request for Qualifications (RFQ) for Airport
Consultant.

Expected Results:

Completion of evaluation process of qualified firms.

Department Objectives:

Process Improvements.

Expected Results:

Determine status of payroll checks and process, implement
imaging system, and determine use if at all of JetForms
software.

Department Objectives:

Customer Service/Communications.

Expected Results:

Improved accounts payable response time on any payment
problems. Also application of cash balances more timely
on the accounts receivable side.

DEPARTMENTAL SHORT RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

Purchasing

Department Objectives:

Utilize an outside audit firm to review our purchasing card process.

Expected Results:

Discover any errors, or potential problems associated with any aspect of the commercial card process.

Department Objectives:

Promote open communications with all departments.

Expected Results:

Reduction confusion, establish procedures steps, favorable survey results, consistent updates to Intranet, newsletter, policies, and procedures and calendar. Improved customer service by providing more information.

Department Objectives:

Execute at least one contract with the Airport Purchasing Group

Expected Results:

Lower prices using higher volume purchases from several airports
Execute addenda to the APG contract if necessary

Department Objectives:

Produce blanket order report with current data, that is user friendly to all departments.

Expected Results:

A user friendly report, provide accurate data of all blanket order preferred contracts, reduce the amount paid for goods and services by using blanket order and TGB vendors. and reduce the number of non-blanket order vendors.

IS

Department Objectives:

Develop and maintain an overall plan for using technology to support the airport system.

Expected Results:

Reduced duplication of effort, reduced costs and increased application of technology to the priorities established for the airport system.

Department Objectives:

Strengthen automated financial systems

Expected Results:

Staff will be able to use the financial systems to support more of their work without needing to create additional, separate systems.

Department Objectives:

Create and maintain the infrastructure needed to use technology successfully

Expected Results:

The preconditions for technology success are in place: standards, communications backbone, cabling, and organizational infrastructure.

DEPARTMENTAL SHORT RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

HR Develop/Strategic Planning

Department Objectives:

Continue to implement Performance Leadership process.

Expected Results:

Ensure that Strategic Links and feedback and performance review processes are operational.

Department Objectives:

Design career development process, including succession planning.

Expected Results:

Documented integration of development into job descriptions, job postings, and career paths.

Department Objectives:

Continue to deliver effective leadership, management and skills training for employees.

Expected Results:

Skilled workforce.

Department Objectives:

Document HRD processes.

Expected Results:

Processes are improved and cycle times are reduced.

Office of Diversity

Department Objectives:

Provide diversity educational strategies to increase knowledge, of the differences in the workplace, change attitudes, modify negative behaviors to support the employee diversity at MAC.

Expected Results:

A work environment that values the uniqueness of all people who help MAC meet its organizational objectives. Provide learning opportunities for all employees. The goal is to have 125 MAC employees attend diversity learning programs.

Department Objectives:

Contract compliance with the Disadvantaged Business Enterprise Program. Implement Joint certification Program. Implement new rules for the DBE Program in concessions.

Expected Results:

The MAC DBE goal for 2001 will be determined at a later date. Our objective is to meet or exceed this goal. A DBE Joint Certification program will be implemented consistent with federal rules. Resolve DBE issues. Report DBE goals to federal agency.

Department Objectives:

Work with MAC Employee Affirmative Action Committee.

Expected Results:

Review the Affirmative Action AA Plan and make recommendations for changes and, implementation of the AA Plan.

Department Objectives:

Implement Dispute Resolution Program.

Expected Results:

Have an alternative means to resolve employee conflicts mediation.

Department Objectives:

Monitor hiring patterns ensure that MAC's affirmative action hiring goals are considered.

Expected Results:

To improve the number of women and minorities in areas of under-utilization.

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DEPARTMENTAL SHORT RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

Department Objectives:

Contract Compliance with the TGB Program.

Expected Results:

The TGB goal for 2001 is 8% based on expected program rule revisions. Report MAC's TGB goal achievement to the State of Minnesota. Resolve TGB contract issues and concerns.

Department Objectives:

Maintain internal complaint system to process allegations of discrimination/harassment by MAC staff, public members, or contractor employees.

Expected Results:

The complaint system will resolve the majority of complaints internally.

Employee Relations

Department Objectives:

Continue to develop and maintain an effective compensation structure and program that strengthens the Performance Management System.

Expected Results:

Improve the success measurement process of all MAC departments and recognize individual contribution to that success

Department Objectives:

On a continuous basis, provide staffing, compensation, benefits, information services and general employee relations support services to all MAC employees.

Expected Results:

Establish a high level of employee satisfaction with employee relations services and assist all department employees.

Department Objectives:

With the Human Resource Development Department, establish a succession planning process.

Expected Results:

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

Department Objectives:

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

Expected Results:

Improvement in timing and quality of services provided to employees.

ADO - General

Department Objectives:

To continue involvement in all airport-wide construction activities to ensure projects are designed and built with consideration to the end user and ongoing maintenance.

Expected Results:

Better facilities would help staff be more efficient at operating and maintaining the infrastructure .

Department Objectives:

Develop and conduct the 2001 Airport Disaster.

Expected Results:

Test the MAC Airport Emergency Plan with all participants as required by the FAA.

DEPARTMENTAL SHORT RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

Department Objectives:

Develop the new Emergency Operations Center (EOC).

Expected Results:

Have a functional EOC in the event of a large scale emergency.

Department Objectives:

Hire a consultant to assist with all aspects of airport emergency planning.

Expected Results:

To improve the emergency preparedness at MSP which includes written plans, procedures, training, exercises, and emergency notifications.

Department Objectives:

Improve radio frequency coverage in the MN River Valley/State Park areas.

Expected Results:

Provide uninterrupted radio communications between emergency responders in the event of a disaster in the Minnesota River/State Park areas.

Airside Operations

Department Objectives:

Construction Planning -- Participate in the planning and implementation of airside construction projects included in the MAC 2010 Plan including runway 17-35 development, deice facilities, green concourse extension and regional aircraft facilities.

Expected Results:

Provide proactive operation and safety input into construction projects to eliminate the need to change or alter facilities post-construction.

Department Objectives:

Surface Friction Testing -- Procure replacement device for continuous friction measuring and implement comprehensive pavement evaluation program based on FAA Advisory Circular criteria.

Expected Results:

Have available a state-of-the-art and reliable friction measuring device, relegating 10-year old equipment to back-up status. Reduce excessively high costs for parts and maintenance on existing equipment.

Department Objectives:

Airport Systems Control Center -Participate in identifying a physical location to house a 24-hour central monitoring / airports systems control facility and tenant/customer service center.

Expected Results:

Determine location and allocate CIP funds for construction of core facility. Establish multi-departmental task force to determine operational parameters, staffing needs and design of physical plant.

Department Objectives:

Airport Disaster Exercise -- Develop a full-scale disaster exercise for the fall of 2001 per requirements in FAR Part 139 regulations.

Expected Results:

Participation in the Federally required exercise by all appropriate MAC department and mutual aid agencies.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

DEPARTMENTAL SHORT RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

Department Objectives:

Drivers Training -- Develop a comprehensive training program for all persons required to operate a vehicle on the airport, as required by FAR Part 139.

Expected Results:

Reduction of Movement Area surface incidents by 50% of the 1999 level.

Department Objectives:

Drivers Licensing -- Implement an administrative licensing and enforcement system and center for all persons required to operate a vehicle on the airport.

Expected Results:

The creation of a Drivers Licensing Center for the licensing and tracking of 15,000 - 18,000 drivers at MSP.

Department Objectives:

Driving Simulator -- Integrate a virtual reality driving simulator system into the airport drivers training program.

Expected Results:

Increased SAFETY, efficiency and productivity through more thorough and enhanced training. Reduced training, personnel and equipment costs.

Department Objectives:

Collaborative Decision Making -- Participate in the existing joint government/industry initiative aimed at improving traffic flow with collaborative technologies and procedures.

Expected Results:

Better management of traffic flow at MSP through increased communication with NWA SOC and MSP FAA ATCT, possibly resulting in greater dollar savings to the airlines through a reduction of aircraft/passenger delays at MSP as a result of runway closures.

Communications

Department Objectives:

Staff development and certification. Each Communications Coordinator to take on-line interactive course certification from APCO Basic Telecommunication course.

Expected Results:

Each Coordinator certified as APCO Telecommunication.

Department Objectives:

Continue Development of departmental policy procedures and training standards.

Expected Results:

Operating consistency and reduction of liability.

Department Objectives:

Procure upgraded telephone and intercom system.

Expected Results:

Improved ability for existing staff to effectively manage call load during daily operation as well as emergency situations.

Department Objectives:

Continue development of time synchronization capabilities.

Expected Results:

Times on all operating systems with in Communications Center synchronized to existing Spectrum W.W.V.B equipment.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

DEPARTMENTAL SHORT RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

Department Objectives:

Continuation of Dialogic emergency notification system development.

Expected Results:

Improved capabilities for alpha numeric pagers and message sending and retrieval. Enhanced Airport Emergency notification process.

Landside-Administration**Department Objectives:**

Contract a shuttle service to replace the tram during scheduled insertion of two additional trams and supplement tram service during peak traffic periods.

Expected Results:

Passenger movements to and from the Blue and Red parking ramps and the Auto Rental Facility to the Lindbergh Terminal will continue to flow smoothly during tram scheduled down times.

Department Objectives:

Ensure a smooth transition to two new Ordinances (taxi and commercial vehicle) and introduction of shared ride service.

Expected Results:

Communicate and manage the transition to the new Ordinances. Passengers will experience improved ground transportation options and service.

Department Objectives:

Re-bid the Humphrey Terminal auto rental shuttle contract. The current contract will expire with the start up of the tram.

Expected Results:

To continue cost effective and efficient 24x7 shuttle service between the Humphrey Terminal and the Auto Rental Facility until the LRT becomes operational.

Department Objectives:

Establish procedures for use of the Transit Hub. Implement the use of Automatic Vehicle Identification (AVI) equipment to charge trip fees and monitor the area.

Expected Results:

Implement rules of operation for the Transit Hub. Use AVI equipment to monitor usage, charge per trip and dwell fees.

Department Objectives:

Provide Passenger Service Assistants (PSA) to staff the information booth in the Transit Hub and one additional part-time PSA at the GTC information booth.

Expected Results:

The PSAs will provide the traveling public with necessary information to guide them to the services and/or tenants they need throughout the airport. Also, PSAs will provide the traveling public with transportation information and parking assistance.

Department Objectives:

Provide taxi starter service at the new Humphrey Terminal.

Expected Results:

Humphrey passengers utilizing taxis will receive consistent taxi service that complies with Ordinance 81.

Fire - Rescue**Department Objectives:**

Implement program to use on-duty personnel as Fire Inspectors.

Expected Results:

Bi-annual inspections of all buildings and facilities at MSP, Increased inspections of fueling operations and fuel storage facilities.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

DEPARTMENTAL SHORT RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

Department Objectives:

Train all Department personnel to the Hazardous Materials Technician level.

Expected Results:

Improved understanding of hazardous materials and an improved skill level in dealing with emergencies involving petroleum products.

Department Objectives:

Transition all training programs to performance based programs.

Expected Results:

This will help insure skill mastery for all department personnel in the majority of skills necessary for fire fighting and rescue operations.

Police - Admin/Training

Department Objectives:

Develop customer service program involving entire Police Department.

Expected Results:

Improved working relationships with the airport community and within the department.

Department Objectives:

Increase security check interaction with tenants and air carriers.

Expected Results:

Enhanced security awareness and accountability for/with tenants and air carriers.

Department Objectives:

Provide adequate staffing levels to meet requirements placed on department by FAA and increased demands for service from the airport community and traveling public.

Expected Results:

Timely response to calls for service, proactive patrol and crime prevention.

Airline Operations/Facilities

Department Objectives:

Complete Expansion Plans for Lindbergh IAF.

Expected Results:

Commission approval of plans and funding for expansion and redevelopment of Lindbergh Terminal IAF Facility. This facility is operating above design capacity during some peak periods. Expansion is necessary to accommodate new and additional international service.

Department Objectives:

Develop Preventative Maintenance Plan for new Humphrey Terminal.

Expected Results:

Ensure cost effective and timely maintenance of the new terminal and all related systems.

Department Objectives:

Implementation of C.U.T.E. System in Humphrey Terminal.

Expected Results:

Maximum efficiency in processing of passengers and aircraft through use of C.U.T.E. technology.

Department Objectives:

Create and expand Humphrey Terminal Safety Committee.

Expected Results:

Ongoing Committee of Humphrey airline users, MAC and other related parties who's purpose is to address safety related matters specific to the Humphrey and continuous improvement of the overall safety at the Humphrey Terminal.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

DEPARTMENTAL SHORT RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

Trades - Plumbers

Department Objectives:

To react to emergency pumping of sanitary sewer and storm sewer lift stations and manholes.

Expected Results:

Less damage due to flooding. Quicker response time due to equipment on hand. More self-sufficient.

Department Objectives:

Obtain additional personnel to provide the necessary maintenance for the safe operation of the plumbing systems on the MAC campus.

Expected Results:

Better response time to plumbing issues, more coverage, more training opportunities. Less down time, improved customer service.

Maintenance - Field

Department Objectives:

To continue to review, redesign and improve the way we approach, coordinate and perform all of our snow removal efforts at MSP.

Expected Results:

To be among the safest, continually operational and best snow removal airport in the world.

Relievers - Administration

Department Objectives:

Develop a plan for the regulation of flying clubs on the Reliever Airports.

Expected Results:

Minimization of illegal flight training by flying clubs or flying club members.

Department Objectives:

Continue marketing efforts for the St. Paul Downtown Airport and begin to expand those efforts to the other Reliever Airports.

Expected Results:

Increased transient traffic, public awareness of airports' facilities and services, and positive image of the airports.

Department Objectives:

Update Ordinance No. 51 consistent with the agreement reached between MAC and the City of Eden Prairie.

Expected Results:

Improved access to the Flying Cloud Airport for corporate air traffic.

Department Objectives:

Complete review and approval of new lease forms.

Expected Results:

Commission adoption of a lease form that reflects industry standards in leasing.

General Counsel

Department Objectives:

Represent MAC on outside boards, commissions and task forces which directly bring visibility and influence to MAC's efforts.

Expected Results:

Successful representation and participation.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

DEPARTMENTAL SHORT RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

Department Objectives:

Provide legal advice to all MAC Management (supervisors, managers, directors, senior staff) and MAC Commissioners.

Expected Results:

Provide timely legal advice.

Department Objectives:

Representation (actual or potential litigation, administrative hearings, proposed legislation or regulations, miscellaneous commercial or other legal claims) of MAC and all MAC employees (primarily management employees), and MAC Commissioners.

Expected Results:

Successful representation.

Department Objectives:

Maintain proficiency in all areas of airport law through attendance at seminars and participation appropriate trade organizations.

Expected Results:

Continued expertise in airport law.

Department Objectives:

Draft, negotiate and/or review documents (e.g., leases, ordinances) for all MAC management employees (supervisors, managers, directors, senior staff); especially CMAA, Airport Development and Purchasing, MAC Commissioners, ACI.

Expected Results:

Provide opportunity for meaningful input from various sources.

Environment-Aviation Noise Program

Department Objectives:

Implement Noise Mitigation Measures for each MAC airport.

Expected Results:

Environment-Environmental

Department Objectives:

Implement Water Quality Programs.

Expected Results:

Environment-General

Department Objectives:

Establish and Integrate programs/procedures for environmental issues for MAC projects.

Expected Results:

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

DEPARTMENTAL LONG RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

The following goals and objectives have been identified as Long Term by the respective department. Completion of these items is not expected until year 2002 or more. In conjunction with the Strategic Links process, departments will update their long term goals and objectives annually.

Air Service Business Development

Department Objectives:

Market MSP Airport to new airlines, both international and domestic, that are currently not serving Minneapolis /St. Paul. Establish procedure for annual meetings/visits with incumbent airlines to expand their business. Conduct 2 annual forums

Expected Results:

New air service at MSP, from both new air carriers not currently serving MSP and from incumbent airlines already in the market. Increased community understanding of competition issues and challenges

Department Objectives:

Expand air cargo service alternatives. Grow and develop the Twin Cities cargo Market.

Expected Results:

Obtain tenants for the new cargo facility. Reduce cargo leakage to Chicago Ill. Create a competitive cargo environment. Increase revenue for MAC.

Department Objectives:

Market the Pierson M. Grieve Conference Center (GCC)

Expected Results:

Increase usage and utilization of the conference center. Transition the GCC to a profitable enterprise.

Commercial Mgmt/Airline Affairs

Department Objectives:

Manage and implement MAC's short term/common use gate plan

Expected Results:

Provide opportunities for new air service to access the MSP travel market.

Department Objectives:

Develop and implement concessions and amenities for the North Terminal expansion and Phase II of The Green Concourse

Expected Results:

Continuation of Northstar Crossing tenant design standards, sales and revenues.

Department Objectives:

Develop and implement concession plan for transitioning of the current concession management lease. The existing lease will expire December 2003

Expected Results:

Issuing RFPs as directed by Commission before July 2002. Have new leases sign before October 2002. Have transition plan drafted before December 2002.

Department Objectives:

Manage MAC's Cargo development program

Expected Results:

The development of seven new cargo facilities owned and managed by MAC. Making significant increases to MAC's annual revenue.

Administrative Services

Department Objectives:

Oversee the financing of the 2010 plan.

Expected Results:

Financing is in place to pay capital improvement project.

Department Objectives:

Review the Administrative Policies and Procedures Manual.

Expected Results:

Administrative Policies and Procedures are updated on a timely basis.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

DEPARTMENTAL LONG RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

Department Objectives:

Participate in Peer Review under the guidelines of Institute of Internal Auditors

Expected Results:

Peer Review Report

Department Objectives:

Network with other airport internal auditors to improve the efficiency & effectiveness of audits

Expected Results:

Improve risk assessment procedures, identify practices resulting in financial errors.

Finance**Department Objectives:**

Debt Financing

Expected Results:

Continued evaluation of funding needs for MAC's Capital Improvement Program.

Department Objectives:

Annual Financial Reporting

Expected Results:

Continued compliance with GFOA requirements and GAAP requirements and no legislative audit findings.

Purchasing**Department Objectives:**

Use e-commerce to receive bid responses

Expected Results:

1. fewer number of late bids 2. more vendors responding to bids 3. More user friendly for vendors to respond 4. reduces vendor mailing costs.

Department Objectives:

Continue in a leadership role developing a joint cooperative purchasing program between commercial airports both nationally and regionally.

Expected Results:

Execution of bids and contracts that benefit a consortium of airports with lower prices and less duplication of effort.

IS**Department Objectives:**

Build organization-wide IS/ technology coordination

Expected Results:

Better use of technology through less duplication of effort and better planning.

Department Objectives:

Develop and maintain capabilities for gathering and sharing data across the organization

Expected Results:

Improved organizational performance: better, more timely decisions.

Department Objectives:

Build a common geographic and construction plan information database.

Expected Results:

Organization-wide common set of data describing the physical features of the airports and their structures.

Communications**Department Objectives:**

Create 911 awareness specialist position within the Communications Center Staff.

Expected Results:

To develop, implement and administer programs designed to improve the Airport communities public image and awareness of 911 issues.

DEPARTMENTAL LONG RANGE GOALS AND OBJECTIVES - 2001 OPERATING BUDGET

Landside-Administration

Department Objectives:

Re-bid the maintenance and support contract for the parking revenue control system

Expected Results:

Assure continuous 24x7 operation of parking revenue control systems and peripherals. Facilitate the expedient movement of parking patrons and accurate collection of parking revenues.

Police - Admin/Training

Department Objectives:

Update and Implement Civil Aviation Mandates

Expected Results:

Enhanced security awareness and accountability.

Department Objectives:

Provide adequate staffing levels to meet requirements and demands placed on department by regulatory agencies, airport community and traveling public

Expected Results:

Timely response to calls, safer and more secure airport, and effective and efficient use of resources.

Airline Operations/Facilities

Department Objectives:

Service Development Plan for new Humphrey Terminal. Maximize utilization of new Humphrey Terminal by recruiting new/existing airlines to operate in the terminal.

Expected Results:

Continued growth in activity (use) of the new Humphrey Terminal and additional airlines using it. Generate additional revenue.

Department Objectives:

Expand CUTE System and Common Use facilities into the Lindbergh Terminal.

Expected Results:

Successful implementation of CUTE system into the TNT area of the Lindbergh the throughout. Creation & Mgt. of common-use facilities in the Lindbergh Terminal; gates, counters, etc...

Trades - Carpenters

Department Objectives:

To insure that the Carpentry Department holds the high standards that MAC assigns to it.

Expected Results:

Revise job description of Working Carpenter Foremen. The Foreman would report directly to the Carpenter Superintendent. His/her responsibility would be job estimating, assignments to crew, material ordering and inventory, etc.

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2001 OPERATING BUDGET SUMMARY

As in previous budget years, the operating revenue and operating expense assumptions have been prepared comparing the previous year's budget (2000) with the current year's budget (2001).

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 Commission's 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 2000, the Finance Committee directed staff to prepare the 2001 Operating Budget. The direction given staff was significantly different than prior years.

This year the Committee suggested four targets covering Revenue/Expense, Debt Service Coverage, Construction Fund Transfer and Airline Cost per Enplaned Passenger. A brief summary of each of these is presented below.

Target: Establish target increases over the 2000 budget of 20% for operating revenue and 7% for operation and maintenance costs.

Results:

(\$=000)	2000 Budget	2001 Budget	\$ Increase	% Increase	Target	Difference
Revenue	154,832	182,760	27,928	18.0%	20.0%	(2.0%)
Expense:						
O & M	73,920	88,553	14,633	11.6%	7.0%	(4.6%)
Depreciation	51,885	67,442	15,557	12.4%	13.0%	0.6%
Total	125,805	155,995	30,190	24.0%	20.0%	(4.0%)

The target established for growth in depreciation was met. The increase in O & M, however, exceeded the target of 7%. Initially, the growth in total expense was 30%. Staff has spent a considerable amount of time reviewing budget assumptions and making appropriate adjustments. Staff feels that the operating and maintenance costs of new facilities were underestimated. In addition, certain expenses such as utilities had consistently been over budget and had to be increased to reflect actual experience.

Target: Maintain a coverage ratio of 1.4x on General Obligation Revenue and Senior General Airport Revenue Bonds.

Results:

(\$=000)	2001 Budget	Target	Difference
Coverage Ratio	1.51x	1.40x	+ .11x

The coverage ratio for 2001 does not include a coverage account balance as of 12/31/00. This optional coverage account is being funded to ensure the coverage ratio remains above 1.4x in future years. Including this account (\$8.0 million) in the coverage ratio would yield a ratio of 1.60x for 2001.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2001 OPERATING BUDGET SUMMARY

Target: Transfer \$42.2 million to the construction fund to be used for capital improvement project costs.

Results:

(\$=000)	2001 Budget	Target	\$ Difference	% Difference
Construction Fund Transfer	\$42,425	\$42,200	\$225	0.5%

Target: Maintain an average airline cost/enplanement of approximately \$4.42

Results:

(\$=000)	2001 Budget	Target	\$ Difference	% Difference
Average Airline Cost/Enplanement	\$4.42	\$4.42	(\$.00)	(0.0%)

As a result of reviewing expenses and making some adjustments, this target was reached.

In summary, staff is presenting a budget, which met the depreciation target, construction transfer target, airline cost per passenger target, and debt service coverage target. Revenue is slightly below the established target. With the continued projected high growth in passengers, operations and facilities and the desire to maintain current levels of service for both the travelling public and the tenants, staff was not able to reach the operating expense target.

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	2000 Budget	\$ Variance	% Variance
Operating Revenue	\$154,832	\$182,760	\$27,928	18.04%
Operating Expenses	<u>\$125,805</u>	<u>\$155,995</u>	<u>\$30,190</u>	24.00%
Operating Income	<u>\$29,027</u>	<u>\$26,765</u>	<u>(\$2,262)</u>	

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2001 OPERATING BUDGET POLICIES

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.
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.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2001 OPERATING BUDGET POLICIES

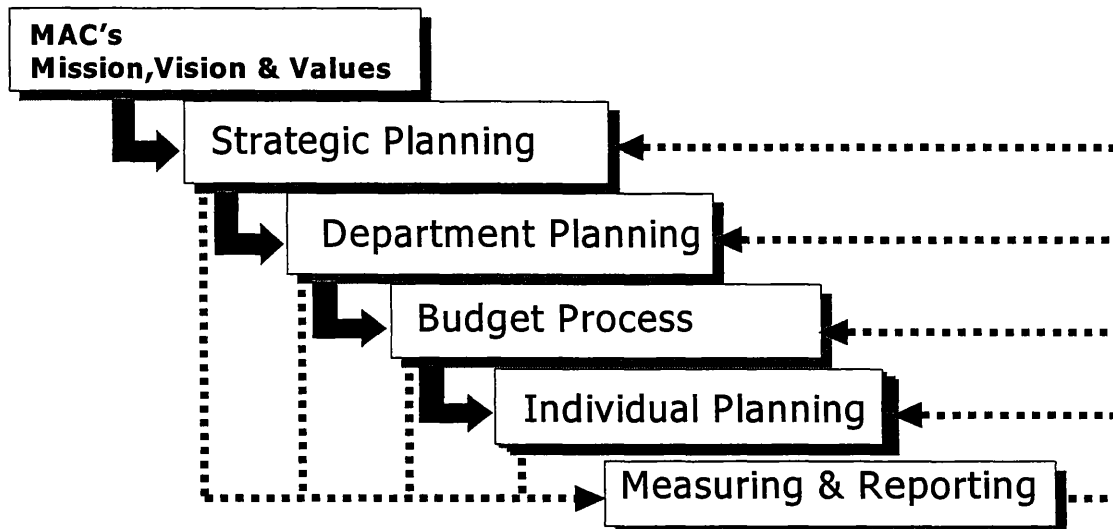
- h) The MAC will have at least 98% of its cash funds earning interest.
 - i) The addition of new accounts to the approved wire transfer list shall require the written authorization of the Finance Director and Executive Director.
3. Collateral
- a) Collateral must always be held by an independent third 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 for longer than four days. In no event shall Risk Category 3 exceed 5% of the MAC's investment.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

DESCRIPTION OF BUDGET PREPARATION & AMENDMENT PROCESS

BUDGET PROCESS

The budget process is the fourth step in MAC's overall strategic planning process (Strategic Links), as indicated in the following chart. The first step of the process reviews MAC's mission, vision, and values.



After considerable discussion, senior staff proposed that the current vision statement - *"Excellence is our vision and the measure of our success"* be revised to *"Setting standards of excellence for airports"*. A vision statement should be challenging to make people work in a focused direction but not so overwhelming that it is something that can never be achieved. Secondly, the organizational and department goal and objectives are generated. These strategic (organizational) and department goals are used to generate budget requests and prioritize department spending. MAC has not achieved all of the steps in its strategic links process. Measuring and reporting is in the design phase and has yet to be implemented. In 2001, to better assist departments with aligning their plans with MAC's strategies, specific outcomes and measures were identified for each organizational goal. The Strategic Links process at the Metropolitan Airports Commission (MAC) is essentially a year-round project.

The budget 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.

Preparation for the entire process begins in April. As related to the budget process, the Finance Department prepares the following for each service center, historical reports, budget-input templates, and database design. An assessment of the necessary training is completed and training materials are created. Each department assigns a Budget Specialist to input the budget and coordinate budget information for their service center.

In late May, the Finance Committee provides direction to staff regarding growth and allocation of funds or budget targets. The direction provided by the Finance Committee is communicated to staff at various informational meetings and included in their budget packages.

Budget packages are distributed in June. All service centers have four weeks to complete their budget. Finance reviews all packages and summarizes information. The staffing matrix is the first item reviewed by Senior Staff. The Executive Director requests preliminary approval for additional positions from the Finance Committee. The interim approval permits the organization to plan accurate projections.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

DESCRIPTION OF BUDGET PREPARATION & AMENDMENT PROCESS

August is spent compiling summary reports and completing the revenue budget, with the exception of airline rates and charges. Senior staff determines final budget cuts and revenue figures are compiled. Airline rates and charges are calculated based on a break-even philosophy. Expense incurred for the operation of the airport will be recovered through the airline rates and charges. The expense budget must be complete in order to determine the rates and subsequent revenue. Once airline rates and charges are calculated and final revenue figures are available, total revenue and expense is completed. Staff revisions are completed as required. During September, presentations and supporting documents are prepared for the Finance Committee, senior staff, and airlines. The month of October is reserved for presentations to the Finance Committee and revisions prior to requesting final approval.

The Finance Committee gives preliminary approval in October. With the recommendation from the Finance Committee and the informational meetings held, final approval is requested at the October full Commission meeting. Final approval of the 2001 Operating Budget was given at the December Commission meeting. Rate changes are sent out as usual at the beginning of December based upon approval from the full Commission.

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

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

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

DESCRIPTION OF BUDGET PREPARATION & AMENDMENT PROCESS

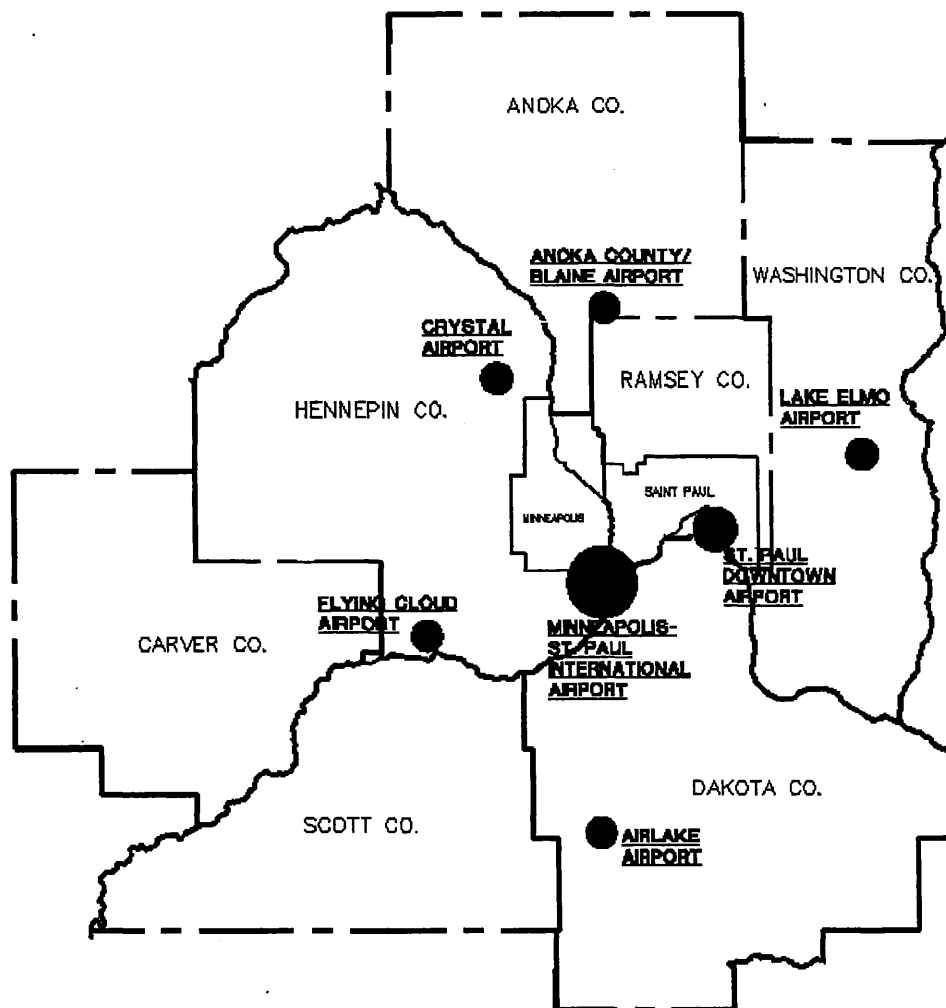
This calendar gives an overview of the process:

Month	Responsibility	Task
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

ORGANIZATIONAL STRUCTURE – 2001 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.



Commission Jurisdiction 35 Mile Radius

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE – 2001 OPERATING BUDGET

Fourteen Commissioners and a Chairman govern the Airports Commission. The Governor of the State of Minnesota appoints twelve Commissioners. 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 Fortier
District C	Coral Houle
District D	Alton Gasper
District E	William Erhart
District F	Nancy Speer
District G	Thomas Foley
District H	Bert McKasy
City of Minneapolis	Roger Hale
City of St. Paul	Dick Long

Representing Greater Minnesota Area:	Carl D'Aquila John Kahler Paul Rehkamp Robert Mars
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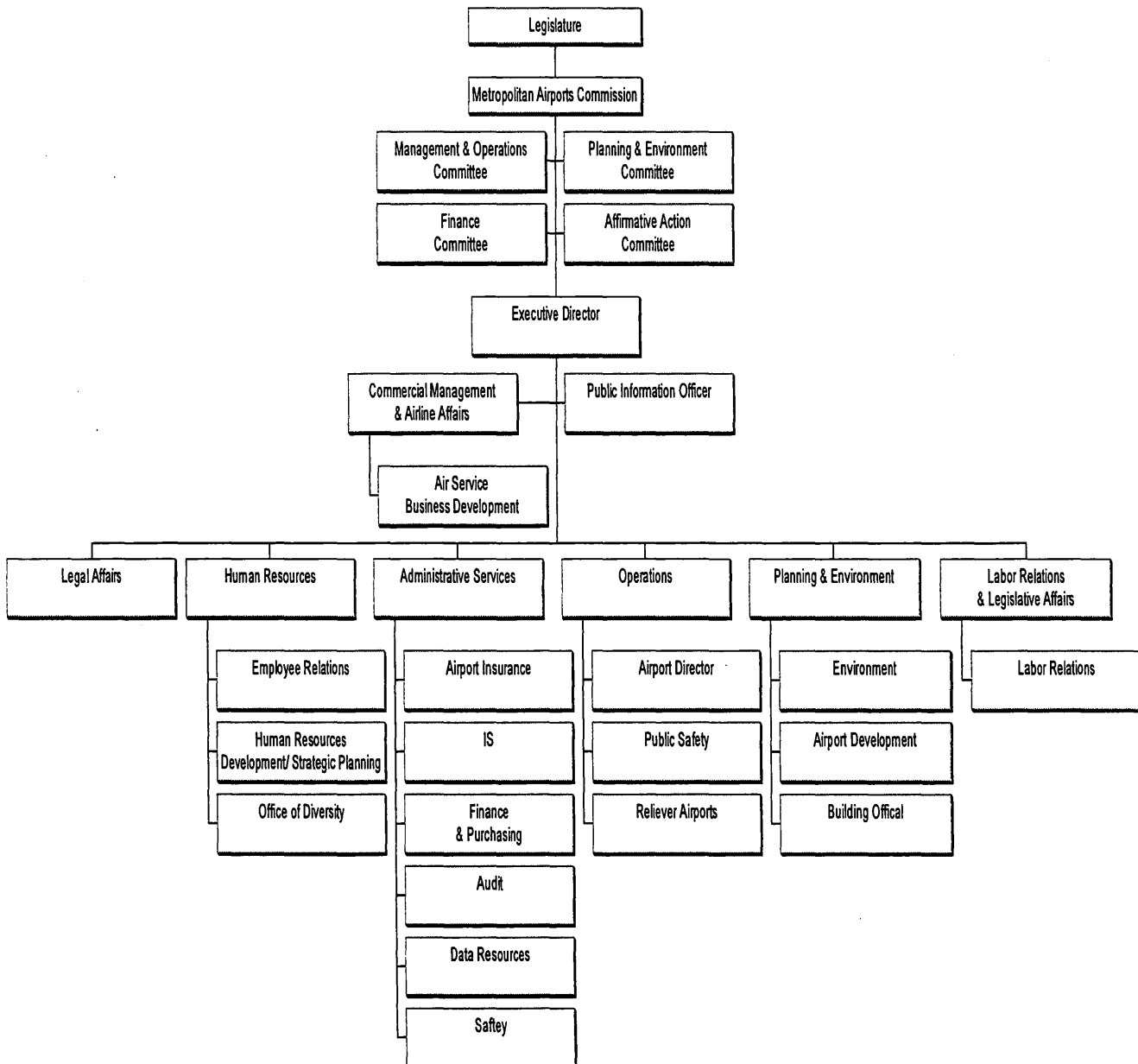
Executive Director: Jeffrey W. Hamiel

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 – 2001 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 roll-up. The seven division summary sections contain the following information by department or service center: expenses by major category, explanation of major changes, position summary, and a brief description of the department's responsibility/function.



MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE – 2001 OPERATING BUDGET

Divisions

There are seven divisions at the Metropolitan Airports Commission which are directly responsible 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 comprise the senior staff and report directly to the Executive Director. The divisions and associated departmental structure are detailed later in this section.

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 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.

Subledgers

Revenues collected for rates and charges from the airlines are governed by the airline agreement. The airline agreement is based on a break-even philosophy, expenses incurred for the operation of the airport facility are divided among the airlines based on their participation. The budget is prepared using the same formula. Expenses were budgeted to the appropriate subledger, activity area, through either allocation or direct cost. Managing the multiple allocations and maintaining department budgets became overwhelming. Adding the subledger code to the object account for each line item helped to simplify the process. The summarized costs from the subledgers determine the calculation of various rates and charges. The line item details of the subledgers are in the Operating Budget Expense section.

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 processed for signature. The Finance department considers the specialist the department budget expert. Each year budget process overviews are conducted specifically for the Budget Specialist.

Controllable Expenses

MAC prepares a line item budget for each service center. Controllable expenses allow a service center to budget for those line items they have direct responsibility and control, regardless of subledger association.

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 – 2001 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	Human Resources	75700	Human Resources
	Human Resources Development	76600	Human Resources Development
		79100	Employee Services
	Employee Relations	81500	Employee Relations
	Office Of Diversity	80600	Office Of Diversity
Legislative and Labor Relations	Legislative and Labor Relations	79500	Legislative and Labor Relations
Administrative Services	Administrative Services	75600	Administrative Services /Data Resources
	Wellness	76700	Wellness
	Airports Insurance	76800	Airports Insurance
	Safety	85400	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
	Airport Development – Building Official	77100	Airport Development – Building Official

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE – 2001 OPERATING BUDGET

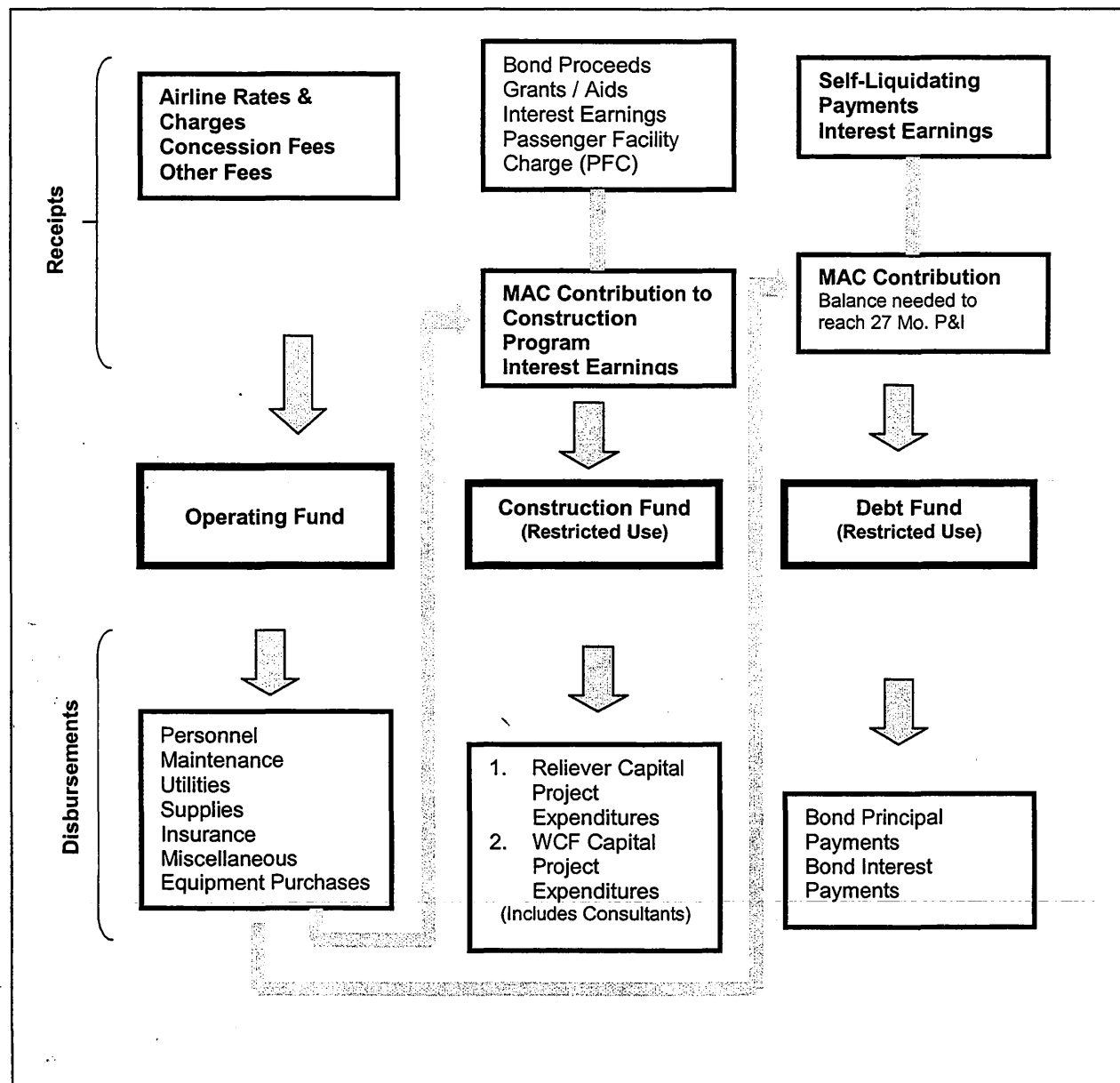
Organizational Structure by Division, Department, and Service Center			
Division	Department	Service Center	
		Number	Name
Operations	Deputy – Operations	75800	Deputy – Operations
	Airport Directors Office	82000	ADO – General
		82600	Airside Operations
	Airside Operations	83000	Landside – Operations
		83300	Landside – Parking
	Landside Operations	83400	Landside – Administration
	Airline Operation/Facility	85500	Airline Operation/Facility
	Facilities – Lindbergh Terminal	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
	Communications	82700	Communications
	Fire	83600	Fire – Rescue
	Police	84200	Police – Administration / Training
		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

FLOW OF FUNDS/TAXING AUTHORITY – 2001 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 – 2001 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 - 2001 BUDGET

(\$ = 000)

	<u>2000 Estimate</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>2002 Projection</u>	<u>2003 Projection</u>
OPERATING FUND					
1/1 Balance	\$ 22,800	\$ 24,500	\$ 25,000	\$ 28,000	\$ 29,000
Total Sources Of Funds	167,081	161,106	191,492	211,797	228,843
Total Uses Of Funds	(169,515)	(160,367)	(199,112)	(213,556)	(226,737)
Transfers & Working Capital Changes	<u>4,634</u>	<u>(739)</u>	<u>10,620</u>	<u>2,759</u>	<u>(1,106)</u>
Ending Balance	\$ 25,000	\$ 24,500	\$ 28,000	\$ 29,000	\$ 30,000
CONSTRUCTION FUND					
1/1 Balance	\$276,755	\$ 346,769	\$ 258,796	\$ 83,330	\$ 263,866
Total Sources Of Funds	397,108	479,119	284,415	641,865	152,451
Total Uses Of Funds	<u>(415,067)</u>	<u>(543,913)</u>	<u>(459,881)</u>	<u>(461,329)</u>	<u>(281,468)</u>
Ending Balance	\$258,796	\$ 281,975	\$ 83,330	\$ 263,866	\$ 134,849
DEBT SERVICE FUND					
1/1 Balance	\$152,742	\$ 167,716	\$ 182,636	\$ 289,202	\$ 375,464
Total Sources Of Funds	99,296	125,500	182,880	184,653	113,351
Total Uses Of Funds	<u>(69,402)</u>	<u>(48,926)</u>	<u>(76,314)</u>	<u>(98,391)</u>	<u>(115,511)</u>
Ending Balance	\$182,636	\$ 244,290	\$ 289,202	\$ 375,464	\$ 373,304
(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 – 2001 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 - 2001 BUDGET

(\$ = 000)

	<u>2000 Estimate</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>2002 Projection</u>	<u>2003 Projection</u>
OPERATING FUND					
1/1 Balance	\$ 22,800	\$ 24,500	\$ 25,000	\$ 28,000	\$ 29,000
Sources Of Funds					
Operating Revenues	160,281	154,316	182,760	201,469	217,466
Interest Earnings	6,800	6,790	8,732	10,328	11,377
Total Sources of Funds	167,081	161,106	191,492	211,797	228,843
Uses of Funds					
Operating Expenses(excluding depreciation)	(76,873)	(73,920)	(88,553)	(94,797)	(101,756)
Equipment Purchases	(4,500)	(6,928)	(10,177)	(10,200)	(10,500)
Debt Service Transfer	(39,800)	(33,914)	(57,882)	(62,060)	(61,168)
Construction Fund Transfer	<u>(47,400)</u>	<u>(45,605)</u>	<u>(42,500)</u>	<u>(46,499)</u>	<u>(53,313)</u>
Total Uses of Funds	(168,573)	(160,367)	(199,112)	(213,556)	(226,737)
Net Change in Working Capital	<u>3,692</u>	<u>(739)</u>	<u>10,620</u>	<u>2,759</u>	<u>(1,106)</u>
12/31 Balance	\$ 25,000	\$ 24,500	\$ 28,000	\$ 29,000	\$ 30,000

¹ Interest Rate Assumed 6.0% in 2000 - 2003

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 6% for 2000 and 2003. 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 2001 with a \$25,000,000 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 was made and the four months working capital balance is funded at \$28,000,000 for 2002. If there are net funds after this analysis, they are transferred to the Construction Fund. This transfer is estimated at \$42.5 million in 2001.

There are two related significant changes between the 2000 and 2001 budget years. First of all there is an increase in Operating Revenue of \$28,726,000. 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 2000 and anticipated in 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.

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2001 OPERATING BUDGET SUMMARY

(\$=000)

	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Estimate</u>	2000 <u>Budget</u>	2001 <u>Budget</u>	2000 Budget vs. 2001 Budget	
						Dollar Change	% Change
REVENUE							
Airline Rates & Charges	\$ 53,106	\$ 56,572	\$ 64,421	\$ 63,244	\$ 73,397	\$ 10,153	16.05%
Concessions	62,131	58,084	71,760	67,135	79,606	12,471	18.58%
Other	22,747	15,266	24,100	24,453	29,757	5,304	21.69%
Total Operating Revenue	\$ 137,984	\$ 129,922	\$ 160,281	\$ 154,832	\$ 182,760	\$ 27,928	18.04%
EXPENSE							
Personnel	\$ 34,497	\$ 34,598	\$ 37,829	\$ 37,209	\$ 42,317	\$ 5,108	13.73%
Administrative Expenses	1,555	1,431	1,738	1,758	2,100	342	19.45%
Professional Services	5,231	4,561	5,301	4,801	5,822	1,021	21.27%
Utilities	7,318	5,364	8,350	6,705	9,517	2,812	41.94%
Operating Services	11,197	10,692	12,060	11,160	13,777	2,617	23.45%
Maintenance	10,500	9,805	11,954	11,504	14,074	2,570	22.34%
Depreciation	42,875	42,937	52,510	51,885	67,442	15,557	29.98%
Other*	619	999	583	783	946	163	20.82%
Total Operating Expense	\$ 113,792	\$ 110,387	\$ 130,325	\$ 125,805	\$ 155,995	\$ 30,190	24.00%
Operating Income	\$ 24,192	\$ 19,535	\$ 29,956	\$ 29,027	\$ 26,765	\$ (2,262)	

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

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION
OPERATING REVENUES - 2001 OPERATING BUDGET

	1999	2000	2000	2001	2000 Budget vs 2001 Budget	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Dollar</u>	<u>%</u>
					<u>Change</u>	<u>Change</u>
Airline Rates & Charges						
Landing Fees	\$ 28,445,999	\$ 36,250,000	\$ 35,636,541	\$ 40,178,324	\$ 4,541,783	12.74%
Ramp Fees	4,424,720	5,600,000	5,628,660	5,820,058	191,398	3.40%
Terminal Rentals- Agreement	17,010,708	19,250,000	18,912,052	24,236,422	5,324,370	28.15%
Terminal Rentals-Other	420,765	421,000	420,765	420,765	-	0.00%
Terminal Rentals-IAF Facility	2,016,414	2,700,000	2,402,058	2,498,140	96,082	4.00%
Carrouseles & Conveyors	229,755	200,000	243,725	243,725	-	0.00%
Noise Surcharge	<u>557,530</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.00%</u>
Total Airline Rates & Charges	\$ 53,105,891	\$ 64,421,000	\$ 63,243,801	\$ 73,397,434	\$ 10,153,633	16.05%
Concessions						
Landside						
Parking	\$ 36,669,857	\$ 44,000,000	\$ 40,819,933	\$ 50,326,817	\$ 9,506,884	23.29%
Auto Rental	11,429,357	13,000,000	12,467,539	13,460,940	993,401	7.97%
Ground Transportation Fees	<u>2,714,462</u>	<u>2,600,000</u>	<u>2,452,138</u>	<u>2,512,162</u>	<u>60,024</u>	<u>2.45%</u>
Total Landside	\$ 50,813,676	\$ 59,600,000	\$ 55,739,610	\$ 66,299,919	\$ 10,560,309	18.95%
Terminal /Other						
Food & Beverage	\$ 3,094,914	\$ 3,500,000	\$ 3,625,265	\$ 4,470,018	\$ 844,753	23.30%
Merchandise & Services	4,258,805	4,300,000	3,933,600	4,617,712	684,112	17.39%
Other						
Concessions/Services	<u>3,963,567</u>	<u>4,360,000</u>	<u>3,837,116</u>	<u>4,218,788</u>	<u>381,672</u>	<u>9.95%</u>
Total Terminal/Other	<u>\$ 11,317,286</u>	<u>\$ 12,160,000</u>	<u>\$ 11,395,981</u>	<u>\$ 13,306,518</u>	<u>\$ 1,910,537</u>	<u>16.77%</u>
Total All Concessions	<u>\$ 62,130,962</u>	<u>\$ 71,760,000</u>	<u>\$ 67,135,591</u>	<u>\$ 79,606,437</u>	<u>\$ 12,470,846</u>	<u>18.58%</u>
Other						
Building Rentals	\$ 9,943,920	\$ 5,400,000	\$ 11,363,981	\$ 16,220,302	\$ 4,856,321	42.73%
Lobby Fees - HHH Terminal	1,512,148	1,000,000	2,089,694	992,271	(1,097,423)	-52.52%
Ground - SW Cargo	856,843	700,000	1,024,567	1,016,016	(8,551)	-0.83%
Ground - Other	3,162,077	4,050,000	3,692,424	3,420,252	(272,172)	-7.37%
Utilities	1,716,581	2,050,000	2,126,758	2,225,758	99,000	4.65%
Other	<u>5,556,318</u>	<u>10,900,000</u>	<u>4,155,467</u>	<u>5,881,845</u>	<u>1,726,378</u>	<u>41.54%</u>
Total Other	<u>\$ 22,747,887</u>	<u>\$ 24,100,000</u>	<u>\$ 24,452,891</u>	<u>\$ 29,756,444</u>	<u>\$ 5,303,553</u>	<u>21.69%</u>
Total Operating Revenue	<u>\$ 137,984,470</u>	<u>\$ 160,281,000</u>	<u>\$ 154,832,283</u>	<u>\$ 182,760,315</u>	<u>\$ 27,928,032</u>	<u>18.04%</u>

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

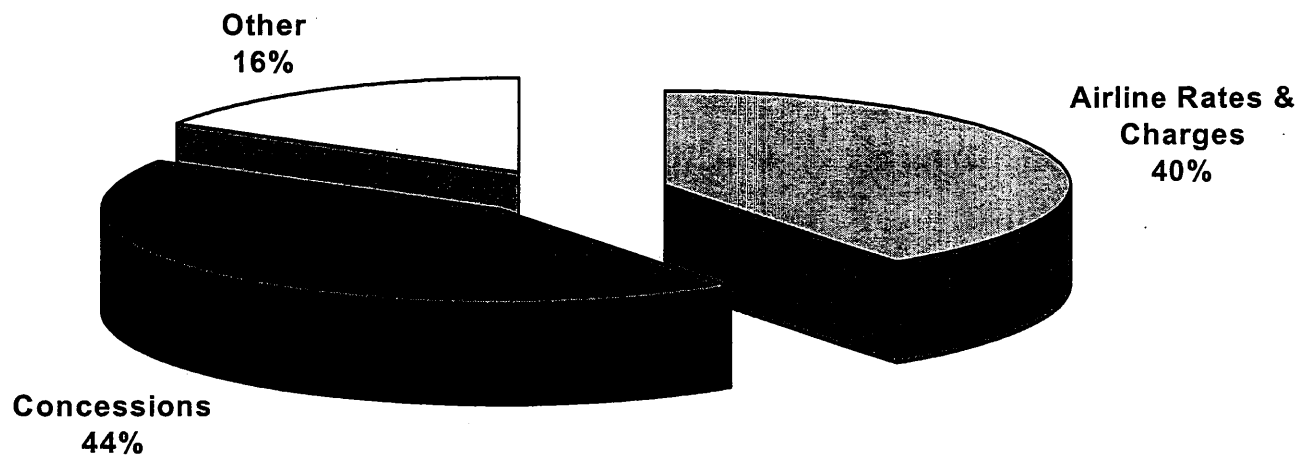
OPERATING REVENUES - 2001 OPERATING BUDGET

	<u>Mpls.-St. Paul International</u>	<u>Reliever Airports</u>	<u>Total 2001 Budget</u>	<u>2000 Budget</u>	<u>2000 Budget vs. 2001 Budget</u>	
					<u>Dollar Change</u>	<u>% Change</u>
Airline Rates & Charges						
Landing Fees	\$ 40,178,324	\$ -	\$ 40,178,324	\$ 35,636,541	\$ 4,541,783	12.74%
Ramp Fees	5,820,058	-	5,820,058	5,628,660	191,398	3.40%
Terminal Rentals- Agreement	24,236,422	-	24,236,422	18,912,052	5,324,370	28.15%
Terminal Rentals- Other	420,765	-	420,765	420,765	-	0.00%
Terminal Rentals-IAF Facility	2,498,140	-	2,498,140	2,402,058	96,082	4.00%
Carrouseles & Conveyors	243,725	-	243,725	243,725	-	0.00%
Noise Surcharge	-	-	-	-	-	0.00%
Total Airline Rates & Charges	\$ 73,397,434	\$ -	\$ 73,397,434	\$ 63,243,801	\$ 10,153,633	16.05%
Concessions						
Landside						
Parking	\$ 50,326,817	\$ -	\$ 50,326,817	\$ 40,819,933	\$ 9,506,884	23.29%
Auto Rental	13,460,940	-	13,460,940	12,467,539	993,401	7.97%
Ground Transportation Fees	<u>2,512,162</u>	<u>-</u>	<u>2,512,162</u>	<u>2,452,138</u>	<u>60,024</u>	<u>2.45%</u>
Total Landside	\$ 66,299,919	\$ -	\$ 66,299,919	\$ 55,739,610	\$ 10,560,309	18.95%
Terminal /Other						
Food & Beverage	\$ 4,470,018	\$ -	\$ 4,470,018	\$ 3,625,265	\$ 844,753	23.30%
Merchandise & Services	4,617,712	-	4,617,712	3,933,600	684,112	17.39%
Other						
Concessions/Services	<u>4,218,788</u>	<u>-</u>	<u>4,218,788</u>	<u>3,837,116</u>	<u>381,672</u>	<u>9.95%</u>
Total Terminal/Other	\$ 13,306,518	\$ -	\$ 13,306,518	\$ 11,395,981	\$ 1,910,537	16.77%
Total All Concessions	\$ 79,606,437	\$ -	\$ 79,606,437	\$ 67,135,591	\$ 12,470,846	18.58%
Other						
Building Rentals	\$ 15,963,459	\$ 256,843	\$ 16,220,302	\$ 11,363,981	\$ 4,856,321	42.73%
Lobby Fees - HHH	992,271	-	992,271	2,089,694	(1,097,423)	-52.52%
Terminal						
Ground - SW Cargo	1,016,016	-	1,016,016	1,024,567	(8,551)	-0.83%
Ground - Other	2,113,301	1,306,951	3,420,252	3,692,424	(272,172)	-7.37%
Utilities	2,225,758	-	2,225,758	2,126,758	99,000	4.65%
Other	<u>5,340,528</u>	<u>541,317</u>	<u>5,881,845</u>	<u>4,155,467</u>	<u>1,726,378</u>	<u>41.54%</u>
Total Other	\$ 27,651,333	\$ 2,105,111	\$ 29,756,444	\$ 24,452,891	\$ 5,303,553	21.69%
Total Operating Revenue	\$ 180,655,204	\$ 2,105,111	\$ 182,760,315	\$ 154,832,283	\$ 27,928,032	18.04%

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OPERATING REVENUE - 2001 OPERATING BUDGET

2001 Operating Revenue



MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2001 OPERATING BUDGET/REVENUE ASSUMPTIONS AIRLINE RATES AND CHARGES

Compiling information from the following sources make-up the estimates of revenue for 2001:

- 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 2000 budget versus 2001 budget figures.

(\$ = 000)						2000 Budget vs. 2001 Budget	
REVENUE CATEGORY	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Estimate</u>	2000 <u>Budget</u>	2001 <u>Budget</u>	Dollar <u>Change</u>	Percentage <u>Change</u>
Airline Rates & Charges	\$ 53,106	\$ 56,572	\$ 64,421	\$ 63,243	\$ 73,397	\$ 10,154	16.05%
Concessions	62,131	58,084	71,760	67,136	79,607	12,470	18.58%
Other	<u>22,747</u>	<u>15,266</u>	<u>24,100</u>	<u>24,453</u>	<u>29,757</u>	<u>5,304</u>	21.69%
Total Operating Revenue	<u>\$ 137,984</u>	<u>\$ 129,922</u>	<u>\$ 160,281</u>	<u>\$ 154,832</u>	<u>\$ 182,760</u>	<u>\$ 27,928</u>	18.04%

AIRLINE RATES AND CHARGES

Effective January 2000, the Commission approved the new airline use agreement. Calculation for airline rates and charges are based on the agreement. The formulas are the same, however the percentages for allocations were updated to reflect current activity.

Approximately \$73 million, or 40.2%, of MAC's \$183 million in revenue is generated from rates charged to the airlines. The calculations for the rates (landing fee, ramp fee, terminal rates, and the Lindbergh Terminal International Arrivals Facility (IAF)) are established in the airline use agreement. In accordance with this agreement, expenses from the Police, Fire, Maintenance Labor, Maintenance Equipment, Airside Operations and Administration service centers are allocated to the Field & Runway, Ramp, Terminal Building, and IAF service centers (detailed in the Operating Budget Expense section). Allocations from total costs are used to determine the airline rates and charges. Consequently, fluctuations in the total expenses can cause a change in the airline rates.

Category	Percentage of Airline Rates and Charges Revenue
Landing Fees	54.75%
Ramp Fees	7.93%
Terminal Rentals-Agreement	33.02%
Terminal Rentals-Other	0.57%
Terminal Rentals-IAF Facility	3.40%
Carrousels & Conveyors	0.33%

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2001 BUDGET/REVENUE ASSUMPTIONS AIRLINE RATES AND CHARGES

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 and historical data), a budgeted landing fee is established for use during the year. In 2001 the landing fee rate is based upon a break even philosophy in which total revenue equals total expense.

A comparison of estimated 2000, 2000 budgeted and 2001 budgeted landing fee rates, landed weight and revenue of the major carriers follows:

	<u>2000 Estimate</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>% Change Budget to Budget</u>
Landing Fee	\$ 1.39	\$ 1.35	\$ 1.40	3.70%
Landed Weight	25,150,000	26,531,378	28,655,819	8.01%
Revenue	\$ 37,650,000	\$ 35,695,885	\$ 40,177,798	12.56%

The landing fee change between 2000 and 2001 can be attributed to the following combination:

1. Landed weight projections provided by the airlines and historical data indicate an 8.01% increase over the 2000 budget. This change reflects domestic and international activity.
2. Depreciation and Interest associated with several reconstruction and rehabilitation projects results in an increase of approximately \$.036 or \$1,918,656.
These projects include:
 - Washburn School (\$779,000)
 - 2000 Pavement Rehab (\$89,000)
 - Runway 12R Temporary Extension (\$86,000)
 - North Side Storm Sewer (\$88,000)
3. Field and Runway Maintenance Labor allocations result in an increase of \$.012 or \$717,425.
 - The mid year staffing adjustment added two additional maintenance positions
 - (13) Additional positions for 2001 – six airport maintenance workers, equipment service worker, field maintenance assistant manager, two working foreman, painter, carpenter, plumber. Only 50% of salaries and wages were included in the 2001 budget.
 - The 2001 budget also increased overtime and double time to reflect historical usage.
4. Airside Operations allocations resulted in an increase of \$.019 or \$775,870.
 - Additional staff for 2001 - two airside operations assistant, managers, three airside operations licensing clerks.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2001 OPERATING BUDGET/REVENUE ASSUMPTIONS AIRLINE RATES AND CHARGES

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 8,998 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) now all costs are recovered.

The following is a comparison of estimated 2000, budgeted 2000 and budgeted 2001 ramp rates and revenue.

	<u>2000 Estimate</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>% Change Budget to Budget</u>
Ramp Fee (per lineal foot)	\$664.46	\$634.35	\$620.74	-2.15%
Ramp Footage	9376	8,874	9,376	5.66%
Revenue	\$6,230,000	\$5,629,179	\$5,820,017	3.39%

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

1. The lineal feet increased from 8,874 to 9,376, an increase of 502 lineal feet or 5.66%. The increase is the result of expanded ramp on concourses A, B and C.
2. Depreciation & interest results in a decrease of \$44.50/LF or \$353,796.
 - Per the airline agreement, the estimated useful life for depreciation and interest expense associated with the ramp was extended.
3. Maintenance/Labor allocation results in an increase of \$8.58/LF or \$127,542. Because Landing and Ramp Fees are calculated the same, both explanations are identical:
 - The mid-year staffing adjustment added two additional maintenance positions
 - (13) Additional positions for 2001 – six airport maintenance workers, equipment service worker, field maintenance assistant manager, two working foreman, painter, carpenter, plumber. Only 50% of salaries and wages were included in the 2001 budget.
 - The 2001 budget also increased overtime and double time to reflect historical usage.
4. Equipment allocation results in a increase of \$28.53/LF or \$415,321.
 - Depreciation and interest expense resulting from new and replacement equipment due to the expansion of the ramp.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2001 BUDGET/REVENUE ASSUMPTIONS AIRLINE RATES AND CHARGES

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 new airline lease agreement all costs associated with the Green Concourse are now included in the Terminal rates and charges. The addition of the Green Concourse (Concourse C) added 15,232 rentable square feet.

A comparison of estimated 2000, budgeted 2000 and 2001 rates follows:

	<u>2000 Estimate</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>% Change Budget to Budget</u>
Exclusive (Per Sq. Ft.)	\$ 38.46	\$ 36.73	\$ 45.54	23.99%
Exclusive Janitored (Per Sq. Ft.)	\$ 42.47	\$ 40.56	\$ 50.45	24.38%

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

1. Terminal Building - Direct Expenses increased \$2.297/SF or \$2,064,351
 - The increase resulted from additional utility costs associated with the terminal facility electricity (\$1,240,000), water & sewer (\$180,000).
 - Additional maintenance costs associated with plumbing (\$50,000), temperature control (\$200,000), mechanical systems (\$70,000), and duct parts (\$80,000).
 - Also general insurance (\$50,000) and reimbursed expense (\$45,000).
2. Depreciation and Interest increase \$3.80/SF or \$3,514,466. The increase is associated with the following projects:
 - The Green and Gold connector (\$537,000).
 - Green Concourse Phase 1 Gate Expansion (\$714,000).
 - Public Address System (\$76,000).
 - Concourse renaming (\$166,000).
 - Chiller Connection (\$92,000).
3. Administrative Allocations increase \$.763/SF. Additional staffing for 2000 (6) and 2001 (12) along with depreciation and interest on the General Office Expansion project.
4. Energy Management Center - Direct expense increase \$1.573 or \$1,406,097. The increase is due to utility cost increases, (electricity \$543,000 and natural gas \$372,000).

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2001 OPERATING BUDGET/REVENUE ASSUMPTIONS AIRLINE RATES AND CHARGES

LINDBERGH TERMINAL INTERNATIONAL ARRIVAL FACILITY (IAF)

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 2000, budgeted 2000 and budgeted 2001:

	<u>2000 Estimate</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>% Change Budget to Budget</u>
Total Costs	\$2,165,489	\$2,402,058	\$2,378,016	-1.00%
Passengers	684,658	606,110	660,000	8.16%
Fee/Passenger	\$3.16	\$3.96	\$3.60	-9.09%

CARROUSELS AND CONVEYORS

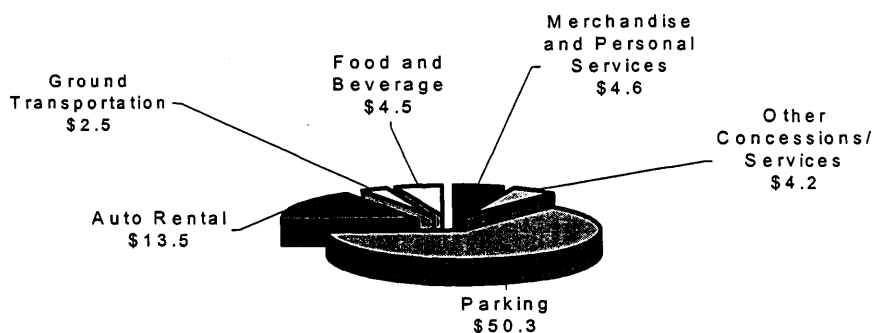
Carrouseles and conveyors revenue will remain consistent with the 2000 budget.

NOISE SURCHARGE

The noise surcharge is now included in the landing fee calculation. Projects relate 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 2001 Budget for Concessions revenue is projected to increase \$12,470,846 or 18.58% from the 2000 budget. Concessions revenue consists of the following categories: (\$'s = Millions)



	<u>Percentage of Total Concession Revenue</u>
Parking	63.22%
Auto Rental	16.90%
Ground Transportation Fees	3.16%
Food and Beverage	5.62%
Merchandise and Personal Services	5.80%
Other Concessions/Services	5.30%

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2001 BUDGET/REVENUE ASSUMPTIONS AIRLINE RATES AND CHARGES

PARKING

Parking revenue is projected to increase \$ 9,506,884 or 23.29% from 2000.

The 2001 revenue projections were based on the following budget assumptions:

- All of the parking spaces in the new parking facility would be open for 2001.
- The parking facility would be full approximately 80% of the time.
- The new valet parking service at the HHH terminal would add 40% more parking spaces to the valet parking area.

The final phase of construction on the new parking facility at the Lindbergh Terminal was complete during 2000. In total 3,689 parking spaces were added to the General Parking Lot. Construction on the parking facility adjacent to the HHH Terminal started in October 2000 resulting in a decrease in parking spaces for the Econo Lot. The following chart shows the change in parking spaces from 1999 to 2000.

Parking Lot	Total Parking Spaces 1999	Total Parking Spaces 2000	Variance
Short Term Parking Lot	937	922	(15)
Garage	369	480	111
General Parking Lot	8,211	11,900	3689
Econo Lot	<u>2,789</u>	<u>2,193</u>	<u>(596)</u>
Total Parking Spaces	12,306	15,495	3189

AUTO RENTAL

Auto rental fees are projected to increase by \$993,401 or 7.97% from the 2000 budget. Based on the auto rental concessions agreement the auto rental firms pay a minimum rental fee (which is a guarantee that the firm bids) plus a percentage of gross revenue above the minimum fee. Increased activity is the reason for the change in revenue.

FOOD/ BEVERAGE

Food and beverage is projected to increase by \$844,753 or 23.30% from the 2000 budget. The 2001 budget projected Food and Beverage revenue for all existing facilities would increase over 2000 due to passenger growth. The balance of the increase is due to new facilities opening on the C (Green) Concourse. A conservative forecast was used due to a lack of previous history for the C Concourse concessions.

MERCHANDISE & PERSONAL SERVICES

Merchandise and personal services are projected to increase \$684,112 or 17.39% from the 2000 budget. The 2001 budget is increasing due to passenger growth and the opening of new facilities.

OTHER CONCESSIONS

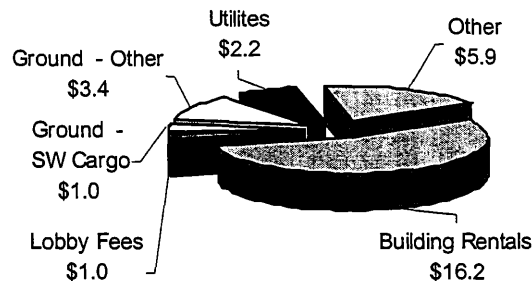
Other Concessions is projected to increase \$381,672 or 9.95% from the 2000 budget. This area includes advertising (indoor and outdoor), telephones, vending, auto services and in-flight catering. The increase is primarily in telephones. The concession revenue from telephones is based on passenger activity. Passenger activity is projected to increase 5%.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

2001 OPERATING BUDGET/REVENUE ASSUMPTIONS AIRLINE RATES AND CHARGES

OTHER

In total this category is projected to increase \$5,303,553 or 21.69% from the 2000 budget. Included in this category is Building Rentals, Lobby Fees, and Ground Rent – Southwest Cargo Area, Ground Rental – Other, Utilities, and Other.



BUILDING RENTALS

Building Rentals are projected to increase \$4,857,557 or 42.73% over 2000. This category includes all building rental not included in airline rates and charges. The increase can be attributed to the following:

1. Per the lease agreement, building rent for Northwest Airlines Building C will increase in 2001.
2. Rates and charges for the HHH Terminal have been finalized. The 2001 budget was prepared based on the current negotiated agreement. MAC anticipates Commission approval by April 2001. The revised rate structure records the airline revenue for the HHH Terminal in Building Rental and Other. As a result of the change in the rate structure, Building Rental will increase and previously recorded Lobby Fees will be eliminated.

LOBBY FEES

Lobby Fees are projected to decrease \$1,097,423 or 52.52% from 2000. Based on the new fee structure at the HHH Terminal lobby fees are collected primarily from charter services. A new fee structure and revised Ordinance 89 will be implemented in May of 2001.

GROUND RENT – OTHER

Ground Rent – Other is projected to decrease \$272,172 or 7.37% from the 2000 budget. MAC has taken ownership control of the "Cargo City" area. There are seven buildings involved. MAC has purchased six. The six buildings will pay both ground and building rent. The last building will pay only ground rent. The facilities were acquired as a part of the Runway 17/35 construction. All building rent offset construction cost of the runway projects.

OTHER

Other is projected to increase \$1,726,378 or 41.54% from the 2000 budget. Other includes non-signatory airline landing fees and ramp fees. The Budget increase is due to additional activity at all Non-Signatory airline locations (HHH Terminal, Southwest Cargo, and Signature).

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

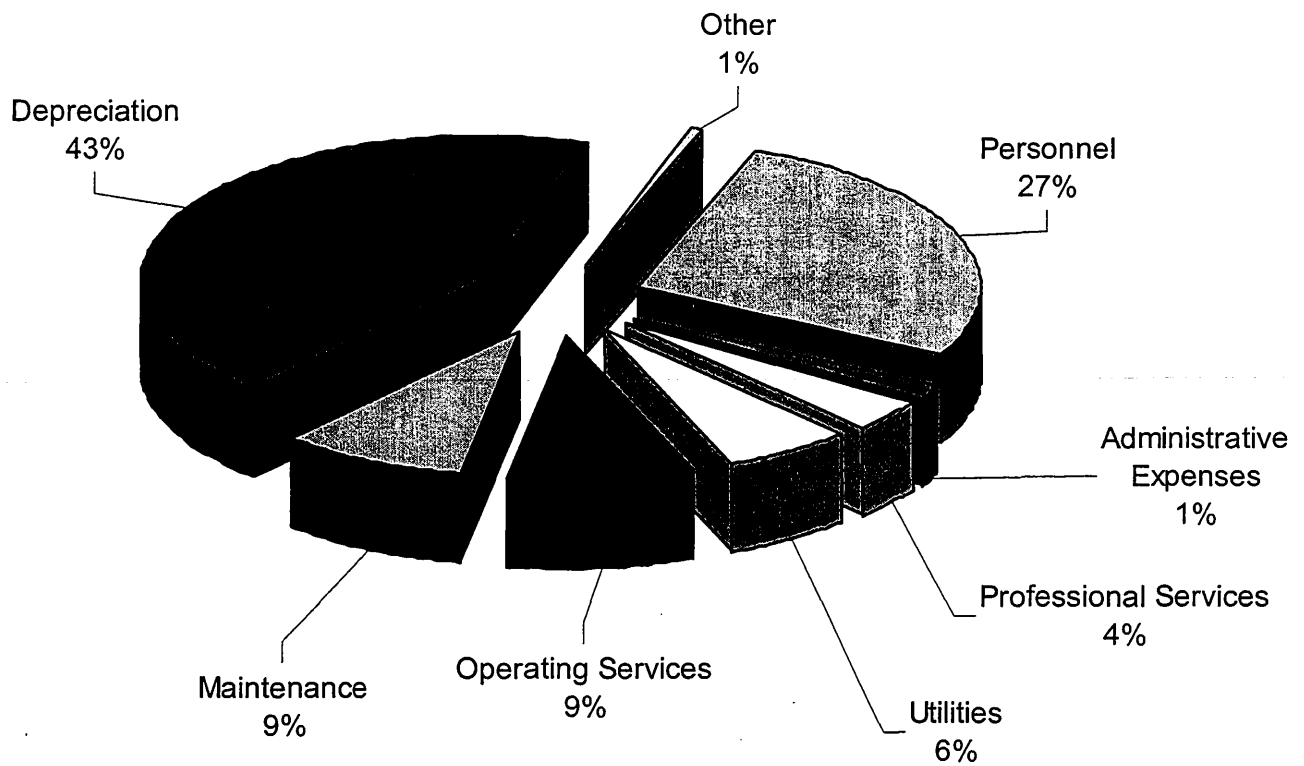
OPERATING EXPENSES - 2001 OPERATING BUDGET

	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Estimate</u>	2000 <u>Budget</u>	2001 <u>Budget</u>	2000 Budget vs 2001 Budget Dollar <u>Change</u>	% <u>Change</u>
Personnel							
Salaries & Wages	\$ 24,980,352	\$ 24,720,101	\$ 27,382,608	\$ 27,035,995	\$ 30,558,417	\$ 3,522,422	13.03%
Benefits	9,490,371	9,848,636	10,418,392	10,143,393	11,729,367	1,585,974	15.6%
Commissioner Per Diem	<u>26,300</u>	<u>29,350</u>	<u>28,000</u>	<u>29,350</u>	<u>29,350</u>	<u>0</u>	0.0%
Total Personnel	\$ 34,497,023	\$ 34,598,087	\$ 37,829,000	\$ 37,208,738	\$ 42,317,134	\$ 5,108,396	13.7%
Administrative Expenses	\$ 1,554,872	\$ 1,431,434	\$ 1,738,000	\$ 1,758,001	\$ 2,099,576	\$ 341,575	19.4%
Professional Services	\$ 5,230,655	\$ 4,560,978	\$ 5,301,000	\$ 4,800,699	\$ 5,821,880	\$ 1,021,181	21.3%
Utilities	\$ 7,318,319	\$ 5,363,930	\$ 8,350,000	\$ 6,705,480	\$ 9,516,820	\$ 2,811,340	41.9%
Operating Services							
Parking Management	\$ 4,418,803	\$ 4,368,904	\$ 5,220,378	\$ 4,820,378	\$ 6,772,020	\$ 1,951,642	40.5%
Shuttle Bus Services	2,723,227	2,127,869	2,591,466	1,791,466	2,049,605	258,139	14.4%
Service Agreements	903,218	1,151,278	1,198,221	1,348,221	1,402,757	54,536	4.0%
Storm Water Monitoring	1,123,254	1,300,000	1,150,000	1,250,000	1,100,000	(150,000)	-12.0%
Other	<u>2,028,111</u>	<u>1,743,738</u>	<u>1,899,543</u>	<u>1,949,543</u>	<u>2,452,580</u>	<u>503,037</u>	25.8%
Total Operating Services	\$ 11,196,613	\$ 10,691,789	\$ 12,059,608	\$ 11,159,608	\$ 13,776,962	\$ 2,617,354	23.5%
Maintenance							
Trades	\$ 928,621	\$ 682,972	\$ 706,452	\$ 718,552	\$ 930,664	\$ 212,112	29.5%
Field	2,492,640	2,092,557	2,537,590	2,435,490	2,579,626	144,136	5.9%
Building	1,589,887	1,525,767	2,885,618	2,885,618	3,334,656	449,038	15.6%
Equipment	1,201,848	1,407,555	1,288,253	1,203,253	1,231,984	28,731	2.4%
Cleaning	<u>4,288,341</u>	<u>4,095,797</u>	<u>4,536,364</u>	<u>4,261,364</u>	<u>5,997,216</u>	<u>1,735,852</u>	40.7%
Total Maintenance	\$ 10,501,337	\$ 9,804,648	\$ 11,954,277	\$ 11,504,277	\$ 14,074,146	\$ 2,569,869	22.3%
Gross Depreciation	\$ 42,874,877	\$ 42,936,521	\$ 52,510,207	\$ 51,885,207	\$ 67,442,111	\$ 15,556,904	30.0%
Other							
General Insurance	\$ 1,171,544	\$ 1,337,097	\$ 1,292,000	\$ 1,335,489	\$ 1,540,000	\$ 204,511	15.3%
Minor Equipment	459,987	618,545	350,000	351,688	398,021	46,333	13.2%
Other	437,208	321,492	338,273	373,096	396,560	23,464	6.3%
Reimbursed Expense	<u>(1,450,702)</u>	<u>(1,278,000)</u>	<u>(1,397,750)</u>	<u>(1,277,750)</u>	<u>(1,387,939)</u>	<u>(110,189)</u>	8.6%
Total Other	\$ 618,037	\$ 999,134	\$ 582,523	\$ 782,523	\$ 946,642	\$ 164,119	21.0%
Total Operating Expenses	<u>\$ 113,791,733</u>	<u>\$ 110,386,521</u>	<u>\$ 130,324,615</u>	<u>\$ 125,804,533</u>	<u>\$ 155,995,271</u>	<u>\$ 30,190,738</u>	24.0%

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OPERATING EXPENSES - 2001 OPERATING BUDGET

2001 Operating Expenses



MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

EXPENSE ASSUMPTIONS - 2001 OPERATING BUDGET

The Finance Committee approved the adoption of four budget targets for 2001.

- Target 1: Establish target increases over the 2000 budget of 20% for operating revenue and 7% for operations and maintenance costs. Result: Target was not met.
- Target 2: Maintain a coverage ratio of 1.4x on General Obligation Revenue and senior General Airport Revenue Bonds. Result: Target was met.
- Target 3: Transfer \$42.2 million to the construction fund to be used for capital improvement project costs. Result: Target was met.
- Target 4: Maintain an average airline cost/enplanement of approximately \$4.42. Result: Target was met.

The operating expense budget is based on MAC's desire to maintain its current level of service to passengers and tenants. The information supplied by MAC departments, utility companies, vendors and historical analysis, projected passenger growth of 7%, and subsequent project completions, determined the 2001 operating expense budget. The budget is projected to increase from \$125,804,533 in 2000 to \$155,995,271 in 2001. In total, the budget is projected to increase 24.0% over 2000. The majority of the increase is in personnel and depreciation, 16.92% and 51.53% respectively.

						2000 vs 2001 Budget	
	1999 <u>Actual</u>	1999 <u>Budget</u>	2000 <u>Estimate</u>	2000 <u>Budget</u>	2001 <u>Budget</u>	Dollar <u>Change</u>	% <u>Change</u>
EXPENSE							
Personnel	\$ 34,497	\$ 34,598	\$ 37,829	\$ 37,209	\$ 42,317	\$ 5,108	13.73%
Administrative Expenses	1,555	1,431	1,738	1,758	2,100	342	19.45%
Professional Services	5,231	4,561	5,301	4,801	5,822	1,021	21.27%
Utilities	7,318	5,364	8,350	6,705	9,517	2,812	41.94%
Operating Services	11,197	10,692	12,060	11,160	13,777	2,617	23.45%
Maintenance	10,500	9,805	11,954	11,504	14,074	2,570	22.34%
Depreciation	42,875	42,937	52,510	51,885	67,442	15,557	29.98%
Other*	<u>619</u>	<u>999</u>	<u>583</u>	<u>783</u>	<u>946</u>	<u>163</u>	20.82%
Total Operating Expense	<u>\$ 113,792</u>	<u>\$ 110,387</u>	<u>\$ 130,325</u>	<u>\$ 125,805</u>	<u>\$ 155,995</u>	<u>\$ 30,190</u>	24.00%

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

PERSONNEL

Personnel costs are projected to increase 13.7% or \$5,108,396 over the 2000 budget. The increase can be attributed the following:

Full Time Equivalent Position Summary

	2000 Budget	Mid Year Adjustment	2001 Staffing Request	2001 Budgeted
Positions	512	11	49.5	572.5

1. Headcount - Staffing at MAC will increase by 60.5 full time equivalent positions over the 2000 budget. Eleven positions were approved mid-year 2000, the balance of 49.5 are included in the 2001 budget process. The 11 FTE positions are: Telecommunication Technician, two Customer Service Operators, Computer Aid Dispatch Specialist, Administrative Assistant, three Police Officers, Equipment Shop Foreman, Parts Room Technician, and Reliever Airports Assistant Manager. The 2000 budget for salaries and wages was not adjusted.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

EXPENSE ASSUMPTIONS - 2001 OPERATING BUDGET

The following new positions for 2001 will add approximately \$986,491 to the budget. The budget impact represents 50% of the annual salaries and wages for the 49.5 positions.

HR Develop/Strategic Planning

Position: Technical Support

Full Time Equivalent . 5

This position assists with the design of in-house training programs delivered to management and employees. The individual will be responsible for development of training materials and use of training management system to document training. Employee development and training is a critical element in MAC's overall employee retention strategy. Skill training for all levels of employees is becoming more important as MAC experiences increased turnover. This position will increase Human Resource Development's ability to deliver effective training that addresses organizational needs in a timely manner with courses tailored to meet MAC's business needs and fit the organization's culture. Cross training this position with general Human Resource duties would also increase Human Resources' ability to deliver services to MACs' increasing staff.

Purchasing

Position: Purchasing Clerk

Full Time Equivalent 1

The addition of this position will provide technical support to the purchasing staff and assist in the buyer responsibility for the organization. Since 1999, a temporary employee has fulfilled the duties of this position. Expenses currently allocated for the temporary position will be reallocated to regular salaries and wages. The impact to budget is minimal for 2001.

Internal Audit

Position: Auditor

Full Time Equivalent 1

In order to complete the requested audits additional staff is required. The auditor will conduct financial & compliance audits of concessions, tenants, contractors, other business entities, and internal MAC functions in accordance with applicable professional requirements.

Information Services

Position: System Support Analyst

Full Time Equivalent 2

Provide support 24 X 7 for common use terminal equipment and systems in the new Humphrey Terminal. The duties of this position will include MUFIDS, facility management system, cabling, and network infrastructure. These positions are essential to make the new Humphrey Terminal common-use facilities operate effectively. There are stringent service level requirements: respond within 15 minutes, repair or replace within 1 hour.

Position: Database Administrator

Full Time Equivalent 1

Responsible for ensuring that the design, implementation and maintenance of databases and database management systems provide the MAC with effective methods for storing and accessing data across the entire organization. Database management systems are essential for the operation of the CUTE systems in the new Humphrey Terminal. There are also a growing number of applications that employ database technology - all of which need the specialized support of this position. In addition, the database skills are needed in order to take advantage of the many databases available to help individuals get needed information.

Position: Business Analyst

Full Time Equivalent 1

Analyze and document business functions. Assist MAC staff with process review and re-design as needed. Create and document business system requirements. Develop system designs and specifications. Several departments are asking for increased levels of involvement by Information Services analysts to support existing applications. Hiring consultants would cost two or three times more than hiring in-house staff.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

EXPENSE ASSUMPTIONS - 2001 OPERATING BUDGET

Legislative & Labor Relations

Position: Administrative Assistant

Full Time Equivalent .5

Under the direction of the administrative assistant for Labor and Governmental Affairs will assist with clerical/administrative duties and provide additional support to the division. An additional support staff position is necessary to assist the division with the increased workload generated by the addition of federal legislative responsibilities, expanded state legislative activities and initiatives, 2010 construction project issues, and requests from other departments for assistance in legislative and labor relations matters.

Commercial Management/Airline Affairs

Position: Assistant Manager Airline Affairs

Full Time Equivalent 1

This position will be directly responsible for negotiating and coordinating space needs for all of the airlines serving MSP and perform the necessary analysis of terminal building usage and requirements related to airlines. With the new Humphrey Terminal and the likelihood that MAC will have common-use facility and additional short-term gates in both the Lindbergh and Humphrey Terminals, there is a need to devote full time resources to address these issues.

General Counsel

Position: Associate Attorney I

Full Time Equivalent 1

Assists in the analysis of MAC documents, counseling and advising of Commission and Commission staff regarding legal implications of operational and policy matters, and decisions. The Associate Attorney I will also provide advice and counsel to MAC staff on federal, state and local legislation. The approval of this position will serve as a cost savings from decreased use of outside counsel, establishment of additional in-house expertise that can be provided on a continuous basis, with increased accessibility of the Legal Department to the organization, and the continued improvement of the timeliness of Legal Department responses.

Position: Legal Clerk/Secretary

Full Time Equivalent 1

Provide additional secretarial support to Legal Department staff members (General Counsel, Deputy General Counsel, Attorney, Associate Attorney and Paralegal). An additional Legal Clerk/Secretary is necessary for optimum performance by all members of the Legal Department. Members of the Legal Department currently perform duties that could easily be designated to a support staff position. Designating specific tasks to a support staff position would enable those individuals to concentrate on the responsibilities and tasks of their positions. This, in turn, reduces the need for support from outside counsel.

Airside Operations

Position: Airside Operations Licensing Clerk

Full Time Equivalent 3

The creation of an airport-licensing center for individuals that operate vehicles on the A.O.A., will require additional staff. The position will be responsible for coordinating the day-to-day operations of the MSP Drivers Licensing Center. Duties include the administration of the licensing system, issuing drivers licenses, scheduling drivers training, and testing.

Position: Airside Operation Assistant Manager

Full Time Equivalent 2

The individuals manage the day-to-day airside operations of Minneapolis-St. Paul International Airport (MSP).

The addition of these positions will provide the following:

- Double staff coverage during peak activity times where the current conditions only provide for single coverage 70% of the time.
- Prioritization of FAR Part 139 duties
- Increased presence on the airfield for airport self-inspection, construction safety, ramp safety and wildlife management tasks
- Increased ability to accomplish administrative tasks such as office coverage and associated required paperwork, tenant training and education and organizational and department training.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

EXPENSE ASSUMPTIONS - 2001 OPERATING BUDGET

Communications

Position: Communication Coordinator **Full Time Equivalent** 1

Communication Coordinators facilitate all radio and telephone activity on 24 hours basis. Calls for service are dispatched to the appropriate resources for successful conclusion of calls and officer safety. The increase in call volume is attributed to the growth of the airport facility, increased passenger activity, and greater need for assistance to the public. In addition, after hours paging will be coordinated by the Communications Center. The additional service will enable MAC to provide the continued level of customer service expected by the public.

Position: Communications **Full Time Equivalent.** .5
Coordinator (Part -Time)

The duties of the part-time Communication Coordinator are the same as the full-time position. The individual will work 20 hours per week or two - 10 hour shifts.

Landside-Administration

Position: Passenger Service Assistant (PSA) **Full Time Equivalent** 4

The new Humphrey Terminal will open May 2001. Four PSAs will provide taxi starter coverage at the Humphrey Terminal. The Humphrey Terminal routinely experiences difficulty with taxi service; drivers refusing loads, passengers being overcharged, illegal operators and inadequate service. The presence of the PSA will reduce the number of occurrence and subsequently the amount of time MAC staff expends to administer the Taxicab Ordinance.

Fire - Rescue

Position: Firefighter **Full Time Equivalent** 3

These additional positions are needed to bring our minimum on-duty Firefighters to 11; that will support the overall growth of the Airport. When the Fire Department looks at airport growth, we consider the increase in airport use by aircraft (movements) and passengers as reported by ACI. MSP is ranked 12th in the world for total passengers and 10th in the world for total movements. Firefighters provide aircraft rescue, fire fighting, emergency medical, and structural fire fighting services here at MSP. These positions also assist the Fire Marshal by conducting fire safety inspections throughout the MSP complex. These three new positions will allow us to bring our minimum on-duty staffing to 11 firefighters.

Police - Administration/Training

Position: Community Service Officer **Full Time Equivalent** 3

Three additional positions to provide parking enforcement, traffic direction control, and public assistance in information dissemination at the new Humphrey Terminal.

Position: Police Officer **Full Time Equivalent** 5

The Police department is responsible for safety, protection and law enforcement duties at the airport. The officers' duties include law enforcement action of Federal, state and local laws and ordinances that pertain to the operations and activities within the jurisdiction of MAC. Addition of five police officers to provide additional SIDA training, increase security check interaction, meet FAA response to added checkpoints, increase police presence on each shift, become more proactive in response to criminal activity and community education.

Airline Operations/Facilities

Position: Airline Ops/Facility Coordinator **Full Time Equivalent** 1

This position is essential to the internal control and administration of the new systems/equipment working in conjunction with the overall administration/control of common-use facilities at both the Humphrey and Lindbergh Terminals. The position will coordinates the daily operation, allocation, training and maintenance of common-use airline terminal equipment and systems; CUTE, MUFIDS, BIDS, CCTV, Jetbridges, Paging System, and Gate Management System. The majority of these systems/equipment are new and are associated with the new Humphrey Terminal, the balance are intended for use in the FIS Facilities or future common-use facilities in the Lindbergh Terminal.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

EXPENSE ASSUMPTIONS - 2001 OPERATING BUDGET

Energy Management Center

Position: Operating Engineer

Full Time Equivalent 2

This position will provide routine maintenance on all Energy Management Center (EMC) equipment, respond to general/emergency repair requests, and back up to EMC operations as needed basis. The responsibility of the EMC has increased approximately 30%; the expansion of the airport facility resulted in additional HVAC units, cooling towers, boilers, and mechanical equipment. The addition of two positions will allow the department to maintain the proactive maintenance schedule on new and existing equipment.

Trades - Painters

Position: Painter

Full Time Equivalent 1

Due to the increased size of the main terminal and the new Humphrey Terminal, another painter will be needed to insure that the upkeep of the new added areas can be accomplished.

Trades - Carpenters

Position: Carpenter

Full Time Equivalent 1

Carpenters at MAC provide skilled carpentry construction, maintenance, repair of wooden structures, buildings, and equipment. The departments' areas of coverage are constantly being expanded. The following airport facilities, which will be operational in 2001, are either expanding or new: Lindbergh Terminal Green Concourse, Green/ Gold Connector, the Hub-Tram Center, Parking structure, and the new Humphrey Terminal. The additional staff will help the department maintain the existing airport facility.

Trades - Plumbers

Position: Plumber

Full Time Equivalent 1

To continue general upkeep and maintenance of expanding MAC facilities an additional plumber is required. The position will ensure and enhance the services of the department.

Maintenance

Position: Equipment Service Worker

Full Time Equivalent 1

The negative result is delayed scheduled equipment service intervals to a growing fleet. This additional person would bring day shift staffing to three people insuring timely scheduled equipment

Position: Working Foreman

Full Time Equivalent 2

These two positions are required for the daily foreman duties that are required during both summer and winter months. With the additional landscapes, pavements, personnel, rental equipment, and job responsibilities it is imperative that we have foremen in place to cover these areas. Additional supervision is needed in the following areas; the night shift repair crews, critical areas during storm, maintain coverage when other supervisors are off duty.

Position: Airport Maintenance Worker

Full Time Equivalent 6

To ensure MAC standards of crew and airport safety and maintain efficiency, it is imperative that the Field Maintenance crew size be expanded. Six Field Maintenance Workers are essential to provide the same level of service that is the current standard at MSP. The positions will

- During the summer months, there is a shortage workers to sustain the maintenance and repair of airport pavement. The work includes black topping, cement work, joint sealing, sand blasting, sweeping, and cleanup on runways, taxiways and ramps. The expansion and ever-aging airport pavement further emphasizes the problem.
- Additional manpower is also needed to facilitate increased annual turf restoration, grass cutting, landscaping, signage work, pollution control, trash and debris cleanup, parking deck scrubbing and maintenance, tunnel washing, fence and gate repair, FAR Part 139 discrepancies and road maintenance.
- During a snowstorm lasting longer than 16 hours or back-to-back snowstorms, the current crew size doesn't allow workers the proper rest. It is virtually impossible to keep all operational areas open, maintain safe runways, taxiways, ramps, gates, roads, parking lots, parking decks, and cleaning of all sidewalks.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

EXPENSE ASSUMPTIONS - 2001 OPERATING BUDGET

Position: Field Maintenance Assistant Manager **Full Time Equivalent** 1

As the airport continues to grow and the areas of responsibility are added to the Maintenance Department, additional supervision is required. The following areas either have or will become operational between the years 2000 and 2001: Runway 30L, de-ice pad, Whiskey Taxiway, the new regional ramp, the add on of Green Concourse gates, the new 12R de-ice pad, Bravo Taxiway, new roadways, additional sidewalks, and the new parking structure.

Relievers - Administration

Position: Administrative Assistant **Full Time Equivalent** 1

Duties include coverage of department desk, answer telephones, arrange meetings, provide tenants and public with information requests, process purchasing documents, check requests, input data into record systems, and maintain department records. The department workload has also increased due to tenant audit and the environmental compliance program. In addition, the number of leases processed have grown by approximately 400 in the past ten years.

Relievers - St. Paul

Position: Airport Maintenance Worker **Full Time Equivalent** 1

Airport Maintenance Worker - Performs routine airport field maintenance, snow removal, ice control, landscape operations, bituminous and concrete surface repairs, fencing, signage, and general cleanup on operational and public areas. As a result of the expansion of the airport which included, completion of a new twenty-acre corporate storage building area, the recent ground breaking of a new FBO, a new FAA Control Tower, supporting taxiways, ramps, and roads. The addition of a maintenance worker at the St. Paul Downtown Airport is essential to the maintain level of service provided.

2. Salary and Wage adjustments for existing employees will increase the budget by \$1,292,633 over the 2000 budget.
3. Historically overtime and double time has been understated for several departments. Based on a five-year analysis, overtime was increased by \$246,841 or 17.13% and double time increased \$466,825 or 66.92%. The increases reflect recent historical patterns.
4. Several service centers will use temporary staff to help with increasing workloads. Total temporary workers increased by \$506,141 or 84.57% over the 2000 budget. The positions included in the temporary budget are:
 - ♦ Summer Interns
 - ♦ Full Year Interns
 - ♦ Administrative Support
 - ♦ Auditor
 - ♦ Assist. Airport Director
 - ♦ Lindbergh Clerk System
 - ♦ Support Analyst
 - ♦ Snow Shovelers
 - ♦ Heavy Equipment Operators
 - ♦ Grass Cutters
 - ♦ Trades (Carpenter, Plumber)
 - ♦ Passenger Service Assistant.
5. Employee Insurance is budgeted to increase \$995,156 or 31.40% over 2000. The majority of the increase is due to higher utilization in almost all categories of treatment. There has also been a significant increase in prescription drug expenses. Prescription drug costs are up approximately 25% annually. Prescription drugs represent approximately 21% of MAC insurance costs.

ADMINISTRATIVE EXPENSES

Administrative Expenses are projected to increase \$341,575 or 19.4% over the 2000 budget. This category consists of office and computer supplies, travel, information sources, printing costs, and information sources.

Travel: The Executive Director will serve as Chairman of the Airports Council International - North America in 2001. The position will require extensive domestic and international travel.

In accordance with the strategic goals for 2001, a greater concentration will be placed on the marketing and business development of air service, both international and domestic. This effort will require extensive travel.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

EXPENSE ASSUMPTIONS - 2001 OPERATING BUDGET

Office Supplies: Several departments increased their office supply budget based on additions in staff and historical usage.

Computer Supplies- Software: Information Services budgeted for the system integration of MAC's large databases. This will help department efficiency and reduce work redundancy. Also, Landside Operations budgeted for an upgrade of the parking revenue system which is not associated with the MACNET system.

Special Supplies – Badging: Based on FAA requirements the police department will re-badge everyone with access to the airfield.

PROFESSIONAL SERVICES

Professional Services are estimated to increase \$1,021,181 or 21.3% over 2000 budget. This increase is the result of the following significant items:

1. Commercial Management - Airport Affairs \$242,000 - The department will require consultant services to assist with upcoming concessions changes, lease negotiations, request for proposals, and a comprehensive analysis of passenger airline services provided at MSP.
2. General Counsel \$257,265 - Year-to-date litigation expenses have been greater than expected. Although litigation cost is an unknown expense, the line item has been over budget the last four years.
3. Air Service Business Development \$438,000 - Consultants are used to develop air service competition analysis for target airlines. The number of these reports for prospective target airlines is going to increase. The department will also complete the ongoing virtual reality presentations for both the Grieve Conference Center and the Lindbergh Terminal. The presentations will be available on CD-ROM and distributed to prospective businesses and air service providers.

The table below indicates costs associated with the major consulting services to be used in 2001.

Type of Service	Department	Dollars
Accounting & Audit Fees	Finance	\$224,280
Appraisal/RFP/Lease Evaluation	Commercial Management Airline Affairs	\$365,000
Software Consulting	Information Services, Finance, Airport Development, Airport Development – Building Official Noise Aviation Satellite Program	\$211,500
Legal Fees	General Counsel	\$1,035,000
Engineering Fees	Airport Development, Landside – Parking Planning & Development – MSP	\$400,000 \$576,000
Environmental Engineering	Environment – Environmental, Noise Aviation Satellite Program	\$420,500
Legislative	Labor/Legislative – Local	\$100,000
	Labor/Legislative – National	\$200,000
Public Information Services	Public Affairs	\$265,000
	Air Service Business Development	\$363,000
Total		\$4,160,280

UTILITIES

Utilities are projected to increase an estimated \$2,811,340 or 41.9%. Utilities are 9.06% of the total budget increase for 2001.

The table below compares utility costs for 2000 and 2001:

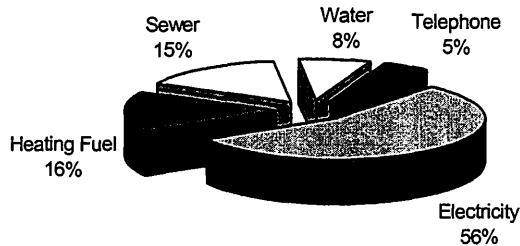
Service	2000 Budget	2001 Budget	\$ Variance	% Variance
Electricity	3,222,700	5,295,000	2,702,300	64.30%
Heating Fuel	1,139,600	1,507,630	368,030	32.29%
Sewer	1,241,900	1,455,374	213,474	17.19%
Water	662,800	751,655	88,855	13.41%
Telephone – Regular	376,800	405,451	28,651	7.60%
Telephone – Cellular	61,680	97,710	36,030	58.41%
Total	6,705,480	9,516,820	2,811,340	41.93%

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EXPENSE ASSUMPTIONS - 2001 OPERATING BUDGET

The increase in utilities can be attributed to the following items:

Electricity: The projected budget increase is \$2,702,300 or 64.30%. Expansion of the Lindbergh Terminal, the new Humphrey Terminal and the addition of the new parking facility all contribute to this increase. MAC continues to pursue alternative energy saving options such as an extensive audit of facilities.



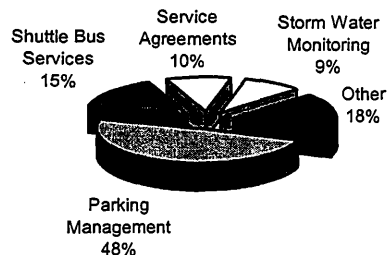
Heating Fuel: The projected increase is \$368,030 or 32.29%. The increase in natural gas can be attributed to both projected rate increases and the expansion of MAC facilities. Fuel oil is budgeted to decrease because little has been used in the last three years.

Telephone – Cellular: The projected increase is \$36,030 or 58.41%. Several of the maintenance departments will convert to a cellular telephone that includes a hand held radio. The departments have done limited testing and found that the system helped them to improve both internal and external communication.

OPERATING SERVICES

Operating Services is projected to increase \$2,617,354 or 23.5%. This increase represents 8.91% of the 2001 budget increase. The major components of this category are Parking Management (\$6,772,020), Shuttle Bus Services (\$2,049,605) Service Agreements (\$1,402,757), Storm Water Monitoring (\$1,250,000) and Other (\$2,452,580). Together, these components comprise over 82.4% of this category. The major budget changes are in parking management, shuttle bus services, and other.

Parking Management: The agreement with APCOA, the parking management firm, stipulates that all personnel and operating costs are reimbursable expenses. The budget projects increase in wages and benefits for APCOA employees, effective January 2001. Additional staffing requirements are expected because of extra exit booths necessary for the added parking spaces at the Lindbergh Terminal. The average number of parking spaces increased by approximately 21% over 1999. Effective May 2001 construction will start on a new EconoLot. During construction, 711 parking spaces at the existing EconoLot will be closed. In order to accommodate as much of the parking demand as possible, a portion of the remaining EconoLot will be used for valet parking. Because valet parking requires less space, the actual space uses will increase approximately 40% for valet parking area. The valet service will be run by APCOA. Expenses to operate this service are included in the 2001 budget.



Shuttle Bus Services: MAC now provides a shuttle bus from the HHH Terminal to the auto rental facility. The new service was not included in the 2000 budget. Subsequently, shuttle bus expenses will increase \$258,139 or 14.40% over the 2000 budget.

Other: Because of the new roadway configuration, an additional D street security-gate will be installed adjacent to the Lindbergh Terminal. The gate will provide a needed entry for the trucks requesting access to the rear of the terminal building. The area behind the terminal building is considered part of the restricted area and is under the jurisdiction of the FAA. Any vehicle requesting access will need clearance from the security guard.

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MAINTENANCE

This category has five components: Trades (Painter, Carpenters, Electricians, and Plumbers), Field, Building, Equipment and Cleaning. In total, maintenance will increase \$2,569,869 or 22.3% over the 2000 budget.

The table identifies the changes in these five components:

Components	2000 Budget	2001 Budget	Dollar Change	Percentage
Trades	\$718,552	\$930,664	\$212,112	29.5%
Field	2,435,490	2,579,626	144,136	5.9%
Building	2,885,618	3,334,656	449,038	15.6%
Equipment	1,203,253	1,231,984	28,731	2.4%
Cleaning	4,261,364	5,997,216	1,735,852	40.7%
Total Maintenance	\$11,504,277	\$11,504,277	\$2,569,869	22.3%

TRADES

The \$212,112 or 29.5% increase is primarily in Trades – Electricians. Expansion of the airfield and parking facility has increased the number of lights on airport property. The types of lights used are more costly than previous lighting fixtures.

FIELD

The \$144,136 or 5.9% increase can be attributed to snow removal materials and rental equipment needed to clean the new parking facility.

BUILDING

The \$449,038 or 15.6% increase is due in part to the additional costs associated with temperature control contract (up \$241,341). The majority of the increase is the result of the maintenance contract for the HUB Tram, automated people mover, (up \$557,976). Based on the anticipated opening date only a half-year of the maintenance contract was included in the 2000 budget.

CLEANING

The \$1,735,852 or 40.7% increase is attributed to janitorial costs (up \$1,478,844). The Commission has determined a cleaning standard that requires more frequency for high traffic areas in the terminal building. The addition of newly constructed terminal areas and the completion of the new HHH Terminal also contribute to this increase.

DEPRECIATION

MAC records depreciation on a gross basis for both budget and financial statement purposes. Gross depreciation will increase \$15,556,904 or 30.0% in 2001. Depreciation is 51.32% of the total budget increase. Estimates for depreciation are derived from four sources:

1. Current Fixed Asset listing (October 2000).
2. The 2000 budgeted items not yet purchased or constructed. (These items are reviewed and determined status, i.e. to be constructed or purchased or decision made not to move on them).
3. The 2001 Preliminary Capital Improvement Plan.
4. The 2001 Budgeted Capital Equipment purchases.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

EXPENSE ASSUMPTIONS - 2001 OPERATING BUDGET

The attached table below identifies major projects to be closed in 2000 and 2001.

<u>Major Projects Scheduled for Closing 2000/2001</u>	<u>Gross Depreciation</u>
Washburn High School Noise Abatement (outside 65 DNL)	\$779,167
Green Concourse Apron Expansion - Phase 1	185,417
Green Concourse Apron Expansion - Phase 1 site Demo, Utilities, Gen. Mech, Electr	659,096
Green/Gold Connector	537,111
Automated People Mover	1,238,128
Lindbergh Terminal Concourses Renaming	166,500
Parking Ramp Expansion	5,088,598
General Office - West Addition	155,083
Runway 30R Deicing Pad	155,152
Naval Air Reserve Center Relocation	378,132
MSP Air Mail Center	425,706
HHH Replacement Terminal Developments	1,972,181
Parking/RAC Expansion - Transit Center, Entrance, Exit Rdwys, Canopies	315,190
EMC Boiler Replacement	119,455
Maintenance Equipment Addition	120,000
Miscellaneous Projects <\$100,000	<u>1,330,381</u>
Total	\$13,625,297

OTHER

Other increased \$164,119 or 21.0%. The increase is in general-insurance, which is up \$204,511 due to the expansion of the terminal and the addition of the parking facility.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Total	Lindbergh Terminal	Energy Management Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
Personnel								
Wages								
Regular	\$ 26,573,706	\$ -	\$ 787,514	\$ -	\$ -	\$ -	\$ 1,108,251	\$ -
Overtime/Double-time								
Double-time - Regular	1,164,410	-	21,971	-	-	-	-	-
Overtime - Regular	1,713,778	-	36,828	-	-	-	59,996	-
Overtime - Special Events	1,592	-	-	-	-	-	-	-
Total Overtime	2,879,780	-	58,799	-	-	-	59,996	-
Commissioner PerDiem	29,350	-	-	-	-	-	-	-
Temps - Administration	882,790	-	-	-	-	-	242,592	-
Snow Shovelers	73,032	-	-	-	-	-	-	-
Temporary 49ers	88,308	-	-	-	-	-	-	-
Grass Cutters	60,800	-	-	-	-	-	-	-
Total Wages	30,587,767	-	846,313	-	-	-	1,410,839	-
Benefits								
Employee Insurance Family	4,164,156	99,655	121,010	-	-	-	220,665	-
FICA (Social Security)Base	3,684,782	85,016	101,642	-	-	-	143,484	-
Training								
Continuing Ed (College)	183,079	-	2,500	-	-	-	21,300	-
Executive Leadership Train	45,000	-	-	-	-	-	-	-
Management Requirement	73,600	-	1,000	-	-	-	-	-
Organizational Requirement	121,500	-	-	-	-	-	-	-
Regulatory Requirements	57,800	-	-	-	-	-	-	-
Local Seminars	180,525	-	-	-	-	-	5,000	-
Total Training	661,504	-	3,500	-	-	-	26,300	-
Post Retirement Benefits	2,424,000	22,340	72,608	-	-	-	100,535	-
Workers Compensation	293,995	7,036	8,543	-	-	-	14,574	-
Unemployment Tax	15,000	-	-	-	-	-	-	-
Uniforms								
Uniforms-Police/Fire Allow	96,125	-	-	-	-	-	-	-
Uniforms-Rental	67,328	-	1,200	-	-	-	7,200	-
Uniforms - Safety Shoes	27,323	-	1,600	-	-	-	-	-
Total Uniforms	190,776	-	2,800	-	-	-	7,200	-
Severance/Contract Allowance	295,155	6,548	8,463	-	-	-	11,682	-
Total Benefits	11,729,367	220,595	318,566	-	-	-	524,441	-
Total: Personnel	\$ 42,317,134	\$ 220,595	\$ 1,164,880	\$ -	\$ -	\$ -	\$ 1,935,280	\$ -
Administrative Expenses								
Supplies								
Office Supplies & Materials	\$ 161,384	\$ -	\$ 800	\$ -	\$ -	\$ -	\$ 10,500	\$ -
Computer Supplies								
Computer Supplies-General	39,550	-	-	-	-	-	-	-
Computer Supplies-Software	207,974	-	1,000	-	5,000	-	64,500	5,100
Total Computer Supplies	247,524	-	1,000	-	5,000	-	64,500	5,100
Special Supplies								
Special Supplies-Badging	78,000	-	-	-	60,000	-	-	-
Special Supply-Film/Photo	39,300	-	-	-	4,000	-	2,000	-
Special Supplies-Other	23,845	-	-	-	-	-	1,545	-
Total Special Supplies	141,145	-	-	-	64,000	-	3,545	-
Total Supplies	550,053	-	1,800	-	69,000	-	78,545	5,100
Travel								
Travel - Lodging	55,465	-	-	-	2,280	-	4,000	-
Travel - Meals	14,250	-	-	-	420	-	700	-
Travel - Miscellaneous	3,585	-	-	-	-	-	500	-
Travel - Transport/Airfare	460,028	-	1,000	-	24,000	-	4,900	-
Travel - Shuttle/Taxi/Auto	7,150	-	-	-	-	-	300	-
Training - Out of Town	3,000	-	-	-	-	-	-	-
Total Travel - Transportation	543,478	-	1,000	-	26,700	-	10,400	-
Registration Fees	46,930	-	-	-	6,000	-	1,600	-
Mileage	59,707	-	350	-	480	-	1,000	-
Total Travel	650,115	-	1,350	-	33,180	-	13,000	-

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Total	Lindbergh Terminal	Energy Management Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
Other Administrative Expense								
Local Meetings								
Local Mtgs - On Airport/GO	25,600	-	-	-	-	-	2,000	-
Local Mtgs - Off Airport	58,570	-	150	-	-	-	360	-
Total Local Meetings	84,170	-	150	-	-	-	2,360	-
Information Sources								
Memberships/Dues/Pro Assoc	199,095	-	-	-	900	-	3,600	-
Other Information Sources	102,450	-	150	-	-	-	-	-
Publications/Subscriptions	55,415	-	-	-	5,000	-	-	-
Total Information Sources	356,960	-	150	-	5,900	-	3,600	-
Printing Costs								
Printing - Publications	257,400	-	-	-	-	-	-	-
Printing - Color Charts	2,000	-	-	-	-	-	-	-
Printing - Forms	43,460	-	-	-	-	-	30,000	-
Printing - Stationary/Envelope	32,600	-	-	-	6,000	-	-	-
Delivery Services	26,550	-	200	-	2,450	-	600	-
Freight Charges	3,870	1,000	200	-	600	-	-	-
Postage	92,398	-	-	-	1,000	-	10,988	-
Total Printing Costs	458,278	1,000	400	-	10,050	-	41,588	-
Total Administrative Expenses	\$ 2,099,576	\$ 1,000	\$ 3,850	\$ -	\$ 118,130	\$ -	\$ 139,093	\$ 5,100
Professional Services								
Accounting/Audit Fees	\$ 224,280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Affirmative Action Fees	14,000	-	-	-	-	-	-	-
Appraisal/RFP/Lease Fees								
Appraisals	70,000	-	-	-	-	-	-	-
Airline Agreement	50,000	-	-	-	-	-	-	-
Architect Fees-Concessions	25,000	-	-	-	-	-	-	-
Concept Develop/Feasible	100,000	-	-	-	-	-	-	-
RFP/Lease Evaluation	120,000	-	-	-	-	-	-	-
Total Appraisal/RFP/ Lease Fees	365,000	-	-	-	-	-	-	-
Computer Services								
General								
Hardware Consulting	30,000	-	-	-	-	-	-	-
Software Consulting	211,500	-	-	-	-	-	-	-
Total General	241,500	-	-	-	-	-	-	-
Terminal Services								
Terminal Services-Grd Tran	70,000	-	-	-	-	-	70,000	-
Terminal Services-Parking	12,000	-	-	-	-	-	-	12,000
Total Terminal Services	82,000	-	-	-	-	-	70,000	12,000
Total Computer Services	323,500	-	-	-	-	-	70,000	12,000
Engineering Fees	860,500	165,538	9,083	12,286	162,184	-	15,000	25,000
Graphic Design	60,000	-	-	-	-	-	-	-
Labor Relations	30,000	-	-	-	-	-	-	-
Legal Fees								
Legal - Environmental	165,000	-	-	-	-	-	-	-
Legal - General	405,000	-	-	-	-	-	-	5,000
Legal - Federal	150,000	-	-	-	-	-	-	-
Legal - Relievers	315,000	-	-	-	-	-	-	-
Total Legal Fees	1,035,000	-	-	-	-	-	-	5,000
Legislative								
Legislative - Local	100,000	-	-	-	-	-	-	-
Legislative - National	245,000	-	-	-	-	-	-	-
Total Legislative	345,000	-	-	-	-	-	-	-
Medical Fees	60,500	-	-	-	-	-	-	-
Planning								
MSP Int'l	576,500	-	-	-	576,500	-	-	-
Strategic Planning	50,000	-	-	-	-	-	-	-
Total Planning	626,500	-	-	-	576,500	-	-	-
Pollution/Environmental Fees	12,000	-	-	-	4,000	-	-	-
Public Information Services	648,000	-	-	-	-	-	-	-
Recruiting & Employment Fees	65,000	-	-	-	-	-	-	-
Safety								
Safety - Training	47,470	3,000	2,500	-	-	-	-	-
Safety - General	2,500	-	-	-	-	-	-	-
Total Safety	49,970	3,000	2,500	-	-	-	-	-

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Total	Lindbergh Terminal	Energy Management Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
Communications Consultant	88,700	-	-	-	-	-	2,000	-
Other/Miscellaneous	1,013,930	19,000	-	-	21,000	-	37,000	47,240
Total: Professional Services	\$ 5,821,880	\$ 187,538	\$ 11,583	\$ 12,286	\$ 763,684	\$ -	\$ 124,000	\$ 89,240
Utilities								
Electricity	\$ 5,295,000	\$ 2,765,000	\$ 962,700	\$ -	\$ 450,000	\$ -	\$ 240,000	\$ 12,000
Heating Fuel								
Heating - Natural Gas	1,456,929	24,000	1,038,000	-	30,000	-	31,324	-
Heating - Fuel Oil	54,701	-	47,020	-	-	-	-	-
Total Heating Fuel	1,511,630	24,000	1,085,020	-	30,000	-	31,324	-
Sewer	1,455,374	507,966	22,186	-	7,001	406	9,864	8,958
Water	751,655	246,894	12,399	-	-	227	902	3,184
Telephone								
Telephone - Regular	405,451	2,853	-	-	4,394	-	-	-
Telephone - Cellular	97,710	-	900	-	7,000	-	3,000	-
Total Telephone	503,161	2,853	900	-	11,394	-	3,000	-
Total: Utilities	\$ 9,516,820	\$ 3,546,713	\$ 2,083,205	\$ -	\$ 498,395	\$ 633	\$ 285,090	\$ 24,142
Operating Services/Expenses								
Advertising								
Advertising - Bids	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advertising - Employment	70,000	-	-	-	-	-	-	-
Advertising - General	262,747	-	-	-	-	-	-	650
Advertising - Parking	65,000	-	-	-	-	-	-	65,000
Advertising - Relievers	20,000	-	-	-	-	-	-	-
Total Advertising	419,747	-	-	-	-	-	-	65,650
Environmental Control								
Hazardous Waste - General	15,350	1,100	500	-	-	-	-	-
Pollution Control								
Pollution Ctrl-Booms	20,000	-	-	-	-	-	-	-
Pollution Ctrl-Supplies	19,000	-	2,000	15,000	-	-	-	-
Total Pollution Control	39,000	-	2,000	15,000	-	-	-	-
Industrial Waste Mgmt	32,000	-	-	-	32,000	-	-	-
Laboratory Services	4,500	-	-	-	-	-	-	-
Solvent Reclamation Service	10,000	-	1,500	-	-	-	-	-
Spill Response	5,000	-	-	-	-	-	-	-
Tire Disposal	2,040	-	-	-	-	-	-	-
Other	100,600	-	-	-	600	-	-	-
Total Environment Control	154,140	-	1,500	-	32,600	-	-	-
Ground Transportation Services								
AV ID Readers/Controllers	15,000	-	-	-	-	-	15,000	-
AV ID Tags	81,000	-	-	-	-	-	81,000	-
Commercial Roadway Tickets	3,500	-	-	-	-	-	3,500	-
Total Ground Transportation Services	99,500	-	-	-	-	-	99,500	-
Shuttle Services								
Auto Rental-Main	137,000	-	-	-	-	-	137,000	-
Auto Rental-HHH	438,000	-	-	-	-	-	-	-
Lindbergh/Humphery	1,474,605	589,842	-	-	-	-	589,842	-
Total Shuttle Services	2,049,605	589,842	-	-	-	-	726,842	-
Parking Lots								
Management Contract	6,772,020	-	-	-	-	-	-	6,772,020
Total Parking Lots	6,772,020	-	-	-	-	-	-	6,772,020
General Fees	187,000	-	-	-	187,000	-	-	-
Employee Programs								
Peer - Awards	33,000	-	-	-	-	-	-	-
Peer - Reception	2,200	-	-	-	-	-	-	-
Peer - Recognition	57,800	-	1,600	-	-	-	3,200	-
Total Employee Programs	93,000	-	1,600	-	-	-	3,200	-

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Total	Lindbergh Terminal	Energy Managment Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
Holidays								
Holiday Catering	7,500	-	-	-	-	-	-	-
Holiday Miscellaneous	1,710	-	-	-	-	-	-	-
Total Holidays	9,210	-	-	-	-	-	-	-
Picnic	3,000	-	-	-	-	-	-	-
Hospital Fund	16,500	-	-	-	-	-	-	-
Retirement - Awards	5,500	-	-	-	-	-	-	-
Service - Awards	15,000	-	-	-	-	-	-	-
Wellness								
Wellness-Fitness Program	60,000	-	-	-	-	-	-	-
Wellness-Health/Wellness	5,000	-	-	-	-	-	-	-
Wellness-Other Programs	75,000	-	-	-	-	-	-	-
Wellness-Nutrition/Stress	30,000	-	-	-	-	-	-	-
Total Wellness	170,000	-	-	-	-	-	-	-
Events								
Airport Days								
Airport Days-Catering	50,000	-	-	-	-	-	-	-
Airport Days-Other Expense	4,500	-	-	-	-	-	-	-
Total Airport Days	54,500	-	-	-	-	-	-	-
Career Days	1,500	-	-	-	-	-	-	-
Emergency Response Other	113,000	-	-	-	12,000	-	-	-
Picnic/Other Events	179,300	-	-	-	1,500	-	2,100	-
Total Events	293,800	-	-	-	13,500	-	2,100	-
Other Charges/Fees								
Bank Charges	194,000	-	-	-	-	-	-	82,000
Security Services	258,000	-	-	-	-	-	-	-
Recycling	1,700	-	-	-	-	-	-	-
Copy Agreement	225,000	-	-	-	-	-	-	-
Mediation Fees	7,500	-	-	-	-	-	-	-
Miscellaneous Charges/Fees	185,133	-	-	-	5,500	-	135,500	-
Jail Fees	6,000	-	-	-	-	-	-	-
Total Other Charges/Fees	877,333	-	-	-	5,500	-	135,500	82,000
Service Agreements								
Service-Computers	431,000	-	-	-	-	-	-	-
Service-Fitness Equipment	5,000	-	-	-	-	-	-	-
Service-Grd Trans Equip	145,000	-	-	-	-	-	145,000	-
Service-Office Equipment	49,959	-	-	-	2,000	-	-	-
Service-Other Equipment	183,249	7,000	-	-	480	-	8,436	-
Service-Parking Equipment	308,451	-	-	-	-	-	-	308,451
Service-Telephone Systems	34,510	-	-	-	-	-	-	-
Service-Secured Access	129,000	-	-	-	129,000	-	-	-
Service-Radios	116,588	-	-	-	39,594	-	-	-
Storm Water Monitoring	1,100,000	-	-	-	1,100,000	-	-	-
Total Service Agreements/Storm Water	2,502,757	7,000	-	-	1,271,074	-	153,436	308,451
Total: Operating Services	\$ 13,776,962	\$ 597,942	\$ 5,600	\$ 15,000	\$ 1,509,674	\$ -	\$ 1,120,578	\$ 7,228,121
Maintenance								
Trades - Painters								
Paint								
Equipment - Paint	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Exterior - Paint	12,000	12,000	-	-	-	-	-	-
Interior - Paint	13,000	8,000	-	-	-	-	-	-
Paint - Other	9,000	-	-	-	-	-	4,000	-
Traffic Paint - Parking	14,000	-	-	-	-	-	-	14,000
Reliever Airport - Paint	12,000	-	-	-	-	-	-	-
Traffic Paint - Roads	7,000	-	-	-	-	-	-	-
Traffic Paint - Runways	30,500	-	-	-	30,500	-	-	-
Total Paint	109,500	32,000	-	-	30,500	-	4,000	14,000
Signs								
Other Sign Material/Etc	5,000	-	-	-	-	-	-	-
Regulatory - Signs	13,000	-	-	-	-	-	-	-
Exterior Sign Materials	6,000	-	-	-	-	-	-	-
Interior Sign Materials	6,500	1,500	-	-	-	-	-	-
Reliever Airport Signs	8,000	-	-	-	-	-	-	-
Total Signs	38,500	1,500	-	-	-	-	-	-

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Total	Lindbergh Terminal	Energy Management Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
Supplies								
Brushes & Supplies	5,000	-	-	-	-	-	-	-
Paint Supplies - Other	5,000	-	-	-	-	-	-	-
Equipment Spray	7,000	-	-	-	-	-	-	-
Paint Tools	3,000	-	-	-	-	-	-	-
Total Supplies	20,000	-	-	-	-	-	-	-
Total: Trades Painters	\$ 168,000	\$ 33,500	\$ -	\$ -	\$ 30,500	\$ -	\$ 4,000	\$ 14,000
Trades - Carpenters								
Locks								
Locks - Doors	\$ 45,600	\$ 43,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Flags								
Flags - Material	450	-	-	-	-	-	-	-
Lumber								
Lumber-Other	51,970	40,500	-	-	-	-	-	-
Other								
Other - Ceilings	1,000	200	-	-	-	-	-	-
Other - Doors	6,000	5,000	-	-	-	-	-	-
Other - Floor Coverings	54,500	44,000	-	-	-	-	-	-
Other - Hardware	10,500	8,500	-	-	-	-	-	-
Other - Miscellaneous	1,500	1,500	-	-	-	-	-	-
Other - Saw Blades	650	350	-	-	-	-	-	-
Other - Tools	14,300	12,000	-	-	-	-	-	-
Total Other	88,450	71,550	-	-	-	-	-	-
Total: Trades Carpenters	\$ 186,470	\$ 155,350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Trades - Plumbers								
Contractor Requirements								
Contractor Fill Stations	\$ 3,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Protection System	18,924	2,894	750	-	-	-	-	-
General Plumbing Supplies	19,870	13,000	-	-	-	-	-	-
Irrigation Supplies	2,800	1,000	-	-	-	-	-	-
Pumps	5,100	2,100	1,000	-	-	-	-	-
Water Distribution Systems	5,200	2,650	-	-	-	-	-	-
Water Meters	4,000	-	-	-	-	-	-	-
Plumbing - Other	16,500	-	-	-	-	-	-	-
Total: Trades Plumbers	\$ 76,194	\$ 21,644	\$ 1,750	\$ -	\$ -	\$ -	\$ -	\$ -
Trades - Electricians								
Repairs								
Electrical - Exterior	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Electrical - Interior	29,000	-	-	-	-	-	-	-
Total Repairs	38,000	-	-	-	-	-	-	-
Other								
Other - Batteries	4,000	-	-	-	-	-	-	-
Other - Field Lights/Sensors	211,000	-	-	11,000	200,000	-	-	-
Other - Gate Supplies	40,000	40,000	-	-	-	-	-	-
Other - General Supplies	180,000	-	-	-	-	-	-	-
Other - Motor	5,000	-	-	-	-	-	-	-
Other - Secured Access Sys	10,000	-	-	-	10,000	-	-	-
Other - Tools	12,000	-	-	-	-	-	-	-
Total Other	462,000	40,000	-	11,000	210,000	-	-	-
Total: Trades Electrician	\$ 500,000	\$ 40,000	\$ -	\$ 11,000	\$ 210,000	\$ -	\$ -	\$ -
Maintenance - Field								
Snow Removal - Materials								
Materials - Liquid Anti Icer	\$ 350,000	\$ -	\$ -	\$ 30,000	\$ 320,000	\$ -	\$ -	\$ -
Materials - Sodium Formate	72,824	-	-	-	72,824	-	-	-
Materials - Other Ice Ctrl	26,000	-	-	3,640	16,900	-	1,040	3,380
Materials - Salt	48,540	-	-	-	-	-	23,520	-
Materials - Sand	131,376	-	-	-	96,000	-	10,188	10,188
Materials - Urea	8,500	-	-	-	-	-	-	-
Total Snow Removal - Materials	637,240	-	-	33,640	505,724	-	34,748	13,568

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Total	Lindbergh Terminal	Energy Managment Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
Snow Removal - Equipment								
Equipment - Bobcats	100,000	-	-	-	-	-	-	100,000
Equipment - Four Wheel Dr	105,000	-	-	-	-	-	21,000	84,000
Equipment - Snow Haulers	118,941	-	-	11,694	93,553	-	-	11,694
Equipment - Other	115,700	-	-	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
Total Snow Removal - Equipment	884,741	-	-	145,446	222,305	-	55,636	245,330
Snow Removal - Miscellaneous								
Snow Removal - Meals	30,000	-	-	-	30,000	-	-	-
Snow Removal - Plow Blades	174,000	-	-	34,800	34,800	-	34,800	34,800
Snow Removal - Runway Brm	198,000	-	-	-	198,000	-	-	-
Total Snow Removal - Miscellaneous	402,000	-	-	34,800	262,800	-	34,800	34,800
Summer Maintenance-Surface								
Surface Repair-Aggregate	14,400	-	-	-	-	-	-	8,100
Surface Repair-Asphalt	128,500	-	-	40,400	40,400	-	-	9,600
Surface Repair-Cement	12,600	-	-	4,300	4,300	-	-	500
Surface Repair-Other	12,500	-	-	-	-	-	7,000	3,500
Surface Repair-Re-Bar	1,400	-	-	1,400	-	-	-	-
Surface Rubber Removal	23,820	-	-	-	16,320	-	-	-
Surface Repair-Saw Blades	15,000	-	-	3,000	7,000	-	-	-
Surface Repair-Hot Sealant	26,500	-	-	2,000	-	-	2,000	10,000
Total Summer Maintenance - Surface	234,720	-	-	51,100	68,020	-	9,000	31,700
Summer Maint-Landscape								
Summer Maintenance-Fencing	36,500	-	-	-	21,500	-	-	-
Landscape/Turf-Materials	84,365	-	-	-	34,000	-	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	91,000	-	-	-	-	-	61,750	-
Total Summer Maintenance - Landscape	338,065	-	-	29,688	85,188	-	100,292	19,792
Maintenance Field-Other								
Non Runway Brooms	23,600	-	-	-	-	-	23,600	-
Field Maint-Other/Emerg	30,000	10,000	-	-	10,000	5,000	-	-
Field Maint-Other-Material	2,500	-	-	-	-	-	-	-
Field Maint-Other-Supplies	13,100	-	-	4,800	4,800	-	-	-
Field Maint-Other-Tools	13,660	-	-	5,360	5,800	-	-	-
Total Maintenance Field - Other	82,860	10,000	-	10,160	20,600	5,000	23,600	-
Total: Maintenance-Field	\$ 2,579,626	\$ 10,000	\$ -	\$ 304,834	\$ 1,164,637	\$ 5,000	\$ 258,076	\$ 345,190
Maintenance Building								
Building-Temp Control								
Temp Control-Contracts	\$ 732,000	\$ 472,402	\$ -	\$ -	\$ -	\$ 13,000	\$ 25,256	\$ 22,960
Temp Control-Filters	106,740	-	93,912	-	-	315	-	-
Total Building - Temp Control	838,740	472,402	93,912	-	-	13,315	25,256	22,960
Building - Mechanical Areas								
Automated People Mover	1,000,000	500,000	-	-	-	-	500,000	-
Mechanical Areas-Conveyors	376,530	243,725	-	-	-	-	-	-
Mechanical Areas-Doors	7,500	-	-	-	-	-	-	-
Mechanical Areas-Doors/Pub	37,650	22,200	-	-	-	-	2,500	9,150
Mechanical Areas-Doors/Tug	17,300	17,300	-	-	-	-	-	-
Mechanical Areas-Elevators	260,787	181,354	-	-	-	-	18,672	37,857
Mechanical Areas-Escalator	255,788	175,983	-	-	-	-	8,952	24,044
Mechanical Areas-Moving Walk	255,789	-	-	-	-	-	-	-
Mechanical Areas-Other	6,002	-	-	-	-	-	-	-
Total Building - Mechanical Areas	2,217,346	1,140,562	-	-	-	-	530,124	71,051

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Total	Lindbergh Terminal	Energy Managment Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
Building-Other								
Other-Boiler Chemicals	30,500	-	30,000	-	-	-	-	-
Other-Floors/Repairs	4,200	4,200	-	-	-	-	-	-
Other-Outside Plumb/Sewer	26,600	-	-	-	-	-	-	-
Sump/Septic Plumbing	15,000	-	-	-	-	-	-	-
Other-Roofing	56,800	20,200	-	-	-	-	2,200	-
Other-Supplies	126,800	33,200	10,000	-	-	-	39,000	14,400
Other-Tools	17,670	2,500	4,000	-	-	-	1,500	1,900
Apt Development Projects	1,000	-	-	-	-	-	-	-
Total Building - Other	278,570	60,100	44,000	-	-	-	42,700	16,300
Total: Maintenance-Building	\$ 3,334,656	\$ 1,673,064	\$ 137,912	\$ -	\$ -	\$ 13,315	\$ 598,080	\$ 110,311
Maintenance-Cleaning								
Cleaning Services								
Cleaning Services-Janitor	\$ 4,718,700	\$ 3,738,326	\$ -	\$ -	\$ -	\$ -	\$ 27,653	\$ 103,698
Cleaning Services-Windows	398,600	280,000	-	-	-	-	23,000	38,000
Total Cleaning Services	5,117,300	4,018,326	-	-	-	-	50,653	141,698
Cleaning Supplies								
Cleaning Supplies-Bathroom	324,800	264,000	-	-	-	-	10,700	11,100
Cleaning Supplies-General	20,850	4,200	-	-	-	-	-	-
Total Cleaning Supplies	345,650	268,200	-	-	-	-	10,700	11,100
Rubbish Disposal								
Rubbish Disposal-Recycle	69,596	56,183	-	-	5,391	-	-	-
Rubbish Disposal-Regular	377,452	94,544	-	-	127,090	-	2,316	11,514
Total Rubbish Disposal	447,048	150,727	-	-	132,481	-	2,316	11,514
Towel & Laundry Services	3,770	-	600	-	-	-	-	-
Parts- Duct Cleaning	80,000	80,000	-	-	-	-	-	-
Other Cleaning Expenses	3,448	-	-	-	-	-	-	-
Total: Maintenance-Cleaning	\$ 5,997,216	\$ 4,517,253	\$ 600	\$ -	\$ 132,481	\$ -	\$ 63,669	\$ 164,312
Maintenance-Equipment								
Equipment-Parts								
Parts-Automobiles	\$ 122,501	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parts-Chiller Energy Mgmt	66,240	-	66,240	-	-	-	-	-
Parts-Equipment	502,314	-	-	-	-	-	-	42,960
Parts-Other Equipment	88,100	5,500	-	-	33,500	-	-	-
Total Equipment - Parts	779,155	5,500	66,240	-	33,500	-	-	42,960
Equipment-Shop								
Shop-Garbage Bags	12,500	-	-	-	12,000	-	-	-
Shop-Batteries	14,000	-	-	-	-	-	-	-
Shop-Cleaners/Degreasers	37,000	-	-	-	-	-	-	-
Shop-Oil & Filters	57,500	-	-	-	-	-	-	-
Shop-Other Supplies	29,593	-	2,500	-	-	-	-	-
Shop-Tires	75,000	-	-	-	-	-	-	-
Shop-Tools	48,000	-	-	-	-	-	-	-
Total Equipment - Shop	273,593	-	2,500	-	12,000	-	-	-
Equipment - Gas								
Gas-Propane	1,990	1,100	-	-	-	-	-	-
Gas-Unleaded	129,464	2,380	1,775	-	4,567	-	-	-
Total Equipment - Gas	131,454	3,480	1,775	-	4,567	-	-	-
Equipment - Extinguishers								
Extinguishers-Purchase	1,000	-	-	-	-	-	-	-
Extinguishers-Repair	1,000	-	-	-	-	-	-	-
Extinguishers-Reservice	1,000	-	-	-	-	-	-	-
Equipment-Miscellaneous Exp	44,782	-	-	-	-	-	24,782	-
Total Equipment - Extinguishers	47,782	-	-	-	-	-	24,782	-
Total: Maintenance-Equipment	\$ 1,231,984	\$ 8,980	\$ 70,515	\$ -	\$ 50,067	\$ -	\$ 24,782	\$ 42,960
Total: Maintenance	\$ 14,074,146	\$ 6,459,791	\$ 210,777	\$ 315,834	\$ 1,587,685	\$ 18,315	\$ 948,607	\$ 676,773

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Total	Lindbergh Terminal	Energy Managment Center	Ramp Fees	Field & Runways	Control Tower	Terminal Roads/ Landscape	Parking Lot
Other								
General Insurance								
Gen Ins-Airport Liability	\$ 1,540,000	\$ 372,995	\$ -	\$ 50,158	\$ 85,288	\$ -	\$ 29,067	\$ 104,879
Safety								
Safety-Training Materials	3,000	-	200	-	-	-	-	-
Safety-Supplies	17,000	500	3,000	-	-	-	-	-
Safety-Equipment	7,500	-	-	-	-	-	-	-
Total Safety	27,500	500	3,200	-	-	-	-	-
Medical Information/Supply								
Medical-Routine Supplies	28,522	300	487	-	12,500	-	-	-
Medical-Emergency Response	4,000	4,000	-	-	-	-	-	-
Total Medical Information/Supply	32,522	4,300	487	-	12,500	-	-	-
Rentals								
Rental-Copier	44,650	-	-	-	-	-	-	-
Rental-Pagers	25,400	-	-	-	-	-	-	-
Rental-Other Equipment	86,408	38,000	-	-	8,000	-	10,808	-
Total Rentals	156,458	38,000	-	-	8,000	-	10,808	-
Licenses/Permits								
Licenses-Autos/Equipment	3,020	-	-	-	-	-	-	-
Licenses-Environmental	5,520	-	-	-	-	-	-	-
Licenses-Other	7,335	-	-	-	-	-	-	-
Total Licenses/Permits	15,875	-	-	-	-	-	-	-
Miscellaneous Expenses								
Misc-Firearm/Equip/Supplies	54,080	-	-	-	-	-	-	-
Misc-Emergency Response	57,580	500	-	-	-	-	-	-
Misc-Other	52,545	1,100	-	-	-	-	-	-
Total Miscellaneous Expenses	164,205	1,600	-	-	-	-	-	-
Adjustments/Bad Debt								
Reimbursed Expense	(1,387,939)	(378)	-	-	(150,000)	-	-	-
Capital Assets								
Minor Equipment/Assets								
Minor Assets-Tools	89,775	3,000	-	-	-	-	2,400	-
Minor Assets-Office Furn	179,143	10,500	-	-	10,500	-	5,000	-
Minor Assets-Computers	24,300	-	-	-	-	-	-	-
Minor Assets-Radios	56,183	2,600	-	-	-	-	-	-
Minor Assets-Other	48,620	-	-	-	-	-	-	-
Total Minor Equipment/Assets	398,021	16,100	-	-	10,500	-	7,400	-
Total: Other	\$ 946,642	\$ 433,117	\$ 3,687	\$ 50,158	\$ (33,712)	\$ -	\$ 47,275	\$ 104,879
Gross Depreciation	\$ 67,442,111	\$ 11,441,386	\$ 495,986	\$ 951,845	\$ 13,043,925	\$ -	\$ 7,896,383	\$ 8,531,913
Grand Total Excluding Depreciation	\$ 88,553,160	\$ 11,446,696	\$ 3,483,582	\$ 393,278	\$ 4,443,856	\$ 18,948	\$ 4,599,922	\$ 8,128,255
Grand total With Depreciation	\$155,995,271	\$ 22,888,082	\$ 3,979,568	\$ 1,345,123	\$ 17,487,781	\$ 18,948	\$12,496,306	\$ 16,660,168

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	International Arrival	Cargo Area	HHH	Public Area/ Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employee	Equipment Maintenance
Personnel								
Wages								
Regular	\$ -	\$ -	\$ 172,244	\$ -	\$ -	\$ -	\$ 6,669,869	\$ -
Overtime/Double-time								
Double-time - Regular	-	-	-	-	-	-	993,221	-
Overtime - Regular	-	-	-	-	-	-	632,580	-
Overtime - Special Events	-	-	-	-	-	-	-	-
Total Overtime	-	-	-	-	-	-	1,625,801	-
Commissioner PerDiem	-	-	-	-	-	-	-	-
Temps - Administration	-	-	-	-	-	-	138,730	-
Snow Shovelers	-	-	-	-	-	-	73,032	-
Temporary 49ers	-	-	-	-	-	-	88,308	-
Grass Cutters	-	-	-	-	-	-	60,800	-
Total Wages	-	-	172,244	-	-	-	8,656,540	-
Benefits								
Employee Insurance Family	-	-	21,355	-	-	-	1,188,742	-
FICA (Social Security)Base	-	-	20,687	-	-	-	1,040,858	-
Training								
Continuing Ed (College)	-	-	3,000	-	-	-	7,179	-
Executive Leadership Train	-	-	-	-	-	-	-	-
Management Requirement	-	-	1,000	-	-	-	3,550	-
Organizational Requirement	-	-	-	-	-	-	30,000	-
Regulatory Requirements	-	-	-	-	-	-	-	-
Local Seminars	-	-	1,050	-	-	-	25,900	-
Total Training	-	-	5,050	-	-	-	66,629	-
Post Retirement Benefits	-	-	5,585	-	11,171	-	681,400	-
Workers Compensation	-	-	1,508	-	-	-	83,927	-
Unemployment Tax	-	-	-	-	-	-	-	-
Uniforms								
Uniforms-Police/Fire Allow	-	-	-	-	-	-	-	-
Uniforms-Rental	-	-	-	-	-	-	38,595	-
Uniforms - Safety Shoes	-	-	-	-	-	-	21,247	-
Total Uniforms	-	-	-	-	-	-	59,842	-
Severance/Contract Allowance	-	-	1,722	-	-	-	82,957	-
Total Benefits	-	-	55,906	-	11,171	-	3,204,354	-
Total: Personnel	\$ -	\$ -	\$ 228,150	\$ -	\$ 11,171	\$ -	\$ 11,860,894	\$ -
Administrative Expenses								
Supplies								
Office Supplies & Materials	\$ -	\$ -	\$ 1,250	\$ -	\$ -	\$ -	\$ 500	\$ 18,000
Computer Supplies								
Computer Supplies-General	-	-	-	-	-	-	1,000	-
Computer Supplies-Software	-	-	-	-	-	-	1,000	-
Total Computer Supplies	-	-	-	-	-	-	2,000	-
Special Supplies								
Special Supplies-Badging	-	-	-	-	-	-	-	-
Special Supply-Film/Photo	-	-	200	-	-	-	250	-
Special Supplies-Other	-	-	1,500	-	-	-	-	-
Total Special Supplies	-	-	1,700	-	-	-	250	-
Total Supplies	-	-	2,950	-	-	-	2,750	18,000
Travel								
Travel - Lodging	-	-	3,000	-	-	-	-	-
Travel - Meals	-	-	-	-	-	-	-	-
Travel - Miscellaneous	-	-	-	-	-	-	-	-
Travel - Transport/Airfare	-	-	4,000	-	-	-	-	-
Travel - Shuttle/Taxi/Auto	-	-	-	-	-	-	-	-
Training - Out of Town	-	-	-	-	-	-	-	-
Total Travel - Transportation	-	-	7,000	-	-	-	-	-
Registration Fees	-	-	2,000	-	-	-	-	-
Mileage	-	-	1,500	-	-	-	-	-
Total Travel	-	-	10,500	-	-	-	-	-

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	International Arrival	Cargo Area	HHH	Public Area/ Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employee	Equipment Maintenance
Other Administrative Expense								
Local Meetings	-	-	-	-	-	-	-	-
Local Mtgs - On Airport/GO	-	-	-	-	-	-	-	-
Local Mtgs - Off Airport	-	-	500	-	-	-	-	-
Total Local Meetings	-	-	500	-	-	-	-	-
Information Sources								
Memberships/Dues/Pro Assoc	-	-	300	-	-	-	-	-
Other Information Sources	-	-	-	-	-	-	150	-
Publications/Subscriptions	-	-	250	-	-	-	-	-
Total Information Sources	-	-	550	-	-	-	150	-
Printing Costs								
Printing - Publications	-	-	-	-	-	-	-	-
Printing - Color Charts	-	-	-	-	-	-	-	-
Printing - Forms	-	-	-	-	-	-	-	-
Printing - Stationary/Envelop	-	-	-	-	-	-	-	-
Delivery Services	-	-	-	-	-	-	-	-
Freight Charges	-	-	-	-	-	-	-	-
Postage	-	-	75	-	-	-	-	-
Total Printing Costs	-	-	75	-	-	-	-	-
Total Administrative Expenses	\$ -	\$ -	\$ 14,575	\$ -	\$ -	\$ -	\$ 2,900	\$ 18,000
Professional Services								
Accounting/Audit Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Affirmative Action Fees	-	-	-	-	-	-	-	-
Appraisal/RFP/Lease Fees								
Appraisals	-	-	-	-	-	-	-	-
Airline Agreement	-	-	-	-	-	-	-	-
Architect Fees-Concessions	-	-	-	-	-	-	-	-
Concept Develop/Feasible	-	-	-	-	-	-	-	-
RFP/Lease Evaluation	-	-	-	-	-	-	-	-
Total Appraisal/RFP/ Lease Fees	-	-	-	-	-	-	-	-
Computer Services								
General								
Hardware Consulting	-	-	-	-	-	-	-	-
Software Consulting	-	-	-	-	-	-	-	-
Total General	-	-	-	-	-	-	-	-
Terminal Services								
Terminal Services-Grd Tran	-	-	-	-	-	-	-	-
Terminal Services-Parking	-	-	-	-	-	-	-	-
Total Terminal Services	-	-	-	-	-	-	-	-
Total Computer Services	-	-	-	-	-	-	-	-
Engineering Fees	-	-	10,000	15,000	-	-	-	-
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 - Training	-	-	-	-	-	-	12,170	-
Safety - General	-	-	-	-	-	-	-	-
Total Safety	-	-	-	-	-	-	12,170	-

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	International Arrival	Cargo Area	HHH	Public Area/ Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employee	Equipment Maintenance
Communications Consultant	-	-	-	-	-	-	-	-
Other/Miscellaneous	-	-	1,250	-	-	-	7,500	7,500
Total: Professional Services	\$ -	\$ -	\$ 11,250	\$ 15,000	\$ -	\$ -	\$ 19,670	\$ 7,500
Utilities								
Electricity	\$ -	\$ -	\$ 153,750	\$ 36,000	\$ -	\$ 120,000	\$ -	\$ -
Heating Fuel								
Heating - Natural Gas	-	-	104,014	-	36,703	58,544	-	-
Heating - Fuel Oil	-	-	-	-	2,823	2,823	-	-
Total Heating Fuel	-	-	104,014	-	39,526	61,367	-	-
Sewer	-	-	-	886,274	1,456	-	-	-
Water	-	-	12,562	398,306	17,642	4,394	-	-
Telephone								
Telephone - Regular	-	-	694	-	-	-	-	-
Telephone - Cellular	-	-	1,800	-	-	-	-	-
Total Telephone	-	-	2,494	-	-	-	-	-
Total: Utilities	\$ -	\$ -	\$ 272,820	\$ 1,320,580	\$ 58,624	\$ 185,761	\$ -	\$ -
Operating Services/Expenses								
Advertising								
Advertising - Bids	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Advertising - Employment	-	-	-	-	-	-	-	-
Advertising - General	-	-	-	-	-	-	-	-
Advertising - Parking	-	-	-	-	-	-	-	-
Advertising - Relievers	-	-	-	-	-	-	-	-
Total Advertising	-	-	-	-	-	-	-	-
Environmental Control								
Hazardous Waste - General	-	-	-	-	-	-	-	1,500
Pollution Control								
Pollution Ctrl-Booms	-	-	-	20,000	-	-	-	-
Pollution Ctrl-Supplies	-	-	-	-	-	-	-	2,000
Total Pollution Control	-	-	-	20,000	-	-	-	2,000
Industrial Waste Mgmt	-	-	-	-	-	-	-	-
Laboratory Services	-	-	-	-	-	-	-	-
Solvent Reclamation Service	-	-	-	-	-	-	-	3,000
Spill Response	-	-	-	-	-	-	-	1,000
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-Main	-	-	-	-	-	-	-	-
Auto Rental-HHH	-	-	438,000	-	-	-	-	-
Lindbergh/Humphery	-	-	294,921	-	-	-	-	-
Total Shuttle Services	-	-	732,921	-	-	-	-	-
Parking Lots								
Management Contract	-	-	-	-	-	-	-	-
Total Parking Lots	-	-	-	-	-	-	-	-
General Fees	-	-	-	-	-	-	-	-
Employee Programs								
Peer - Awards	-	-	-	-	-	-	-	-
Peer - Reception	-	-	-	-	-	-	-	-
Peer - Recognition	-	-	200	-	-	-	17,300	-
Total Employee Programs	-	-	200	-	-	-	17,300	-

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	International Arrival	Cargo Area	HHH	Public Area/ Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employee	Equipment Maintenance
Holidays								
Holiday Catering	-	-	-	-	-	-	-	-
Holiday Miscellaneous	-	-	-	-	-	-	-	-
Total Holidays	-	-	-	-	-	-	-	-
Picnic	-	-	-	-	-	-	-	-
Hospital Fund	-	-	-	-	-	-	-	-
Retirement - Awards	-	-	-	-	-	-	-	-
Service - Awards	-	-	-	-	-	-	-	-
Wellness								
Wellness-Fitness Program	-	-	-	-	-	-	-	-
Wellness-Health/Wellness	-	-	-	-	-	-	-	-
Wellness-Other Programs	-	-	-	-	-	-	-	-
Wellness-Nutrition/Stress	-	-	-	-	-	-	-	-
Total Wellness	-	-	-	-	-	-	-	-
Events								
Airport Days								
Airport Days-Catering	-	-	-	-	-	-	-	-
Airport Days-Other Expense	-	-	-	-	-	-	-	-
Total Airport Days	-	-	-	-	-	-	-	-
Career Days	-	-	-	-	-	-	-	-
Emergency Response Other	-	-	-	-	-	-	-	-
Picnic/Other Events	-	-	-	-	-	-	-	-
Total Events	-	-	-	-	-	-	-	-
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	-	-	3,500	-	-	-	300	-
Service-Other Equipment	-	-	13,000	-	-	-	-	-
Service-Parking Equipment	-	-	-	-	-	-	-	-
Service-Telephone Systems	-	-	-	-	-	-	-	-
Service-Secured Access	-	-	-	-	-	-	-	-
Service-Radios	-	-	-	-	-	-	-	31,995
Storm Water Monitoring	-	-	-	-	-	-	-	-
Total Service Agreements/Storm Water	-	-	16,500	-	-	-	300	31,995
Total: Operating Services	\$ -	\$ -	\$ 749,621	\$ 20,000	\$ -	\$ -	\$ 20,650	\$ 40,335
Maintenance								
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	-	-	-	7,000	-	-	-	-
Traffic Paint - Runways	-	-	-	-	-	-	-	-
Total Paint	-	-	1,000	7,000	1,000	-	-	3,000
Signs								
Other Sign Material/Etc	-	-	-	-	-	-	5,000	-
Regulatory - Signs	-	-	-	-	-	-	-	-
Exterior Sign Materials	-	-	-	-	-	-	-	-
Interior Sign Materials	-	-	-	-	-	-	-	-
Reliever Airport Signs	-	-	-	-	-	-	-	-
Total Signs	-	-	-	-	-	-	5,000	-

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	International Arrival	Cargo Area	HHH	Public Area/ Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employee	Equipment Maintenance
Supplies								
Brushes & Supplies	-	-	-	-	-	-	-	-
Paint Supplies - Other	-	-	-	-	-	-	-	-
Equipment Spray	-	-	-	-	-	-	-	-
Paint Tools	-	-	-	-	-	-	3,000	-
Total Supplies	-	-	-	-	-	-	3,000	-
Total: Trades Painters	\$ -	\$ -	\$ 1,000	\$ 7,000	\$ 1,000	\$ -	\$ 8,000	\$ 3,000
Trades - Carpenters								
Locks								
Locks - Doors	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Flags								
Flags - Material	-	-	-	-	-	-	-	-
Lumber								
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	\$ -	\$ -	\$ -
Trades - Plumbers								
Contractor Requirements								
Contractor Fill Stations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Protection System	-	-	1,000	-	1,050	-	-	-
General Plumbing Supplies	-	-	800	-	1,535	-	-	3,000
Irrigation Supplies	-	-	-	1,000	-	-	-	-
Pumps	-	-	-	-	2,000	-	-	-
Water Distribution Systems	-	-	800	-	1,750	-	-	-
Water Meters	-	-	-	-	-	-	-	-
Plumbing - Other	-	-	-	-	-	-	-	-
Total: Trades Plumbers	\$ -	\$ -	\$ 2,600	\$ 1,000	\$ 6,335	\$ -	\$ -	\$ 3,000
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	-	-	-	-

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	International Arrival	Cargo Area	HHH	Public Area/ Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employee	Equipment Maintenance
Snow Removal - Equipment								
Equipment - Bobcats	-	-	-	-	-	-	-	-
Equipment - Four Wheel Dr	-	-	-	-	-	-	-	-
Equipment - Snow Haulers	-	-	-	-	-	-	-	-
Equipment - Other	-	-	-	-	-	-	70,000	-
Equipment-Rent-No Operator	-	-	-	14,844	-	-	-	-
Equip Rent-No Operator-5.5	-	-	-	49,480	-	-	-	-
Total Snow Removal - Equipment	-	-	-	64,324	-	-	70,000	-
Snow Removal - Miscellaneous								
Snow Removal - Meals	-	-	-	-	-	-	-	-
Snow Removal - Plow Blades	-	-	-	34,800	-	-	-	-
Snow Removal - Runway Brm	-	-	-	-	-	-	-	-
Total Snow Removal - Miscellaneous	-	-	-	34,800	-	-	-	-
Summer Maintenance-Surface								
Surface Repair-Aggregate	-	-	-	900	-	-	-	-
Surface Repair-Asphalt	-	-	-	9,600	-	-	-	-
Surface Repair-Cement	-	-	-	500	-	-	-	-
Surface Repair-Other	-	-	-	2,000	-	-	-	-
Surface Repair-Re-Bar	-	-	-	-	-	-	-	-
Surface Rubber Removal	-	-	-	-	-	-	-	-
Surface Repair-Saw Blades	-	-	-	-	-	-	-	-
Surface Repair-Hot Sealant	-	-	-	-	-	-	-	-
Total Summer Maintenance - Surface	-	-	-	13,000	-	-	-	-
Summer Maint-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/Emerg	-	-	-	5,000	-	-	-	-
Field Maint-Other-Material	-	-	-	-	-	-	-	-
Field Maint-Other-Supplies	-	-	-	-	-	-	-	-
Field Maint-Other-Tools	-	-	-	-	-	-	-	-
Total Maintenance Field - Other	-	-	-	5,000	-	-	-	-
Total: Maintenance-Field	\$ -	\$ -	\$ -	\$ 176,224	\$ -	\$ -	\$ 70,000	\$ -
Maintenance Building								
Building-Temp Control								
Temp Control-Contracts	\$ -	\$ -	\$ 53,382	\$ -	\$ 44,000	\$ 19,500	\$ -	\$ -
Temp Control-Filters	-	-	-	-	315	470	-	-
Total Building - Temp Control	-	-	53,382	-	44,315	19,970	-	-
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	4,604	-	1,790	-	-	-	-	-
Mechanical Areas-Escalator	3,581	-	-	-	-	-	-	-
Mechanical Areas-Moving Walk	-	-	-	-	-	-	-	-
Mechanical Areas-Other	-	-	-	-	-	-	-	-
Total Building - Mechanical Areas	47,305	-	99,275	-	-	-	-	-

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	International Arrival	Cargo Area	HHH	Public Area/ Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employee	Equipment Maintenance
Building-Other								
Other-Boiler Chemicals	-	-	-	-	-	-	-	-
Other-Floors/Repairs	-	-	-	-	-	-	-	-
Other-Outside Plumb/Sewer	-	-	-	-	-	-	-	15,600
Sump/Septic Plumbing	-	-	-	-	-	-	-	15,000
Other-Roofing	-	-	2,200	-	3,200	-	-	-
Other-Supplies	-	-	10,900	-	4,200	-	-	-
Other-Tools	-	-	1,500	-	500	-	-	-
Apt Development Projects	-	-	-	-	-	-	-	-
Total Building - Other	-	-	<u>14,600</u>	-	<u>7,900</u>	-	-	<u>30,600</u>
Total: Maintenance-Building	\$ 47,305	\$ -	\$ 167,257	\$ -	\$ 52,215	\$ 19,970	\$ -	\$ 30,600
Maintenance-Cleaning								
Cleaning Services								
Cleaning Services-Janitor	\$ 259,246	\$ -	\$ 432,077	\$ -	\$ 74,400	\$ -	\$ -	\$ -
Cleaning Services-Windows	<u>11,800</u>	-	<u>35,000</u>	-	<u>1,200</u>	-	-	-
Total Cleaning Services	271,046	-	467,077	-	75,600	-	-	-
Cleaning Supplies								
Cleaning Supplies-Bathroom	-	-	32,000	-	4,200	-	-	-
Cleaning Supplies-General	-	-	-	-	5,600	-	-	600
Total Cleaning Supplies	-	-	<u>32,000</u>	-	<u>9,800</u>	-	-	<u>600</u>
Rubbish Disposal								
Rubbish Disposal-Recycle	-	-	4,834	-	1,392	-	-	1,796
Rubbish Disposal-Regular	-	-	<u>78,163</u>	<u>2,650</u>	<u>23,592</u>	-	-	-
Total Rubbish Disposal	-	-	82,997	2,650	24,984	-	-	1,796
Towel & Laundry Services	-	-	-	-	-	-	-	720
Parts- Duct Cleaning	-	-	-	-	-	-	-	-
Other Cleaning Expenses	-	-	-	-	-	-	-	-
Total: Maintenance-Cleaning	\$ 271,046	\$ -	\$ 582,074	\$ 2,650	\$ 110,384	\$ -	\$ -	\$ 3,116
Maintenance-Equipment								
Equipment-Parts								
Parts-Automobiles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,179
Parts-Chiller Energy Mgmt	-	-	-	-	-	-	-	-
Parts-Equipment	-	-	-	-	-	-	-	388,624
Parts-Other Equipment	-	-	<u>7,500</u>	-	-	-	-	<u>30,000</u>
Total Equipment - Parts	-	-	7,500	-	-	-	-	475,803
Equipment-Shop								
Shop-Garbage Bags	-	-	-	-	-	-	-	-
Shop-Batteries	-	-	-	-	-	-	-	12,000
Shop-Cleaners/Degreasers	-	-	-	-	-	-	-	36,000
Shop-Oil & Filters	-	-	-	-	-	-	-	53,000
Shop-Other Supplies	-	-	-	-	-	-	-	-
Shop-Tires	-	-	-	-	-	-	-	67,000
Shop-Tools	-	-	-	-	-	-	-	<u>37,000</u>
Total Equipment - Shop	-	-	-	-	-	-	-	205,000
Equipment - Gas								
Gas-Propane	-	-	-	-	-	-	-	-
Gas-Unleaded	-	-	-	-	-	-	-	<u>66,048</u>
Total Equipment - Gas	-	-	-	-	-	-	-	66,048
Equipment - Extinguishers								
Extinguishers-Purchase	-	-	-	-	-	-	-	-
Extinguishers-Repair	-	-	-	-	-	-	-	-
Extinguishers-Reservice	-	-	-	-	-	-	-	-
Equipment-Miscellaneous Exp	-	-	<u>5,000</u>	-	-	-	-	-
Total Equipment - Extinguishers	-	-	<u>5,000</u>	-	-	-	-	-
Total: Maintenance-Equipment	\$ -	\$ -	\$ 12,500	\$ -	\$ -	\$ -	\$ -	\$ 746,851
Total: Maintenance	\$ 318,351	\$ -	\$ 765,431	\$ 186,874	\$ 175,434	\$ 19,970	\$ 78,000	\$ 786,567

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	International Arrival	Cargo Area	HHH	Public Area/ Roads	West Terminal	Hangars & Other Bldgs	Maintenance Employee	Equipment Maintenance
Other								
General Insurance								
Gen Ins-Airport Liability	\$ -	\$ -	\$ 52,050	\$ 29,067	\$ 25,174	\$ 7,428	\$ -	\$ 161,773
Safety								
Safety-Training Materials	-	-	-	-	-	-	-	1,000
Safety-Supplies	-	-	-	-	-	-	500	-
Safety-Equipment	-	-	-	-	-	-	1,000	-
Total Safety	-	-	-	-	-	-	1,500	1,000
Medical Information/Supply								
Medical-Routine Supplies	-	-	-	-	-	-	-	-
Medical-Emergency Response	-	-	-	-	-	-	-	-
Total Medical Information/Supply	-	-	-	-	-	-	-	-
Rentals								
Rental-Copier	-	-	-	-	-	-	5,400	-
Rental-Pagers	-	-	-	-	-	-	-	-
Rental-Other Equipment	-	-	8,000	-	-	-	-	-
Total Rentals	-	-	8,000	-	-	-	5,400	-
Licenses/Permits								
Licenses-Autos/Equipment	-	-	-	-	-	-	-	-
Licenses-Environmental	-	-	-	-	-	-	-	-
Licenses-Other	-	-	-	-	-	-	-	-
Total Licenses/Permits	-	-	-	-	-	-	-	-
Miscellaneous Expenses								
Misc-Firearm/Equip/Supplies	-	-	-	-	-	-	-	-
Misc-Emergency Response	-	-	-	-	-	-	-	-
Misc-Other	-	-	750	-	-	-	-	-
Total Miscellaneous Expenses	-	-	750	-	-	-	-	-
Adjustments/Bad Debt								
Reimbursed Expense	-	-	250	-	-	-	-	(15,987)
Capital Assets								
Minor Equipment/Assets								
Minor Assets-Tools	-	-	-	-	-	-	4,000	58,175
Minor Assets-Office Furn	-	-	4,000	-	-	-	-	5,000
Minor Assets-Computers	-	-	-	-	-	-	-	-
Minor Assets-Radios	-	-	-	-	-	-	-	30,000
Minor Assets-Other	-	-	-	-	-	-	5,500	800
Total Minor Equipment/Assets	-	-	4,000	-	-	-	9,500	93,975
Total: Other	\$ -	\$ -	\$ 65,050	\$ 29,067	\$ 25,174	\$ 7,428	\$ 16,400	\$ 240,761
Gross Depreciation	\$ 1,429,139	\$ 261,313	\$ 2,992,545	\$ 436,568	\$ 134,461	\$ 35,907	\$ -	\$ 2,019,299
Grand Total Excluding Depreciation	\$ 318,351	\$ -	\$ 2,106,897	\$ 1,571,521	\$ 270,403	\$ 213,159	\$ 11,998,514	\$ 1,093,163
Grand total With Depreciation	\$ 1,747,490	\$ 261,313	\$ 5,099,442	\$ 2,008,088	\$ 404,863	\$ 249,065	\$ 11,998,514	\$ 3,112,462

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Building Official	Communication/ Operations	Noise Abatement	Total Reliever Airports
Personnel									
Wages									
Regular	\$ -	\$ -	\$ 4,072,220	\$ 2,143,480	\$ 7,976,700	\$ 125,649	\$ 1,349,752	\$ 726,022	\$ 1,442,005
Overtime/Double-time									
Double-time - Regular	-	-	-	-	-	-	-	-	149,218
Overtime - Regular	-	-	350,000	203,810	125,166	1,404	134,951	7,695	161,348
Overtime - Special Events	-	-	-	-	1,592	-	-	-	-
Total Overtime	-	-	350,000	203,810	126,758	1,404	134,951	7,695	310,566
Commissioner PerDiem	-	-	-	-	29,350	-	-	-	-
Temps - Administration	-	-	20,000	-	270,160	45,188	130,120	-	36,000
Snow Shovelers	-	-	-	-	-	-	-	-	-
Temporary 49ers	-	-	-	-	-	-	-	-	-
Grass Cutters	-	-	-	-	-	-	-	-	-
Total Wages	-	-	4,442,220	2,347,290	8,402,969	172,241	1,614,823	733,717	1,788,571
Benefits									
Employee Insurance Family	-	-	690,467	327,438	960,959	-	213,546	113,891	206,428
FICA (Social Security)Base	-	-	559,739	289,891	909,583	15,259	178,313	101,372	238,938
Training									
Continuing Ed (College)	-	-	30,000	7,000	74,500	600	5,000	16,000	16,000
Executive Leadership Train	-	-	-	-	45,000	-	-	-	-
Management Requirement	-	-	-	3,000	54,250	1,000	9,000	800	-
Organizational Requirement	-	-	-	-	91,500	-	-	-	-
Regulatory Requirements	-	-	-	25,800	2,000	-	30,000	-	-
Local Seminars	800	-	25,000	1,000	107,150	200	7,100	4,225	3,100
Total Training	800	-	55,000	36,800	374,400	1,800	51,100	21,025	19,100
Post Retirement Benefits	-	-	457,991	223,410	513,842	-	106,120	78,194	150,804
Workers Compensation	-	-	48,748	23,118	67,845	-	15,077	8,041	15,579
Unemployment Tax	-	-	-	-	15,000	-	-	-	-
Uniforms									
Uniforms-Police/Fire Allow	-	-	68,000	28,125	-	-	-	-	-
Uniforms-Rental	2,300	-	-	-	3,800	-	-	-	14,233
Uniforms - Safety Shoes	600	-	-	-	1,040	-	-	-	2,836
Total Uniforms	2,900	-	68,000	28,125	4,840	-	-	-	17,069
Severance/Contract Allowance	-	-	44,222	23,873	73,353	1,271	14,847	8,441	17,776
Total Benefits	3,700	-	1,924,167	952,655	2,919,821	18,330	579,003	330,964	665,694
Total: Personnel	\$ 3,700	\$ -	\$ 6,366,387	\$ 3,299,945	\$ 11,322,790	\$ 190,571	\$ 2,193,826	\$ 1,064,680	\$ 2,454,266
Administrative Expenses									
Supplies									
Office Supplies & Materials	\$ 8,380	\$ -	\$ 13,000	\$ 8,000	\$ 75,896	\$ 1,000	\$ 7,958	\$ 9,600	\$ 6,500
Computer Supplies									
Computer Supplies-General	-	-	-	-	18,950	-	13,000	3,600	3,000
Computer Supplies-Software	2,100	-	2,600	1,000	105,274	1,200	13,000	4,200	2,000
Total Computer Supplies	2,100	-	2,600	1,000	124,224	1,200	26,000	7,800	5,000
Special Supplies									
Special Supplies-Badging	-	-	18,000	-	-	-	-	-	-
Special Supply-Film/Photo	750	-	8,000	-	20,100	-	2,000	2,000	-
Special Supplies-Other	1,000	-	1,500	-	5,500	-	1,750	450	10,600
Total Special Supplies	1,750	-	27,500	-	25,600	-	3,750	2,450	10,600
Total Supplies	12,230	-	43,100	9,000	225,720	2,200	37,708	19,850	22,100
Travel									
Travel - Lodging	5,250	-	15,235	-	16,700	-	-	6,000	3,000
Travel - Meals	1,750	-	5,680	-	3,850	-	-	1,100	750
Travel - Miscellaneous	200	-	800	-	885	-	-	-	1,200
Travel - Transport/Airfare	8,025	-	15,000	8,600	344,603	3,600	28,100	14,200	4,000
Travel - Shuttle/Taxi/Auto	650	-	4,700	-	1,300	-	-	-	200
Training - Out of Town	-	-	-	-	2,000	-	-	1,000	-
Total Travel - Transportation	15,875	-	41,415	8,600	369,338	3,600	28,100	22,300	9,150
Registration Fees	1,650	-	11,000	-	23,280	-	-	-	1,400
Mileage	500	-	4,100	2,000	43,754	2,813	100	2,610	500
Total Travel	18,025	-	56,515	10,600	436,372	6,413	28,200	24,910	11,050

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Building Official	Communication/ Operations	Noise Abatement	Total Reliever Airports
Other Administrative Expense									
Local Meetings									
Local Mtgs - On Airport/GO	800	-	500	-	16,000	100	3,300	2,800	100
Local Mtgs - Off Airport	2,000	-	1,600	-	51,760	200	-	-	2,000
Total Local Meetings	2,800	-	2,100	-	67,760	300	3,300	2,800	2,100
Information Sources									
Memberships/Dues/Pro Assoc	1,150	-	5,150	600	179,645	350	3,300	2,000	2,100
Other Information Sources	-	-	1,000	7,300	80,650	-	2,900	8,500	1,800
Publications/Subscriptions	1,275	-	2,600	2,040	39,050	-	2,000	2,000	1,200
Total Information Sources	2,425	-	8,750	9,940	299,345	350	8,200	12,500	5,100
Printing Costs									
Printing - Publications	-	-	8,500	-	163,100	800	25,000	50,000	10,000
Printing - Color Charts	-	-	-	-	1,000	-	-	1,000	-
Printing - Forms	-	-	2,000	-	9,460	2,000	-	-	-
Printing - Stationary/Envelop	-	-	1,000	600	25,000	-	-	-	-
Delivery Services	220	-	500	60	21,920	-	100	200	300
Freight Charges	500	-	100	120	1,200	-	150	-	-
Postage	-	-	1,100	-	78,735	-	-	-	500
Total Printing Costs	720	-	13,200	780	300,415	2,800	25,250	51,200	10,800
Total Administrative Expenses	\$ 36,200	\$ -	\$ 123,665	\$ 30,320	\$ 1,329,612	\$ 12,063	\$ 102,658	\$ 111,260	\$ 51,150
Professional Services									
Accounting/Audit Fees	\$ -	\$ -	\$ -	\$ -	\$ 224,280	\$ -	\$ -	\$ -	\$ -
Affirmative Action Fees	-	-	-	-	14,000	-	-	-	-
Appraisal/RFP/Lease Fees									
Appraisals	-	-	-	-	70,000	-	-	-	-
Airline Agreement	-	-	-	-	50,000	-	-	-	-
Architect Fees-Concessions	-	-	-	-	25,000	-	-	-	-
Concept Develop/Feasible	-	-	-	-	100,000	-	-	-	-
RFP/Lease Evaluation	-	-	-	-	120,000	-	-	-	-
Total Appraisal/RFP/ Lease Fees	-	-	-	-	365,000	-	-	-	-
Computer Services									
General									
Hardware Consulting	-	-	-	-	-	-	-	30,000	-
Software Consulting	-	-	-	-	150,000	11,500	-	50,000	-
Total General	-	-	-	-	150,000	11,500	-	80,000	-
Terminal Services									
Terminal Services-Grd Tran	-	-	-	-	-	-	-	-	-
Terminal Services-Parking	-	-	-	-	-	-	-	-	-
Total Terminal Services	-	-	-	-	-	-	-	-	-
Total Computer Services	-	-	-	-	150,000	11,500	-	80,000	-
Engineering Fees	-	-	-	-	100,000	-	-	119,633	226,776
Graphic Design	-	-	-	-	52,000	-	-	-	8,000
Labor Relations	-	-	-	-	30,000	-	-	-	-
Legal Fees									
Legal - Environmental	-	-	-	-	-	-	-	165,000	-
Legal - General	-	-	-	-	400,000	-	-	-	-
Legal - Federal	-	-	-	-	150,000	-	-	-	-
Legal - Relievers	-	-	-	-	-	-	-	-	315,000
Total Legal Fees	-	-	-	-	550,000	-	-	165,000	315,000
Legislative									
Legislative - Local	-	-	-	-	100,000	-	-	-	-
Legislative - National	-	-	-	-	245,000	-	-	-	-
Total Legislative	-	-	-	-	345,000	-	-	-	-
Medical Fees	-	-	-	10,500	50,000	-	-	-	-
Planning									
MSP Int'l	-	-	-	-	-	-	-	-	-
Strategic Planning	-	-	-	-	50,000	-	-	-	-
Total Planning	-	-	-	-	50,000	-	-	-	-
Pollution/Environmental Fees	-	-	-	-	-	-	-	4,000	4,000
Public Information Services	-	-	-	-	636,000	-	-	-	12,000
Recruiting & Employment Fees	-	-	-	-	65,000	-	-	-	-
Safety									
Safety - Training	9,500	-	5,200	2,600	3,000	-	1,500	-	8,000
Safety - General	-	-	-	-	2,500	-	-	-	-
Total Safety	9,500	-	5,200	2,600	5,500	-	1,500	-	8,000

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Building Official	Communication/ Operations	Noise Abatement	Total Reliever Airports
Communications Consultant	-	-	2,500	-	57,700	-	26,500	-	-
Other/Miscellaneous	-	2,000	4,000	-	469,440	-	168,000	165,000	65,000
Total: Professional Services	\$ 9,500	\$ 2,000	\$ 11,700	\$ 13,100	\$ 3,163,920	\$ 11,500	\$ 196,000	\$ 533,633	\$ 638,776
Utilities									
Electricity	\$ 272,500	\$ -	\$ -	\$ 7,800	\$ 96,000	\$ -	\$ -	\$ 5,150	\$ 174,100
Heating Fuel									
Heating - Natural Gas	48,000	-	-	-	18,000	-	-	-	68,344
Heating - Fuel Oil	1,570	-	-	-	465	-	-	-	-
Total Heating Fuel	49,570	-	-	-	18,465	-	-	-	68,344
Sewer	8,444	-	-	670	891	-	-	-	1,258
Water	10,190	-	-	42,943	508	-	-	-	1,504
Telephone									
Telephone - Regular	829	-	1,104	1,202	197,117	-	116,822	41,330	39,106
Telephone - Cellular	17,790	-	12,700	3,020	38,950	700	7,750	1,800	2,300
Total Telephone	18,619	-	13,804	4,222	236,067	700	124,572	43,130	41,406
Total: Utilities	\$ 359,323	\$ -	\$ 13,804	\$ 55,635	\$ 351,931	\$ 700	\$ 124,572	\$ 48,280	\$ 286,612
Operating Services/Expenses									
Advertising									
Advertising - Bids	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -
Advertising - Employment	-	-	-	-	70,000	-	-	-	-
Advertising - General	-	-	7,200	-	254,897	-	-	-	-
Advertising - Parking	-	-	-	-	-	-	-	-	-
Advertising - Relievers	-	-	-	-	-	-	-	-	20,000
Total Advertising	-	-	7,200	-	326,897	-	-	-	20,000
Environmental Control									
Hazardous Waste - General	10,000	-	500	500	-	-	-	-	1,250
Pollution Control									
Pollution Ctrl-Booms	-	-	-	-	-	-	-	-	-
Pollution Ctrl-Supplies	-	-	-	-	-	-	-	-	-
Total Pollution Control	-	-	-	-	-	-	-	-	-
Industrial Waste Mgmt	-	-	-	-	-	-	-	-	-
Laboratory Services	-	-	-	-	2,500	-	-	2,000	-
Solvent Reclamation Service	2,000	-	-	1,500	-	-	-	-	2,000
Spill Response	1,000	-	-	1,000	-	-	-	1,000	1,000
Tire Disposal	-	-	-	-	-	-	-	-	1,200
Other	-	-	-	-	-	-	-	-	100,000
Total Environment Control	3,000	-	-	2,500	2,500	-	-	3,000	104,200
Ground Transportation Services									
AV ID Readers/Controllers	-	-	-	-	-	-	-	-	-
AV ID Tags	-	-	-	-	-	-	-	-	-
Commercial Roadway Tickets	-	-	-	-	-	-	-	-	-
Total Ground Transportation Services	-	-	-	-	-	-	-	-	-
Shuttle Services									
Auto Rental-Main	-	-	-	-	-	-	-	-	-
Auto Rental-HHH	-	-	-	-	-	-	-	-	-
Lindbergh/Humphery	-	-	-	-	-	-	-	-	-
Total Shuttle Services	-	-	-	-	-	-	-	-	-
Parking Lots									
Management Contract	-	-	-	-	-	-	-	-	-
Total Parking Lots	-	-	-	-	-	-	-	-	-
General Fees									
Peer - Awards	-	-	-	-	33,000	-	-	-	-
Peer - Reception	-	-	-	-	2,200	-	-	-	-
Peer - Recognition	-	-	9,500	4,600	14,200	100	2,600	1,600	2,900
Total Employee Programs	-	-	9,500	4,600	49,400	100	2,600	1,600	2,900

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Building Official	Communication/ Operations	Noise Abatement	Total Reliever Airports
Holidays									
Holiday Catering	-	-	-	-	7,500	-	-	-	-
Holiday Miscellaneous	-	-	-	-	1,710	-	-	-	-
Total Holidays	-	-	-	-	9,210	-	-	-	-
Picnic	-	-	-	-	3,000	-	-	-	-
Hospital Fund	-	-	-	-	16,500	-	-	-	-
Retirement - Awards	-	-	-	-	5,500	-	-	-	-
Service - Awards	-	-	-	-	15,000	-	-	-	-
Wellness									
Wellness-Fitness Program	-	-	-	-	60,000	-	-	-	-
Wellness-Health/Wellness	-	-	-	-	5,000	-	-	-	-
Wellness-Other Programs	-	-	-	-	75,000	-	-	-	-
Wellness-Nutrition/Stress	-	-	-	-	30,000	-	-	-	-
Total Wellness	-	-	-	-	170,000	-	-	-	-
Events									
Airport Days									
Airport Days-Catering	-	-	-	-	50,000	-	-	-	-
Airport Days-Other Expense	-	-	1,000	-	900	-	-	-	2,600
Total Airport Days	-	-	1,000	-	50,900	-	-	-	2,600
Career Days	-	-	1,500	-	-	-	-	-	-
Emergency Response Other	-	-	-	-	101,000	-	-	-	-
Picnic/Other Events	-	-	1,500	2,500	171,700	-	-	-	-
Total Events	-	-	3,000	2,500	272,700	-	-	-	-
Other Charges/Fees									
Bank Charges	-	-	-	-	112,000	-	-	-	-
Security Services	-	-	218,000	-	-	-	-	-	40,000
Recycling	-	-	-	-	1,700	-	-	-	-
Copy Agreement	-	-	-	-	225,000	-	-	-	-
Mediation Fees	-	-	-	-	7,500	-	-	-	-
Miscellaneous Charges/Fees	-	-	37,990	120	1,873	-	-	-	1,100
Jail Fees	-	-	6,000	-	-	-	-	-	-
Total Other Charges/Fees	-	-	261,990	120	348,073	-	-	-	41,100
Service Agreements									
Service-Computers	-	-	5,000	-	255,000	-	13,000	158,000	-
Service-Fitness Equipment	-	-	-	-	5,000	-	-	-	-
Service-Grd Trans Equip	-	-	-	-	-	-	-	-	-
Service-Office Equipment	-	-	4,000	-	18,415	200	5,944	15,600	-
Service-Other Equipment	500	-	69,500	13,233	39,700	-	23,000	4,400	4,000
Service-Parking Equipment	-	-	-	-	-	-	-	-	-
Service-Telephone Systems	-	-	750	1,800	19,904	-	12,056	-	-
Service-Secured Access	-	-	-	-	-	-	-	-	-
Service-Radios	-	-	4,000	4,000	5,999	-	28,000	-	3,000
Storm Water Monitoring	-	-	-	-	-	-	-	-	-
Total Service Agreements/Storm Water	500	-	83,250	19,033	344,018	200	82,000	178,000	7,000
Total: Operating Services	\$ 13,500	\$ -	\$ 366,440	\$ 29,253	\$ 1,613,698	\$ 300	\$ 84,600	\$ 182,600	\$ 179,050
Maintenance									
Trades - Painters									
Paint									
Equipment - Paint	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Exterior - Paint	-	-	-	-	-	-	-	-	-
Interior - Paint	-	-	-	-	-	-	-	-	-
Paint - Other	5,000	-	-	-	-	-	-	-	-
Traffic Paint - Parking	-	-	-	-	-	-	-	-	-
Reliever Airport - Paint	-	-	-	-	-	-	-	-	12,000
Traffic Paint - Roads	-	-	-	-	-	-	-	-	-
Traffic Paint - Runways	-	-	-	-	-	-	-	-	-
Total Paint	5,000	-	-	-	-	-	-	-	12,000
Signs									
Other Sign Material/Etc	-	-	-	-	-	-	-	-	-
Regulatory - Signs	13,000	-	-	-	-	-	-	-	-
Exterior Sign Materials	6,000	-	-	-	-	-	-	-	-
Interior Sign Materials	5,000	-	-	-	-	-	-	-	-
Reliever Airport Signs	-	-	-	-	-	-	-	-	8,000
Total Signs	24,000	-	-	-	-	-	-	-	8,000

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Building Official	Communication/ Operations	Noise Abatement	Total Reliever Airports
Supplies									
Brushes & Supplies	5,000	-	-	-	-	-	-	-	-
Paint Supplies - Other	4,500	-	-	-	-	-	-	-	500
Equipment Spray	7,000	-	-	-	-	-	-	-	-
Paint Tools	-	-	-	-	-	-	-	-	-
Total Supplies	16,500	-	-	-	-	-	-	-	500
Total: Trades Painters	\$ 45,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,500
Trades - Carpenters									
Locks									
Locks - Doors	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300
Flags									
Flags - Material	200	-	-	-	-	-	-	-	250
Lumber									
Lumber-Other	4,470	-	-	-	-	-	-	-	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	\$ 17,770	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,850
Trades - Plumbers									
Contractor Requirements									
Contractor Fill Stations	\$ 3,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Protection System	-	1,000	-	-	1,230	-	-	-	11,000
General Plumbing Supplies	-	-	-	735	800	-	-	-	-
Irrigation Supplies	-	-	-	-	800	-	-	-	-
Pumps	-	-	-	-	-	-	-	-	-
Water Distribution Systems	-	-	-	-	-	-	-	-	-
Water Meters	4,000	-	-	-	-	-	-	-	-
Plumbing - Other	-	-	-	-	-	-	-	-	16,500
Total: Trades Plumbers	\$ 7,800	\$ 1,000	\$ -	\$ 735	\$ 2,830	\$ -	\$ -	\$ -	\$ 27,500
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	180,000	-	-	-	-	-	-	-	-
Other - Motor	5,000	-	-	-	-	-	-	-	-
Other - Secured Access Sys	-	-	-	-	-	-	-	-	-
Other - Tools	12,000	-	-	-	-	-	-	-	-
Total Other	201,000	-	-	-	-	-	-	-	-
Total: Trades Electrician	\$ 201,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 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

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Building Official	Communication/ Operations	Noise Abatement	Total Reliever Airports
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	-	-	-	-	-	-	-	-	-
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 Maint-Landscape									
Summer Maintenance-Fencing	-	-	-	-	-	-	-	-	15,000
Landscape/Turf-Materials	-	-	-	-	7,015	-	-	-	19,000
Summer Maint-Equip Rent LT	-	-	-	-	-	-	-	-	2,500
Summer Maint-Equip Rent No Op	-	-	-	-	-	-	-	-	-
Landscape/Turf-Agreement	-	-	-	-	25,050	-	-	-	-
Total Summer Maintenance - Landscape	-	-	-	-	32,065	-	-	-	36,500
Maintenance Field-Other									
Non Runway Brooms	-	-	-	-	-	-	-	-	-
Field Maint-Other/Emerg	-	-	-	-	-	-	-	-	-
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-Temp Control									
Temp Control-Contracts	\$ 32,500	\$ -	\$ -	\$ 15,600	\$ 16,900	\$ -	\$ -	\$ 6,500	\$ 10,000
Temp Control-Filters	780	-	-	375	415	-	-	158	10,000
Total Building - Temp Control	33,280	-	-	15,975	17,315	-	-	6,658	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	-	10,743	-	-	767	-	-	-	5,000
Mechanical Areas-Escalator	-	43,228	-	-	-	-	-	-	-
Mechanical Areas-Moving Walk	-	255,789	-	-	-	-	-	-	-
Mechanical Areas-Other	-	-	-	-	-	-	-	-	6,002
Total Building - Mechanical Areas	-	309,760	-	-	767	-	-	-	18,502

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Building Official	Communication/ Operations	Noise Abatement	Total Reliever Airports
Building-Other									
Other-Boiler Chemicals	-	-	-	-	-	-	-	-	500
Other-Floors/Repairs	-	-	-	-	-	-	-	-	-
Other-Outside Plumb/Sewer	11,000	-	-	-	-	-	-	-	-
Sump/Septic Plumbing	-	-	-	-	-	-	-	-	-
Other-Roofing	-	2,600	-	4,200	2,200	-	-	-	20,000
Other-Supplies	4,100	-	-	-	-	-	-	-	11,000
Other-Tools	3,870	-	-	-	-	-	-	-	1,900
Apt Development Projects	1,000	-	-	-	-	-	-	-	-
Total Building - Other	19,970	2,600	-	4,200	2,200	-	-	-	33,400
Total: Maintenance-Building	\$ 53,250	\$ 312,360	\$ -	\$ 20,175	\$ 20,282	\$ -	\$ -	\$ 6,658	\$ 71,902
Maintenance-Cleaning									
Cleaning Services									
Cleaning Services-Janitor	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 48,300
Cleaning Services-Windows	-	-	-	-	3,500	-	-	-	6,100
Total Cleaning Services	-	-	-	-	38,500	-	-	-	54,400
Cleaning Supplies									
Cleaning Supplies-Bathroom	-	-	-	-	2,800	-	-	-	-
Cleaning Supplies-General	350	-	-	-	-	-	-	-	10,100
Total Cleaning Supplies	350	-	-	-	2,800	-	-	-	10,100
Rubbish Disposal									
Rubbish Disposal-Recycle	-	-	-	-	-	-	-	-	-
Rubbish Disposal-Regular	8,255	10,341	-	-	-	-	-	-	18,987
Total Rubbish Disposal	8,255	10,341	-	-	-	-	-	-	18,987
Towel & Laundry Services	250	-	-	-	600	-	-	-	1,600
Parts- Duct Cleaning	-	-	-	-	-	-	-	-	-
Other Cleaning Expenses	-	-	-	1,948	-	-	-	-	1,500
Total: Maintenance-Cleaning	\$ 8,855	\$ 10,341	\$ -	\$ 1,948	\$ 41,900	\$ -	\$ -	\$ -	\$ 86,587
Maintenance-Equipment									
Equipment-Parts									
Parts-Automobiles	\$ -	\$ -	\$ 34,911	\$ 24,911	\$ -	\$ -	\$ 2,000	\$ -	\$ 3,500
Parts-Chiller Energy Mgmt	-	-	-	-	-	-	-	-	-
Parts-Equipment	-	-	22,500	-	1,030	-	-	-	47,200
Parts-Other Equipment	4,400	-	1,200	-	-	-	-	-	6,000
Total Equipment - Parts	4,400	-	58,611	24,911	1,030	-	2,000	-	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	5,000	-	-	-	-	-	-	-	6,000
Total Equipment - Shop	9,000	-	-	-	-	-	-	-	45,093
Equipment - Gas									
Gas-Propane	890	-	-	-	-	-	-	-	-
Gas-Unleaded	-	-	24,800	5,615	3,215	-	3,699	850	16,515
Total Equipment - Gas	890	-	24,800	5,615	3,215	-	3,699	850	16,515
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	\$ 14,290	\$ -	\$ 83,411	\$ 33,526	\$ 4,245	\$ -	\$ 5,699	\$ 850	\$ 133,308
Total: Maintenance	\$ 348,465	\$ 323,701	\$ 83,411	\$ 56,384	\$ 101,322	\$ -	\$ 5,699	\$ 7,508	\$ 599,247

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

OBJECT ACCOUNT BY SUBLEDGER - 2001 OPERATING BUDGET

Account Description	Inventory/ Trades	Green Concourse	Police	Fire	Administration	Building Official	Communication/ Operations	Noise Abatement	Total Reliever Airports
Other									
General Insurance									
Gen Ins-Airport Liability	\$ 9,418	\$ -	\$ 183,804	\$ 132,390	\$ 81,668	\$ -	\$ 7,428	\$ 5,433	\$ 201,981
Safety									
Safety-Training Materials	500	-	500	-	300	-	-	-	500
Safety-Supplies	6,300	-	1,450	1,250	500	-	-	-	3,500
Safety-Equipment	-	-	-	-	6,500	-	-	-	-
Total Safety	6,800	-	1,950	1,250	7,300	-	-	-	4,000
Medical Information/Supply									
Medical-Routine Supplies	500	-	5,000	4,000	1,800	-	400	-	3,535
Medical-Emergency Response	-	-	-	-	-	-	-	-	-
Total Medical Information/Supply	500	-	5,000	4,000	1,800	-	400	-	3,535
Rentals									
Rental-Copier	1,150	-	-	-	26,100	-	12,000	-	-
Rental-Pagers	-	-	-	-	25,400	-	-	-	-
Rental-Other Equipment	500	-	1,300	-	12,000	-	-	6,000	1,800
Total Rentals	1,650	-	1,300	-	63,500	-	12,000	6,000	1,800
Licenses/Permits									
Licenses-Autos/Equipment	-	-	-	-	2,000	-	-	-	1,020
Licenses-Environmental	-	-	-	-	-	-	-	4,500	1,020
Licenses-Other	2,000	-	-	100	300	-	-	900	4,035
Total Licenses/Permits	2,000	-	-	100	2,300	-	-	5,400	6,075
Miscellaneous Expenses									
Misc-Firearm/Equip/Supplies	-	-	7,000	42,080	-	-	5,000	-	-
Misc-Emergency Response	-	-	1,000	46,500	-	-	-	-	9,580
Misc-Other	-	-	13,440	22,480	8,775	-	-	5,000	1,000
Total Miscellaneous Expenses	-	-	21,440	111,060	8,775	-	5,000	5,000	10,580
Adjustments/Bad Debt									
Reimbursed Expense	-	-	(264,748)	(264,748)	(413,375)	-	-	-	(278,953)
Capital Assets									
Minor Equipment/Assets									
Minor Assets-Tools	6,450	-	-	4,000	4,500	-	2,250	2,000	3,000
Minor Assets-Office Furn	2,000	-	11,000	-	73,570	10,500	26,673	8,500	11,900
Minor Assets-Computers	-	-	2,500	-	15,000	-	-	5,000	1,800
Minor Assets-Radios	-	-	10,800	4,000	-	-	3,533	1,000	4,250
Minor Assets-Other	7,000	-	-	21,800	1,500	-	7,000	4,000	1,020
Total Minor Equipment/Assets	15,450	-	24,300	29,800	94,570	10,500	39,456	20,500	21,970
Total: Other	\$ 35,818	\$ -	\$ (26,954)	\$ 13,852	\$ (153,462)	\$ 10,500	\$ 64,284	\$ 42,333	\$ (29,012)
Gross Depreciation	\$1,311,361	\$ -	\$ 111,676	\$ 288,800	\$ 1,305,164	\$ -	\$ 352,784	\$ 9,587,408	\$4,814,248
Grand Total Excluding Depreciation	\$ 806,506	\$ 325,701	\$ 6,938,453	\$3,498,489	\$ 17,729,811	\$ 225,634	\$ 2,771,638	\$ 1,990,294	\$4,180,089
Grand total With Depreciation	\$2,117,867	\$ 325,701	\$ 7,050,129	\$3,787,289	\$ 19,034,975	\$ 225,634	\$ 3,124,422	\$11,577,702	\$8,994,336

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

APPROVED EQUIPMENT REQUESTS - 2001 OPERATING BUDGET

The approved equipment requested for 2001 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.

2001 CAPITAL EQUIPMENT SUMMARY

	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Total Equipment	\$7,198,984	\$10,025,149	\$2,826,165	39.2%

<u>DIVISION/ SERVICE CENTER</u>	<u>EQUIPMENT</u>	<u>NEW/ REPLACE</u>	<u>QUANTITY</u>	<u>TOTAL PRICE</u>
PLANNING & ENVIRONMENT DIVISION				
Airport Development- Building Official-	Vehicle - 4X4 This vehicle will be used to conduct daily inspections on construction sites.	New	1	\$31,500
Service Center Total				<u>\$31,500</u>
Environment-Aviation Noise Program	Flight Track Data Acq System An upgraded flight track data acquisition system is necessary to ensure system compatibility with upgraded FAA radar systems. Without the upgraded system the current flight track data acquisition function would be rendered incompatible.	Replace	1	\$103,000
Service Center Total				<u>\$103,000</u>
DIVISION TOTAL				<u>\$134,500</u>
LEGAL AFFAIRS DIVISION				
General Counsel	Computer/Office Furniture Approval of new attorney position in 2001 will require the addition of a computer, monitor, desk, bookcases and credenza.	New	1	\$16,000
Service Center Total				<u>\$16,000</u>
DIVISION TOTAL				<u>\$16,000</u>
OPERATIONS DIVISION				
Conference Center	Office Furniture/new conference room Tables, chairs and credenzas for the new conference room to be built as part of the new TGIF Restaurant.	New	1	\$150,000

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

APPROVED EQUIPMENT REQUESTS - 2001 OPERATING BUDGET

<u>DIVISION/ SERVICE CENTER</u>	<u>EQUIPMENT</u>	<u>NEW/ REPLACE</u>	<u>QUANTITY</u>	<u>TOTAL PRICE</u>
Airside Operations	Replacement of Dept Admin Radios The current radios are 7 years old and are no longer in production. With the addition of staff in 2001, additional radios will be required.	Replace	1	\$8,000
	AOA Remote Wireless Access System This project will be a partnership with the IS department to establish remote locations and install the necessary equipment on the AOA that will provide high speed network access to MACNET and other networks for vehicles operating on the field.	New	1	\$20,000
	Airside Ops/Comm Network Computer Room Upgrade This project will upgrade two of the department network servers to Dell servers and upgrade the existing infrastructure of the Airside Operations/Comm network computer room.	Replace	1	\$30,000
	Surface Friction Measuring Vehicle This equipment will replace the Saab surface friction tester purchased in 1991. Advances in technology have rendered the 1991 vehicle obsolete. Friction measuring equipment is critical in ensuring safety and integrity of airport runways.	Replace	1	\$175,000
	Utility Vehicle This vehicle will be used to conduct federally required airport and Wildlife inspections, control activities and general surveys both on MSP and in the surrounding park lands.	New	1	\$12,000
	MSP Driver Computer Based Testing System This system will provide drivers training orientation and computerized written tests to approximately 18,000 vehicle operators at MSP.	New	1	\$75,000
	Replacement Vehicle The existing suburban is 7 years old and has over 105,000 miles on it. This vehicle is one of two used daily by the staff to ensure that MSP meets FAA required safety standards.	Replace	1	\$35,000
	Telephone System This telephone system will be installed in the new MSP Driver Licensing Center.	New	1	\$10,000
Service Center Total				<u>\$365,000</u>

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

APPROVED EQUIPMENT REQUESTS - 2001 OPERATING BUDGET

<u>DIVISION/ SERVICE CENTER</u>	<u>EQUIPMENT</u>	<u>NEW/ REPLACE</u>	<u>QUANTITY</u>	<u>TOTAL PRICE</u>
Communications	Upgrade Telephone Equipment This new system is capable of both analog and digital telephone systems and will enable the operators to manage the various telephone systems from existing workstations.	Replace	4	\$91,844
Landside-Operations	AVI system in South Post Road Holding Lot Additions of AVI access control and CCTV to the new motor coach staging lot that opened in 2000.	New	1	\$98,000
	Digital camera/driver license system Digital camera, software and ID tag printer to create photographs and digital images of taxi drivers and then print the taxi drivers license on a laminated ID tag.	New	1	\$17,000
Service Center Total				\$115,000
Landside-Parking	Sweeper & wet scrubber This equipment used to power sweep and scrub the Valet garage from salt and sand brought in by vehicles.	Replace	1	\$79,875
	1/2 ton pickup truck Truck used to haul supplies and provide needed service to the public and employee parking lots.	Replace	2	\$38,000
	40 ft shuttle bus The MAC shuttle bus 1825 is 12 years old and has over 400,000 miles. A new bus is needed to maintain the shuttle route between Lindbergh-Humphrey-Econolot-Employee Lot.	Replace	1	\$275,000
Service Center Total				\$392,875
Fire-Rescue	Mobile Portable Fire Extinguisher Trng Unit This unit would assist the Fire Department in providing high quality fire extinguisher training to MAC, Signature, Airline employees and other tenants as required.	New	1	\$12,000
	Pickup truck This equipment would provide the department ability to tow our boat without pulling a quick response vehicle out of service.	New	1	\$40,000

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

APPROVED EQUIPMENT REQUESTS - 2001 OPERATING BUDGET

<u>DIVISION/ SERVICE CENTER</u>	<u>EQUIPMENT</u>	<u>NEW/ REPLACE</u>	<u>QUANTITY</u>	<u>TOTAL PRICE</u>
	ARFF Vehicle 3000 gallon This is a replacement for our current rescue #7 a 1986 Oshkosh T-3000, one of the oldest vehicles in the MAC fleet.	Replace	1	\$650,000
Service Center Total				\$702,000
Police-Admin/Training	Marked Squads Replaces two marked vehicles from police fleet.	Replace	2	\$48,000
	Unmarked vehicles Replaces two Ford Taurus	Replace	2	\$30,000
Service Center Total				\$78,000
Airline Operations/Facilities	C.U.T.E System w/gate Mgt Common Use Terminal Equipment (CUTE) is the new HHH terminal and gate management system.	New	1	\$1,300,000
	Furniture Furniture for the MAC offices in the new HHH terminal.	New	1	\$50,000
Service Center Total				\$1,350,000
Facilities-Lindbergh Terminal	Pickup truck To be used by the Facilities department to transfer supplies to the new HHH as well as the APCOA buildings.	New	1	\$22,000
Service Center Total				\$22,000
Trades-Electricians	New field truck This will be a replacement truck for the current 17 year old truck, which is rusted out.	Replace	1	\$138,450
	3/4 ton truck with utility box This vehicle will used as a service truck for the electrical department.	New	1	\$44,730
Service Center Total				\$183,180
Trades-Painters	Trailer Trailer will replace smaller trailer.	Replace	1	\$6,922
Trades-Carpenters	Cushman carts This cushman cart would be based at the Lindbergh terminal and used to respond to emergency pages.	New	1	\$9,584

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

APPROVED EQUIPMENT REQUESTS - 2001 OPERATING BUDGET

<u>DIVISION/ SERVICE CENTER</u>	<u>EQUIPMENT</u>	<u>NEW/ REPLACE</u>	<u>QUANTITY</u>	<u>TOTAL PRICE</u>
	4dr crew cab pickup with topper Vehicle used to transport personnel back and forth from Lindbergh terminal.	Replace	1	\$33,548
Service Center Total				\$43,132
Trades-Plumbers	Combination machine This equipment used to support preventative and emergency maintenance of the hydro-cleaning system.	New	1	\$266,250
	Sewer video camera Equipment will help locate trouble areas.	New	1	\$10,650
	6" submersible pump This unit would respond more effectively to flooding and utility backups.	New	1	\$6,922
	Sewer cleaning equipment Equipment used to clear drains more effectively and a timely manner.	New	2	\$7,028
	Cushman utility cart This equipment provides an efficient means of travel within the Lindbergh Terminal for the plumbers and their tools.	New	2	\$9,584
Service Center Total				\$300,434
Maintenance-Repairs	Vibratory roller Equipment used for blacktopping projects.	New	1	\$95,000
	Airport runway brooms Removes snow down to the pavement for safety.	New	2	\$710,000
	Street Sweeper Replaces old sweeper	Replace	2	\$230,000
	Sign truck w/attachment This truck used to refurbishing signs, posts, guard rail and attaching signs and posts.	New	1	\$92,000
	4 Dr, 4WD Utility vehicles This equipment replaces vehicles with over 100,000 miles or more.	Replace	3	\$105,000
	3/4 ton, 4WD, 4DR pickup truck Vehicle used to move large groups of maintenance workers to job sites.	New	3	\$84,000

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

APPROVED EQUIPMENT REQUESTS - 2001 OPERATING BUDGET

<u>DIVISION/ SERVICE CENTER</u>	<u>EQUIPMENT</u>	<u>NEW/ REPLACE</u>	<u>QUANTITY</u>	<u>TOTAL PRICE</u>
	15,000 GVWR trucks w/plows & sander Vehicle used for new areas which are too small for large plow/sanding trucks.	New	2	\$125,000
	1-Ton Dump truck Vehicle used for various needs at airport.	New	2	\$110,000
	1/2 - Ton Pickup truck Vehicle used every day for airport. This vehicle replaces old vehicle currently in use.	New/ Replace	3	\$75,999
	8,000 lb. Fork Lift This equipment will be used for large loads on and off the airport.	Replace	1	\$34,000
	36,000 GVWR Trucks w/plows & sanders Vehicle used for plowing and sanding the roads on or off the airport.	Replace	2	\$215,000
	44,000 lb. Trailer Vehicle used with semi tractor to haul large pieces of equipment.	New	1	\$52,000
	Asphalt Vessel (8 cu. yd.) This equipment will be used for blacktopping at night. The vessel keeps the asphalt hot.	Replace	1	\$121,000
	All wheel driver tractors w/plows This equipment utilized large 18' pusher plows to keep additional pavements clear.	New	2	\$295,000
	Defoaming system This system is needed for the safe operation of the snow melter.	New	1	\$36,000
	Military Forks for 950 Loader Adjustable forks that fit a 950 loader. Can be used for loading and unloading large equipment.	New	1	\$35,000
	Brower Vac Large pull behind vacuum.	New	1	\$40,000
	Changeable message sign A pull behind changeable message sign.	New	1	\$40,000
	Self propelled litter vacuum machines Self propelled vacuum/suction head machine.	New	4	\$128,000

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

APPROVED EQUIPMENT REQUESTS - 2001 OPERATING BUDGET

<u>DIVISION/ SERVICE CENTER</u>	<u>EQUIPMENT</u>	<u>NEW/ REPLACE</u>	<u>QUANTITY</u>	<u>TOTAL PRICE</u>
	Skid steer w/attachments Used for summer construction and winter plowing.	New	1	\$36,800
	Industrial riding mower Large riding lawn mower for upkeep of the MAC grounds.	New	1	\$12,000
	16 cu. yd tandem axle dump truck Vehicle will be used for hauling of materials.	New	5	\$462,500
	Office furniture This furniture is needed to complete and furnish the office addition on the maintenance building.	New	1	\$92,330
	Lighted runway X's These lights will be used when closing a runway.	New	4	\$72,000
	Fuel Management System This system controls the fuel dispensing and data for our fleet of vehicles.	Replace	1	\$35,000
	9 Passenger Vans These vehicles will be used in the motor pool for all departments at MAC.	New	2	\$44,500
	14,000 lb. trailer This trailer can be used with all types of vehicles to haul small pieces of equipment.	New	1	\$9,333
Service Center Total				\$3,387,462
Relievers-St. Paul	4x4 1 ton pickup truck with plow/sander This vehicle will be used to clear parking lots, entrance roadways, and sanding.	New	1	\$40,000
	Dump truck Replaces old vehicle now in use.	Replace	1	\$185,000
	Tar Kettle Used to fill cracks in bituminous surfaces.	Replace	1	\$20,000
	Pavement router Used to saw cracks for maintenance/tar filling.	Replace	2	\$20,000
Service Center Total				\$265,000

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

APPROVED EQUIPMENT REQUESTS - 2001 OPERATING BUDGET

<u>DIVISION/ SERVICE CENTER</u>	<u>EQUIPMENT</u>	<u>NEW/ REPLACE</u>	<u>QUANTITY</u>	<u>TOTAL PRICE</u>
Relievers-Lake Elmo	Integrated tool carrier Equipment used to remove snow in alley rows and miscellaneous chores.	New	1	\$125,000
	4x4 Utility vehicle Vehicle used by Airport Manager in performance of regular duties.	New	1	\$35,000
	15 foot mower Pull behind tractor mower in maintenance of grass areas.	Replace	1	\$15,000
Service Center Total				\$175,000
Relievers-Airlake	4x4 Utility vehicle Vehicle used by Reliever Airports Director in performance of regular duties.	Replace	1	\$35,000
Service Center Total				\$35,000
Relievers-Flying Cloud	Dump truck This vehicle replaces old 616-463, 1989 Ford L8000.	Replace	1	\$185,000
Service Center Total				\$185,000
Relievers-Crystal	Super Duty 1 ton utility truck Replaces 616-470 old utility truck.	Replace	1	\$35,000
Service Center Total				\$35,000
Relievers-Anoka	Dump truck Replaces 616-465, 1989 Ford L8000 truck.	Replace	1	\$185,000
Service Center Total				\$185,000
DIVISION TOTAL				\$8,416,849
ADMINISTRATION DIVISION				
Information Services	Business Continuity Plan Creation Develop the plan for continuing MAC as a business should events or disaster interrupt normal operations. Project will employ consultant services to conduct necessary analysis and plan preparation.	New	1	\$288,000
	MACNET 2001 Desktop Upgrade Replace one third of the desktop workstations that are at the end of their life.	Replace	100	\$280,000
	Carry Forward-Review/Upgrade JD Edwards	Ongoing	1	\$169,000
	Carry Forward-GIS and CAD Repository	New	1	\$130,000

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

APPROVED EQUIPMENT REQUESTS - 2001 OPERATING BUDGET

<u>DIVISION/ SERVICE CENTER</u>	<u>EQUIPMENT</u>	<u>NEW/ REPLACE</u>	<u>QUANTITY</u>	<u>TOTAL PRICE</u>
	Develop Campus Wireless Infrastructure	New	1	\$250,000
	This project will extend to the campus-wide network backbone to include wireless capabilities.			
	Database support	Ongoing	1	\$180,000
	Provide consulting support for the variety of databases staff have created or wish to create.			
	JD Edwards support	Ongoing	1	\$225,000
	Provide consulting support for the JD Edwards software.			
	Connect Traveler's Asst. to Network	New	1	\$100,000
	Provide cabling and wireless connections needed to incorporate the Traveler's Assistance office and kiosks into MAC network.			
	Miscellaneous Minor Equipment Computer	New/Replace		184,800
Service Center Total				<u>\$1,806,800</u>
DIVISION TOTAL				<u>\$1,806,800</u>
TOTAL 2001 CAPITAL ASSETS				\$10,025,149

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE – 2001 OPERATING BUDGET

ORGANIZATIONAL PERSONNEL

The personnel information below shows the changes between 1997 actual and 2001 budget. The budget converted all personnel information to full time equivalent for 2000 actual, 2000 budget, and 2001 budget. Restating headcount as full time equivalent will provide consistent information between MAC departments. The addition of eleven full time equivalent positions is included in the 2000 budget. As a results of the mid-year adjustment the 2000 budget went from 512 to 523 full time equivalent positions. The information in this section is divided into five parts: Full time equivalent (FTE) by Department, FTE by Classification, Detailed Position Summary, Vacant positions as of December 15, 2000, and New Positions for 2001 by Service Center. The Detailed Position Summary section provides transfers of employee movement between service centers.

<u>Full Time Equivalent By Department</u>	<u>1997 Actual</u>	<u>1998 Actual</u>	<u>1999 Actual</u>	<u>2000 a Actual</u>	<u>2000 b Budget</u>	<u>2001 Budget</u>
Actual for '97, '98 and '99 based on headcount						
Executive/Commissioner	3	3	3	3	3	3
Planning	2	2	2	2	2	2
Administrative Services	3	3	5	4	4	4
Human Resources	2	3	3	3	3	3
Operations	2	2	2	2	2	2
Public Affairs	3	3	3	3	3	3
Air Service-Business Development	3	3	3	2.5	2.5	2.5
Airport Insurance/Safety	3	3	4	4	4	4
Airport Development/ Building Official	10	13	15	20	23	23
Finance/Purchasing	18	19	20	19	20	21
Internal Audit	2	2	3	2	3	4
IS	6	6	7	10	14	18
Legislative and Labor Relations	3	3	3	3	4	4.5
Commercial Mgmt & Airline Affairs	4	5	6	8	8	9
Office Of Diversity	4	4	3	3	3	3
General Counsel	4	5	6	6	6	8
Human Resource Development/Services	2	2	3	3	3	3.5
Employee Relations	6	7	7	5.5	6	6
Airport Directors Office	5	3	3	5	5	5
Conference Center	0	0	3	5	7	7
Telecommunications	1	1	1	0	0	0
(combined with IS)						
Airside Operations	9	9	9	10	10	15
Communications	10	11	10	13.5	12.5	14
Landside Operations	17	19	22	20.5	24.5	28.5
Fire	38	39	38	41	43	46
Police	73	76	73	79.5	87.5	95.5
Aviation Noise Pro/Environmental/General	13	13	13	11	14	14
Airline Operations/Facilities	1	1	2	2	2	3
Facilities - Lindbergh Terminal	9	9	13	14	14	14
Energy Management Center	13	13	15	15	15	17
West Terminal Area	2	2	0	0	0	0
Trades	28	31	33	32	37	40
Maintenance	84	94	109	110	111	121
Reliever Airports	<u>27</u>	<u>27</u>	<u>27</u>	<u>27</u>	<u>27</u>	<u>29</u>
Total Personnel	410	436	469	488.5	523	572.5

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE – 2001 OPERATING BUDGET

Full Time Equivalent By Classification

Actual for '97, '98, and '99 based on headcount.

	<u>1997</u> <u>Actual</u>	<u>1998</u> <u>Actual</u>	<u>1999</u> <u>Actual</u>	<u>2000 a</u> <u>Actual</u>	<u>2000 b</u> <u>Budget</u>	<u>2001</u> <u>Budget</u>
Organized						
Local 70 Operating Engineers	11	11	13	13	13	15
49er's Equipment Maintenance	12	15	17	20	21	21
320's - MSP Int'l - Field	59	69	79	77	79	88
320's - MSP Int'l - Lindbergh Terminal	5	5	6	6	6	6
320's - Reliever Airports	20	20	20	19	19	20
Painters	6	6	6	7	7	8
Carpenters	5	6	6	7	7	8
Plumbers	4	4	4	6	6	7
Electricians	12	14	14	10	15	15
Police Officers	36	33	37	39	45	50
Firefighters	<u>27</u>	<u>30</u>	<u>28</u>	<u>31</u>	<u>33</u>	<u>36</u>
Total Organized	197	213	230	235.0	251.0	274.0
Non-Organized						
Chairperson/Executive Director	2	2	2	2	2	2
Deputy Directors/Directors	16	14	16	14	15	15
Managers/Supervisors	75	77	81	82.5	86.5	89.5
Police Chief/Fire Chief (c)	0	0	0	1	1	1
Community Service Officers	19	20	23	17	20	23
Passenger Assistants	9	9	9	9.5	12.5	16.5
Fire Captains/Fire Training	9	8	9	8	8	8
Police Sergeants/Commanders (d)	13	13	13	15	14	14
Administrative Support	<u>70</u>	<u>80</u>	<u>86</u>	<u>104.5</u>	<u>113</u>	<u>129.5</u>
Total Non-Organized	213	223	239	253.5	272.0	298.5
Total MAC	410	436	469	488.5	523.0	572.5

a. As of 12/15/00

b. Includes mid-year adjustment

c. Positions shifted as a result of the reorganization

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

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE – 2001 OPERATING BUDGET

2000 OPEN POSITIONS AS OF 12/15/00

<u>SERVICE CENTER</u>	<u>POSITION</u>	<u>FULL TIME EQUIVALENT</u>
Airport Development	Airside Project Manager	1
	Civil Technician	1
	Senior Planner	1
Purchasing	Administrative Clerk (Mail Room)	1
Internal Audit	Auditor	1
Information Services	Manager of Application Development	1
	Technical Services Manager	1
	Telecommunications Manager	1
	Telecommunications Technician	1
Employee Relations	Receptionist, Clerk	0.5
Conference Center	Customer Service Associate	2
Landside Operations	Landside Ops Agent/AVI Admin.	1
	Passenger Service Assistant - Part Time	1
	Passenger Service Assistant	2
Fire	Firefighter	2
Police	Community Service Officer	1
	Lead Community Service Officer	1
	Police Officer	5
Environment-General	Environment Director	1
Environment-Aviation Noise Program	ANOMS Specialist	1
	Noise Phone Clerk	1
Electricians	Electrician	5
Maintenance-Field	Equip Mechanic Specialist	1
Relievers-Admin/Training	Reliever Airports Asst. Manager	<u>1</u>
Total		34.5

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

New Positions for 2001

HR Develop/Strategic Planning		
Technical Support	Full Time Equivalent.	.5
Purchasing		
Purchasing Clerk	Full Time Equivalent	1
Internal Audit		
Auditor	Full Time Equivalent	1
Information Services		
System Support Analyst	Full Time Equivalent	2
Database Administrator	Full Time Equivalent	1
Business Analyst	Full Time Equivalent	1
Legislative & Labor Relations		
Administrative Assistant	Full Time Equivalent	.5
Commercial Management/Airline Affairs		
Assistant Manager Airline Affairs	Full Time Equivalent	1
General Counsel		
Associate Attorney I	Full Time Equivalent	1
Legal Clerk/Secretary	Full Time Equivalent	1
Airside Operations		
Airside Operations Licensing Clerk	Full Time Equivalent	3
Airside Operation Assistant Manager	Full Time Equivalent	2
Communications		
Communication Coordinator	Full Time Equivalent	1
Communications Coordinator (Part Time)	Full Time Equivalent.	.5
Landside-Administration		
Passenger Service Assistant	Full Time Equivalent	4
Fire - Rescue		
Firefighter	Full Time Equivalent	3
Police - Administration/Training		
Community Service Officer	Full Time Equivalent	3
Police Officer	Full Time Equivalent	5
Airline Operations/Facilities		
Airline Ops/Facility Coordinator	Full Time Equivalent	1
Energy Management Center		
Operating Engineer	Full Time Equivalent	2
Trades - Painters		
Painter	Full Time Equivalent	1
Trades - Carpenters		
Carpenter	Full Time Equivalent	1
Trades - Plumbers		
Plumber	Full Time Equivalent	1
Maintenance		
Equipment Service Worker	Full Time Equivalent	1
Working Foreman	Full Time Equivalent	2
Airport Maintenance Worker	Full Time Equivalent	6
Field Maintenance Assistant Manager	Full Time Equivalent	1
Relievers - Administration		
Administrative Assistant	Full Time Equivalent	1
Relievers - St. Paul		
Airport Maintenance Worker	Full Time Equivalent	1
		49.5

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

Detail Position Summary

<u>Positions Titles</u>	<u>2000 Budget</u>	<u>2001 New Positions</u>	<u>2001 Budget</u>
Executive - General			
Admin Aide/Exec Dir.	1	0	1
Executive Director	<u>1</u>	<u>0</u>	<u>1</u>
Total	2	0	2
Executive - Commissioners / Chairman			
Chairman	<u>1</u>	<u>0</u>	<u>1</u>
Total	1	0	1
Planning			
Deputy Exec Dir. Planning/Environ	1	0	1
Planning/Environment Coordinator	<u>1</u>	<u>0</u>	<u>1</u>
Total	2	0	2
Administrative Services			
Administrative Assistant	2	0	2
Data Resources Manager	1	0	1
Deputy Executive Dir. Admin Services	<u>1</u>	<u>0</u>	<u>1</u>
Total	4	0	4
Human Resources			
Administrative Assistant	1	0	1
Deputy Executive Director H.R.	1	0	1
Human Resources Project Coordinator	<u>1</u>	<u>0</u>	<u>1</u>
Total	3	0	3
Operations			
Administrative Assistant	1	0	1
Deputy Executive Director Ops	<u>1</u>	<u>0</u>	<u>1</u>
Total	2	0	2
Public Affairs			
Assistant Public Info Officer	1	0	1
Public Information Officer	1	0	1
Public Information Specialist	<u>1</u>	<u>0</u>	<u>1</u>
Total	3	0	3
Air Service Business Development			
Air Service - Bus Development Officer	1	0	1
Air Services Development -Cargo Assistant Manager	0.5	0	0.5
Marketing Specialist	<u>1</u>	<u>0</u>	<u>1</u>
Total	2.5	0	2.5
Human Resources Development			
Administrative Assistant (PT)	0	0.5	0.5
Employee Service And Training Coordinator	1	0	1
HRD & Strategic Planning Mgr.	1	0	1
Training & Development Spec	<u>1</u>	<u>0</u>	<u>1</u>
Total	3	0.5	3.5

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

<u>Positions Titles</u>	<u>2000 Budget</u>	<u>2001 New Positions</u>	<u>2001 Budget</u>
Airport Insurance			
Risk Insurance Manager	1	0	1
Risk Insurance Technician	<u>1</u>	<u>0</u>	<u>1</u>
Total	2	0	2
Airport Development			
Admin. Assistant Bldg. Permits	0	0	0
Administrative Assistant	2	0	2
Airport Architect	2	0	2
Airport Development Projects Manager	1	0	1
Airport Planner	1	0	1
Airside Development Director	1	0	1
Airside Project Manager	4	0	4
Assistant Airport Engineer	0	0	0
Assistant Manager-Contracts/Grants	1	0	1
Civil Technician	1	0	1
Landside Development Director	1	0	1
Landside Project Manager	2	0	2
Part 150 Program Manager	1	0	1
Project Development Engineer	1	0	1
Records Coordinator -Airport Development	1	0	1
Senior Civil Technician	1	0	1
Senior Planner	<u>1</u>	<u>0</u>	<u>1</u>
Total	21	0	21
Airport Development-Building Official			
Administrative Assistant	1	0	1
Building Official	<u>1</u>	<u>0</u>	<u>1</u>
Total	2	0	2
Finance			
Accountant	1	0	1
Accounting Manager	1	0	1
Accounts Payable Specialist	1	0	1
Accounts Receivable Clerk	1	0	1
Associate Accountant	2	0	2
Billing Coordinator	1	0	1
Finance/ Accounts Payable Asst.	1	0	1
Finance Coordinator	1	0	1
Finance Director	1	0	1
Financial Analyst	1	0	1
Financial Analyst, Senior	1	0	1
Parking Vender Service Supervisor	1	0	1
Payroll Specialist	1	0	1
Administrative Assistant	<u>1</u>	<u>0</u>	<u>1</u>
Total	15	0	15
Purchasing			
Administrative Clerk (Mail Room, moved from Admin. Services.)	1	0	1
Associate Buyer	1	0	1
Buyer	1	0	1
Purchasing Coordinator	1	0	1
Purchasing Clerk	0	1	1
Purchasing Manager	<u>1</u>	<u>0</u>	<u>1</u>
Total	5	1	6

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

<u>Positions Titles</u>	<u>2000 Budget</u>	<u>2001 New Positions</u>	<u>2001 Budget</u>
Internal Audit			
Audit Manager	1	0	1
Auditor	<u>2</u>	<u>1</u>	<u>3</u>
Total	3	1	4
IS			
Business Analyst	1	1	2
Database Administrator	0	1	1
Desktop Support Specialist	1	0	1
Director Information Systems	1	0	1
Help Desk Manager	1	0	1
Manager of Application Development	1	0	1
Network Analyst (MACNET)	2	0	2
Service Coordinator, MIS	1	0	1
Sr. Programmer Analyst	1	0	1
System Support Analyst	1	2	3
Technical Services Manager	1	0	1
Telecommunications Manager (moved from Telecommunications)	1	0	1
Telecommunications Technician (moved from Telecommunications)	1	0	1
Web Master	<u>1</u>	<u>0</u>	<u>1</u>
Total	14	4	18
Labor Relations			
Administrative Assistant	1	0	1
Administrative Assistant (PT)	0	0.5	0.5
Deputy Executive Dir. Lab & Legis.	1	0	1
Labor Relations Manager	1	0	1
Manager of Labor Relations /Governmental Affairs	<u>1</u>	<u>0</u>	<u>1</u>
Total	4	0.5	4.5
Commercial Management Airline Affairs			
Admin. Tenant Relations/Leases	1	0	1
Administrative Assistant	1	0	1
Asst. Manager Airline Affairs	0	1	1
Asst. Manager Concessions/Bus Development.	1	0	1
Asst. Mgr. Cargo & Airside Leasing	1	0	1
Comm Mgmt & Airline Affairs Dir.	1	0	1
Comm Mgmt & Airline Affairs Manager	1	0	1
Lease Technician	1	0	1
Retail & Concessions Assistant Manager	<u>1</u>	<u>0</u>	<u>1</u>
Total	8	1	9
Office of Diversity			
Contract Compliance Admin	1	0	1
Diversity Manager	1	0	1
Human Resources Administrator	<u>1</u>	<u>0</u>	<u>1</u>
Total	3	0	3
General Counsel			
Administrative Assistant	1	0	1
Associate Attorney	1	1	2
Attorney	1	0	1
Deputy General Counsel	1	0	1
General Counsel	1	0	1
Legal Clerk/Secretary	0	1	1
Paralegal	<u>1</u>	<u>0</u>	<u>1</u>
Total	6	2	8

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

<u>Positions Titles</u>	<u>2000 Budget</u>	<u>2001 New Positions</u>	<u>2001 Budget</u>
Employee Relations			
Associate Employee Relations Admin	2	0	2
Clerk, Receptionist	1	0	1
Employee Relations Admin	1	0	1
Employee Relations Manager	1	0	1
Employee Relations Technician	0	0	0
General Office Clerk	1	0	1
Total	6	0	6
ADO - General			
Administrative Assistant	1	0	1
Administrative Supervisor	1	0	1
Airports Director	1	0	1
Assistant Airport Dir./Maintenance (moved from Maintenance)	1	0	1
Tour Coordinator	1	0	1
Total	5	0	5
Conference Center			
Customer Service & Administrative Services Supervisor	1	0	1
Customer Service Associate	4	0	4
Customer Service Operators (PT)	2	0	2
Total	7	0	7
Airside Operation			
Airside Operation Assistant Manager	6	2	8
Airside Operations Manager	2	0	2
Airside Operations Licensing Clerk	0	3	3
Assistant Airport Dir./Airside Ops	1	0	1
Systems Administrator	1	0	1
Total	10	5	15
Communications			
Communications Center Supervisor	1	0	1
Communications Coordinator	9	1	10
Communications Coordinator (PT)	0.5	0.5	1
Lead Communications Coordinator	1	0	1
Computer Aid Dispatch Specialist	1	0	1
Total	12.5	1.5	14
Landside Operations			
Assistant Airport Dir./Landside Ops	1	0	1
Business Cashier Clerk	3	0	3
Landside Operations Agent	3	0	3
Landside Operations Assistant Manager	2	0	2
Landside Operations Manager	1	0	1
Landside Ops Agent/AVI Admin	1	0	1
Landside Ops Ordinance Tech	1	0	1
Landside Ops/Parking Asst. Mgr.	0	0	0
Passenger Service Asst. Part Time	2.5	0	2.5
Passenger Service Assistant	9	4	13
PSA Program Coordinator	1	0	1
Total	24.5	4	28.5

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

<u>Positions Titles</u>	<u>2000 Budget</u>	<u>2001 New Positions</u>	<u>2001 Budget</u>
Fire			
Administrative Assistant	1	0	1
Fire Captain	6	0	6
Fire Chief	1	0	1
Fire Driver Operator	15	0	15
Fire Marshal	1	0	1
Firefighter	18	3	21
Training Officer, Fire	<u>1</u>	<u>0</u>	<u>1</u>
Total	43	3	46
Police			
Administrative Assistant	3	0	3
Administrative Services Supervisor	1	0	1
Administrative Training Coordinator	1	0	1
Commander	4	0	4
Community Service Officer (CSO)	17	3	20
Community Service Officer (PT)	0	0	0
CSO Supervisor	1	0	1
Lead CSO	2	0	2
Lost and Found Clerk	1.5	0	1.5
Lost/Found Badge Coordinator	1	0	1
Police Officer	45	5	50
Police Records Coordinator	0	0	0
Police Sergeant	10	0	10
Public Safety Director	<u>1</u>	<u>0</u>	<u>1</u>
Total	87.5	8	95.5
Environment - General			
Environment Director	1	0	1
Administrative Assistant	<u>1</u>	<u>0</u>	<u>1</u>
Total	2	0	2
Environment - Aviation Noise Program			
ANOMS Specialist	1	0	1
ANOMS Coordinator	1	0	1
Noise Program Specialist	2	0	2
GIS Specialist	1	0	1
Manager, Aviation Noise & Satellite Program	1	0	1
Network/TIN Coordinator	1	0	1
Noise Phone Clerk	<u>2</u>	<u>0</u>	<u>2</u>
Total	9	0	9
Environment - Environmental			
Environmental Affairs Manager	1	0	1
Environmental Compliance Specialist	1	0	1
Waste Management Specialist	<u>1</u>	<u>0</u>	<u>1</u>
Total	3	0	3
Safety			
Assistant Manager of Safety	1	0	1
Safety Specialist	<u>1</u>	<u>0</u>	<u>1</u>
Total	2	0	2

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

<u>Positions Titles</u>	<u>2000 Budget</u>	<u>2001 New Positions</u>	<u>2001 Budget</u>
Airline Operations/Facilities			
Airline Operations/ Facilities	0	1	1
Airline Operations Facilities Manager	1	0	1
Airline Ops/facilities Asst. Mgr.	<u>1</u>	<u>0</u>	<u>1</u>
Total	2	1	3
Facilities – Lindbergh Terminal			
Administrative Assistant	2	0	2
Airport Facilities Assistant	2	0	2
Asst. Facilities Maintenance Supervisor	1	0	1
Building Service Worker	4	0	4
Facilities Coordinator	0	0	0
Facilities Maintenance Supervisor	2	0	2
Facility Maintenance Manager	1	0	1
Manager, Assistant Facilities Maintenance	1	0	1
Vending Technician	<u>1</u>	<u>0</u>	<u>1</u>
Total	14	0	14
Energy Management Center			
Assistant Chief Engineer	1	0	1
Chief Engineer	1	0	1
Operating Engineer	<u>13</u>	<u>2</u>	<u>15</u>
Total	15	2	17
Electricians			
Administrative Assistant	1	0	1
Electrician	11	0	11
Electrician Foreman	4	0	4
Trades Manager (Moved from Facilities – Lindbergh Terminal)	<u>1</u>	<u>0</u>	<u>1</u>
Total	17	0	17
Painters			
Painter	6	1	7
Painter Foreman	<u>1</u>	<u>0</u>	<u>1</u>
Total	7	1	8
Carpenters			
Carpenter	6	1	7
Carpenter Foreman	<u>1</u>	<u>0</u>	<u>1</u>
Total	7	1	8
Plumbers			
Plumber	5	1	6
Plumber Foreman	<u>1</u>	<u>0</u>	<u>1</u>
Total	6	1	7
Maintenance - Field			
Administrative Assistant	1	0	1
Airport Maintenance Worker	66	6	72
Asst. Shop Foreman	0	0	0
Equipment Maintenance Manager	1	0	1
Equipment Mechanic Specialist	9	0	9
Equipment Service Worker	4	1	5
Equipment Shop Foreman	3	0	3
Field Maintenance Assistant Manager	4	1	5
Field Maintenance Coordinator	1	0	1

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

<u>Positions Titles</u>	<u>2000 Budget</u>	<u>2001 New Positions</u>	<u>2001 Budget</u>
Heavy Equipment Operator	8	0	8
Machinist Welder	2	0	2
Manager Field Maintenance /Admin	1	0	1
Manager Field Maintenance /Operations	1	0	1
Parts Clerk	0	0	0
Parts Room Technician	3	0	3
Shop Foreman	0	0	0
Working Foreman	<u>7</u>	<u>2</u>	<u>9</u>
Total	111	10	121
Relievers - Administration / Training			
Administrative Assistant	1	1	2
Lease Technician	1	0	1
Reliever /Airports Administrative Services Assistant Mgr.	1	0	1
Reliever Airports Assistant Manager	2	0	2
Reliever Airports Director	1	0	1
St. Paul Downtown Airport Mgr.	1	0	1
Tenant Relations Assistant Manager	<u>0</u>	<u>0</u>	<u>0</u>
Total	7	1	8
Relievers - St.Paul			
Airport Maintenance Worker	4	1	5
Maintenance Mechanic	1	0	1
Senior Airport Maintenance Worker	<u>1</u>	<u>0</u>	<u>1</u>
Total	6	1	7
Relievers - Lake Elmo			
Airport Maintenance Worker	1	0	1
Senior Airport Maintenance Worker	<u>1</u>	<u>0</u>	<u>1</u>
Total	2	0	2
Relievers - Air Lake			
Airport Maintenance Worker	1	0	1
Senior Airport Maintenance Worker	<u>1</u>	<u>0</u>	<u>1</u>
Total	2	0	2
Relievers - Flying Cloud			
Airport Maintenance Worker	2	0	2
Senior Airport Maintenance Worker	<u>1</u>	<u>0</u>	<u>1</u>
Total	3	0	3
Relievers - Crystal			
Airport Maintenance Worker	2	0	2
Maintenance Mechanic	1	0	1
Senior Airport Maintenance Worker	<u>1</u>	<u>0</u>	<u>1</u>
Total	4	0	4
Relievers - Anoka			
Airport Maintenance Worker	1	0	1
Senior Airport Maintenance Worker	<u>2</u>	<u>0</u>	<u>2</u>
Total	3	0	3
TOTAL	523	49.5	572.5

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: EXECUTIVE/COMMISSIONER

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$224,069	\$238,811	\$291,885	\$53,074	22.22%
Administrative Expenses	\$225,411	\$154,300	\$189,400	\$35,100	22.75%
Professional Services	\$51,949	\$60,000	\$60,000	\$0	0.00%
Utilities	\$2,551	\$1,400	\$1,800	\$400	28.57%
Operating Services / Expenses	\$1,447	\$1,115	\$1,115	\$0	0.00%
Other	<u>\$8,321</u>	<u>\$14,000</u>	<u>\$12,000</u>	<u>\$0</u>	-14.29%
Total Budget	\$513,748	\$469,6263	\$556,200	\$86,574	18.43%

FULL TIME EQUIVALENT SUMMARY

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
Full Time	3	3	3
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	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.

MAJOR 2001 OPERATING BUDGET CHANGES

Personnel:

The increase in personnel is due to salary and wage adjustments for existing personnel.

Administrative Expenses:

The increase is in Travel and Information Services. Ex. Director Hamiel will be elected Chairman of ACI. This position will require extensive travelling throughout the U.S. and internationally. Mr. Hamiel's more active role in AAAE also results in increased travel. The increase in ACI and AAAE membership dues account for the balance of the increase.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: AIR SERVICE – BUSINESS DEVELOPMENT

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$176,108	\$142,536	\$183,771	\$41,235	28.93%
Administrative Expenses	\$71,388	\$98,100	\$129,709	\$31,609	32.22%
Professional Services	\$372,518	\$320,000	\$438,000	\$118,000	36.88%
Utilities	\$809	\$1,200	\$1,800	\$600	50.00%
Operating Services / Expenses	\$78,496	\$98,300	\$126,300	\$28,000	28.48%
Other	\$0	\$4,850	\$0	(\$4,850)	-100.00%
Total Budget	\$699,319	\$664,986	\$879,580	\$214,594	32.27%

<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
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FULL TIME EQUIVALENT SUMMARY

Full Time	2	2	2
Part Time	.5	.5	.5
Total FTE	2.5	2.5	2.5

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 2001 OPERATING BUDGET CHANGES

Personnel:

The salary for one employee was transferred to Commercial Management / Airline Affairs based on the anticipated transfer of the position. After the budget process was completed, the position was not transferred. The updated position summary reflects the internal transfer. However, the budget for the position was not transferred. The balance of the increase is due to salary/wage adjustments for existing staff.

Administrative Services:

The department will do an extensive amount of travel for marketing and business development.

Professional Services:

The majority of the increase is due to air-service competition proposals and presentation. Each presentation customized to the specific recipient. The budget also included a slight increase for ongoing assistance with cargo marketing and competition.

Operating Services:

MAC is working on the completion of virtual presentation of the airport and its facilities. Distribution will be targeted at prospective customers.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: PUBLIC AFFAIRS

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$162,421	\$204,155	\$204,239	\$84	0.04%
Administrative Expenses	\$111,366	\$183,050	\$205,000	\$21,950	11.99%
Professional Services	\$267,517	\$299,955	\$350,000	\$50,045	16.68%
Utilities	\$757	\$1,200	\$1,200	\$0	0.00%
Operating Services / Expenses	\$41,397	\$201,900	\$115,300	(\$86,600)	-42.89%
Other	<u>\$2,496</u>	<u>\$0</u>	<u>\$7,000</u>	<u>\$7,000</u>	100.00%
Total Budget	\$585,954	\$890,260	\$882,739	(\$7,521)	-0.84%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	3	3	3
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	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. In addition, Public Affairs facilitates communication among MAC departments that have potential impact 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. Dollars for professional services allows Public Affairs to continue implementing and maintaining programs developed for the media, the public, tenants and employees.

MAJOR 2001 OPERATING BUDGET CHANGES

Administrative Services:

The increase in Administrative Services is attributable to the costs associated with the Public Relations Newswire and interanews.

Professional Services:

Professional Services has been increased to allow for professional photography necessary in publications and organizational media/public relations training.

Operating Services:

The decrease in Operating Services is due to the shifting of budget dollars to Professional and Administrative Services.

Other:

The increase in the Other category allows for additional equipment that will enable the department to automate their process.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: COMMERCIAL MANAGEMENT AIRLINE AFFAIRS

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$409,154	\$515,451	\$614,480	\$99,029	19.21%
Administrative Expenses	\$60,998	\$50,000	\$64,506	\$14,506	29.01%
Professional Services	\$148,664	\$213,000	\$505,000	\$292,000	137.09%
Utilities	\$2,401	\$2,000	\$5,400	\$3,400	170.00%
Operating Services / Expenses	\$1,839	\$8,900	\$9,000	\$100	1.12%
Other	<u>\$15,213</u>	<u>\$13,700</u>	<u>\$4,250</u>	<u>(\$9,450)</u>	-68.98%
Total Budget	\$638,269	\$803,051	\$1,202,636	\$399,585	49.76%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
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FULL TIME EQUIVALENT SUMMARY

Full Time	8	8	9
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	8	8	9

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. The department develops bid criteria and specifications for the award of concession leases; negotiates non-bid use and rental leases. In addition, facilitate any other agreements for businesses, concessions, airlines and other tenants. These processes require the preparation of written reports and recommendations for the Commission for maximizing revenues, awarding leases and other contracts. Finally, the department 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 airports.

MAJOR 2001 OPERATING BUDGET CHANGES

Personnel:

The increase is due to a combination of the following:

- Salary for the new hire from 2000 was greater than projected, along with only a partial years budget for 2000. The 2001 budget reflects a full year of the actual salary to be paid.
- Projected salary for a new hire, Assistant Manager Airline Affairs. Only a partial year of the projected salary was included in the budget.
- The department will hire a paralegal to assist with a summary of tenant leases to be incorporated into lease abstract for staff review.
- The balance of the increase is due to salary /wage adjustments for existing staff.

Administrative Services

The growth in this category is due to travel. Key employees in the department will be making comparative visitation to other airports to review concessions and business development. In addition, ~~two~~ two additional staff members will attend training for CCIM certification.

Professional Services:

Consultants will assist the department in concession management, expansion, planning, and the design-review team. They will also provide support for Building B negotiations and upcoming RFPs. In order to provide accurate responses to internal and external requests, consultant will assist in the preparation of a comprehensive analysis of passenger airline service provided MSP.

Utilities:

Anticipated cost increases associated with the hiring of one position approved for 2001.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: GENERAL COUNSEL

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$403,517	\$407,012	\$472,623	\$65,611	16.12%
Administrative Expenses	\$43,653	\$31,288	\$44,800	\$13,512	43.19%
Professional Services	\$1,417,660	\$773,100	\$1,030,000	\$256,900	33.23%
Utilities	\$1,274	\$1,030	\$1,000	(\$30)	-2.91%
Operating Services / Expenses	\$3,886	\$1,133	\$1,500	\$367	32.39%
Other	\$5,400	\$16,000	\$16,000	\$0	0.00%
Total Budget	\$1,875,390	\$1,229,563	\$1,565,923	\$336,360	27.36%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	6	6	8
Part Time	0	0	0
Total FTE	6	6	8

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.

MAJOR 2001 OPERATING BUDGET CHANGES

Personnel:

General Counsel was approved two additional positions, Associate Attorney and Legal Clerk/Secretary, in 2001. Only proportionate shares of the wages were included in the 2001 budget. A portion of the increase is due to prior year promotions, which were initiated after the completion of the budget. The 2001 budget comprises a full year of the actual salary. The balance of the increase in this category is due to salary/wages adjustments for existing staff.

Administrative Services:

The amount of additional research has increased as a direct correlation to the complexity and ongoing nature of MAC's massive construction program, audits, environmental issues, leasing issues, reliever airports issues, state and federal government issues and litigation.

Professional Services:

The objective of increasing professional services is to maintain the ability to tap into the appropriate legal resources through the professional legal consultants that MAC has been using in order to properly address the issues that arise.

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: HUMAN RESOURCES

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$163,700	\$180,123	\$183,022	\$2,899	1.61%
Administrative Expenses	\$14,943	\$24,080	\$24,080	\$0	0.00%
Professional Services	\$6,460	\$6,000	\$6,000	\$0	0.00%
Utilities	\$239	\$300	\$300	\$0	0.00%
Operating Services / Expenses	\$401	\$1,073	\$1,073	\$0	0.00%
Other	<u>\$175</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	0.00%
Total Budget	\$185,918	\$211,576	\$214,475	\$2,899	1.37%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	3	3	3
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	3	3	3

RESPONSIBILITY/FUNCTION

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

MAJOR 2001 OPERATING BUDGET CHANGES

Personnel:

The variance is due to salary and wage adjustments for existing staff.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: HR DEVELOPMENT/ STRATEGIC PLANNING

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$204,275	\$303,532	\$322,989	\$19,457	6.41%
Administrative Expenses	\$38,732	\$13,800	\$13,800	\$0	0.00%
Professional Services	\$12,403	\$119,000	\$74,000	(\$45,000)	-37.82%
Operating Services/ Expenses	\$374	\$0	\$0	\$0	0.00%
Other	<u>\$1,883</u>	<u>\$5,000</u>	<u>\$0</u>	<u>(\$5,000)</u>	-100.00%
Total Budget	\$257,934	\$441,332	\$410,789	(\$30,543)	-6.92%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	3	3	3
Part Time	<u>0</u>	<u>0</u>	<u>.5</u>
Total FTE	3	3	3.5

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 2001 OPERATING BUDGET CHANGES

Personnel:

The majority of the increase is for the addition of a part time administrative assistant. The remaining balance of the increase is due to salary/wage adjustments for existing staff.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: EMPLOYEE SERVICES

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$84	\$3,049	\$3,049	\$0	0.00%
Administrative Expenses	\$2,960	\$4,300	\$4,300	\$0	0.00%
Operating Services / Expenses	\$61,608	\$45,500	\$80,500	\$35,000	76.92%
Other	<u>\$1,658</u>	<u>\$3,350</u>	<u>\$3,350</u>	<u>\$0</u>	0.00%
Total Budget	\$66,310	\$56,199	\$91,199	\$35,000	62.28%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time — (The position for this department is included in HRD)	0	0	0
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	0	0	0

RESPONSIBILITY/FUNCTION

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

MAJOR 2001 OPERATING BUDGET CHANGES

Operating Services:

This Service Center supports Service Awards, PEER Awards, Year-In-Review, Retirement, Receptions, and the Hospital Fund. The necessity of the budget increase is supported by: 30% increase in MAC's workforce since 1996, Increased costs of products, materials, services, a revised recognition program, Year-In-Review, and a projected increase in retirements, approximately 100 over the next three years.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION**ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET****DEPARTMENT SUMMARY: OFFICE OF DIVERSITY**

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$222,095	\$222,175	\$226,246	\$4,071	1.83%
Administrative Expenses	\$18,112	\$17,298	\$17,298	\$0	0.00%
Professional Services	\$29,059	\$24,000	\$24,000	\$0	0.00%
Operating Services/Expenses	<u>\$6,833</u>	<u>\$10,197</u>	<u>\$10,197</u>	<u>\$0</u>	0.00%
Total Budget	\$276,198	\$273,670	\$277,741	\$4,071	1.49%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	3	3	3
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	3	3	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 2001 OPERATING BUDGET CHANGES**Personnel:**

The budget increase is due to salary and wage adjustments for existing personnel.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION**ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET****DEPARTMENT SUMMARY: OFFICE OF DIVERSITY**

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$222,095	\$222,175	\$226,246	\$4,071	1.83%
Administrative Expenses	\$18,112	\$17,298	\$17,298	\$0	0.00%
Professional Services	\$29,059	\$24,000	\$24,000	\$0	0.00%
Operating Services/Expenses	<u>\$6,833</u>	<u>\$10,197</u>	<u>\$10,197</u>	<u>\$0</u>	0.00%
Total Budget	\$276,198	\$273,670	\$277,741	\$4,071	1.49%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	3	3	3
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	3	3	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 2001 OPERATING BUDGET CHANGES**Personnel:**

The budget increase is due to salary and wage adjustments for existing personnel.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: EMPLOYEE RELATIONS

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$354,962	\$347,139	\$400,112	\$52,973	15.26%
Administrative Expenses	\$33,324	\$14,614	\$14,614	\$0	0.00%
Professional Services	\$80,825	\$98,710	\$129,710	\$31,000	31.41%
Operating Services / Expenses	\$77,065	\$25,750	\$70,000	\$44,250	171.84%
Other	\$1,257	\$0	\$0	\$0	0.00%
Total Budget	\$547,433	\$486,213	\$614,436	\$128,223	26.37%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	5	5	5
Part Time	.5	1	1
Total FTE	5.5	6	6

RESPONSIBILITY/FUNCTION

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

MAJOR 2001 OPERATING BUDGET CHANGES

Personnel:

In the year 2000, 12 new positions were approved for staffing activity. As of August 1, 2000, the Employee Relations Department has completed 50 complete staffing processes, which include replacement activity for continuing employee retirements/terminations, promotions and transfers, and the on-going staffing of remaining new positions. This level of activity would not have been accomplished without the services of a temporary employee to assist the Employee Relations department with staffing and recruiting activity. The approval of 49.5 new positions in the year 2001 is a significant increase in staffing activity from the year 2000, and does not include a considerable amount of unplanned staffing activity next year due to unanticipated retirements, employee terminations, promotions and transfers. Consequently, the need for continued temporary employee services in 2001 is vital to delivering staffing support services. This 2001 budget request will enable the Employee Relations Department to provide quality and timely staffing services to all departments requiring human resources. The remaining portion of the increase is due to salary /wage adjustments for existing staff.

Professional Services:

Expenses associated with pre-employment medical examination will increase in accordance with the level of staffing activity. Due to the extraordinary amount of staffing, it's projected that additional funding is required. The budget is used for both pre-employment and employee fitness-for-duty medical examinations.

Operating Services:

The recruitment expense for employee advertising will increase correspondingly with the number of staffing processes. This requested amount of funding will provide the resources necessary to externally advertise MAC job openings in 2001, and effectively recruit a diverse pool of qualified job applicants.

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: LABOR RELATIONS AND GOVERNMENT AFFAIRS

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$220,935	\$247,061	\$328,158	\$81,097	32.82%
Administrative Expenses	\$37,300	\$41,000	\$43,300	\$2,300	5.61%
Professional Services	\$220,000	\$320,000	\$330,000	\$10,000	3.13%
Utilities	\$1,250	\$2,000	\$3,000	\$1,000	50.00%
Operating Services / Expenses	\$8,200	\$8,000	\$8,100	\$100	1.25%
Other	<u>\$7,000</u>	<u>\$15,100</u>	<u>\$8,500</u>	<u>(\$6,600)</u>	-43.71%
Total Budget	\$494,685	\$633,161	\$721,058	\$87,897	13.88%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	3	4	4
Part Time	<u>0</u>	<u>0</u>	<u>.5</u>
Total FTE	3	4	4.5

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 2001 OPERATING BUDGET CHANGES

Personnel:

The department was approved two new positions, part time Administrative Assistant and full time Manager of Labor Relations/Government Affairs. The manager of Labor Relations/Government Affairs Manager was a mid-year transfer from the Reliever Airports department. The FTE summary was adjusted to reflect the transfer but, wages were not transferred between departments. The additional of these positions are necessary for optimum performance by all members of the division and would give us the flexibility to address timeline/volume problems and respond in an effective and timely manner. The balance of the budget increase is due to promotions and wage adjustments for existing staff.

Administrative Services:

Professional memberships, mileage, and conference registration associated with the additional staff.

Professional Services:

Anticipated cost increase for state legislative consulting services resulting from change in firms subsequent to 2000 selection process as required by Commission policy.

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: PLANNING

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$157,760	\$162,321	\$173,768	\$11,447	7.05%
Administrative Expenses	\$17,966	\$46,000	\$46,000	\$0	0.00%
Professional Services	\$906,343	\$576,500	\$576,500	\$0	0.00%
Utilities	\$495	\$1,000	\$1,000	\$0	0.00%
Operating Services / Expenses	<u>\$590</u>	<u>\$10,700</u>	<u>\$10,700</u>	<u>\$0</u>	0.00%
Total Budget	\$1,083,762	\$796,521	\$807,968	\$11,447	1.44%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	2	2	2
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	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 2001 OPERATING BUDGET CHANGES

Personnel:

The increase is due to prior period promotions, which were not included in the budget and current year salary adjustments for existing staff.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: AIRPORT DEVELOPMENT/PART 150/BUILDING OFFICIAL

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$336,875	\$599,989	\$750,120	\$150,131	-3.99%
Administrative Expenses	\$64,990	\$123,000	\$140,563	\$17,563	4.47%
Professional Services	\$361,653	\$320,000	\$436,500	\$116,500	32.81%
Utilities	\$5,735	\$5,000	\$10,700	\$5,700	100.00%
Operating Services / Expenses	\$5,697	\$14,000	\$16,800	\$2,800	17.86%
Maintenance	\$2,687	\$0	\$0	\$0	0.00%
Other	<u>\$15,476</u>	<u>\$27,500</u>	<u>\$21,000</u>	<u>(\$6,500)</u>	-61.82%
Total Budget	\$793,113	\$1,089,489	\$1,375,683	\$286,194	7.08%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	20	23	23
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	20	23	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 permitting, and FAA coordination. In addition, the staff is responsible for administering the Part 150 community sound insulation program.

MAJOR 2001 BUDGET CHANGES

Personnel:

Salary for the new hires in 2000 were greater than projected in the budget. The 2001 budget reflects the actual salary. The balance of the budget increase is for two temporary workers that will assist with duties related to the new Building Official area.

Administrative Services:

Administrative expenses correspondingly increase with the changes in staff. Supplies, travel expenses, and professional memberships have all increased.

Professional Services:

The substantial increase to professional services is requested due to increase in construction activity.

Utilities:

The majority of the department spends their time in the field with no telephone accessibility. Frequently, communication is limited to cell phones. The increase is based on historical usage.

Operating Services/Expense:

New forms will be designed and printed for airport construction permits.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: ENVIRONMENT

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$649,917	\$739,244	\$754,742	\$15,498	6.29%
Administrative Expenses	\$65,075	\$114,160	\$111,260	(\$2,900)	-7.62%
Professional Services	\$734,523	\$669,500	\$677,500	\$8,000	3.58%
Utilities	\$1,660	\$2,800	\$3,800	\$0	0.00%
Operating Services / Expenses	\$170,072	\$264,250	\$261,850	(\$2,400)	-2.72%
Other	<u>\$26,508</u>	<u>\$25,000</u>	<u>\$36,900</u>	<u>\$11,900</u>	142.80%
Total Budget	\$1,647,755	\$1,814,954	\$1,846,052	\$31,098	5.14%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	11	14	14
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	11	14	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 - 2001 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 2001 OPERATING BUDGET CHANGES

Personnel:

The budget increase is because of prior year promotions and wages for new hires, which were greater than projected. The 2001 budget reflects actual salaries/wages. The remaining portion of the increase is due to salary/wage adjustment for existing staff.

Professional Services:

The budget will provide for assistance with the ongoing environmental issues throughout the MSP and reliever airports.

Other:

The majority of the budget is for additional office furniture.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: ADMINISTRATIVE SERVICES

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$308,751	\$314,262	\$332,305	\$18,043	5.74%
Administrative Expenses	\$11,550	\$9,188	\$10,550	\$1,362	14.82%
Professional Services	\$17,198	\$52,000	\$48,500	(\$3,500)	-6.73%
Utilities	\$183	\$150	\$150	\$0	0.00%
Operating Services / Expenses	\$1,657	\$800	\$1,300	\$500	62.50%
Other	<u>\$65</u>	<u>\$1,000</u>	<u>\$1,000</u>	<u>\$0</u>	0.00%
Total Budget	\$339,404	\$377,400	\$393,805	\$16,405	4.35%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	4	4	4
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	4	4	4

RESPONSIBILITY/FUNCTION

This area is responsible for the oversight and management of Finance, Purchasing, Information Services, Airport Insurance, Internal Audit, and Data Resources Management.

MAJOR 2001 OPERATING BUDGET CHANGE

Personnel:

The budget increase is due to prior period promotions that were not included in 2000 budget and current year salary adjustments for existing staff.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY - INTERNAL AUDIT

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$288,155	\$216,158	\$302,588	\$86,430	39.98%
Administrative Expenses	\$10,133	\$14,850	\$16,050	\$1,200	8.08%
Professional Services	\$0	\$60,000	\$105,280	\$45,280	75.47%
Utilities	\$881	\$0	\$0	\$0	0.00%
Operating Services / Expenses	\$280	\$2,200	\$400	(\$1,800)	-81.82%
Other	<u>\$720</u>	<u>\$2,600</u>	<u>\$6,000</u>	<u>\$3,400</u>	130.77%
Total Budget	\$300,169	\$295,808	\$430,318	\$134,510	45.47%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	2	3	4
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	2	3	4

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 2001 OPERATING BUDGET CHANGES

Personnel:

The number and complexity of audit requests exceed the limitations of the Internal Audit department. The addition of an auditor and a temporary worker (temporary workers are not included in the FTE summary) will allow the department to meet organizational expectations. Salary/wage adjustments for existing staff comprise the balance of the increase.

Administrative Services:

The Commission approved the usage of consulting service to assist with audits as needed. Only a partial year of service was included in the 2000 budget

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION**ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET****DEPARTMENT SUMMARY: WELLNESS**

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Operating Services / Expenses	\$139,095	\$175,000	\$175,000	\$0	0.00%
Total Budget	\$139,095	\$175,000	\$175,000	\$0	0.00%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time (THE Wellness Committee is staffed by Employee Volunteers)	0	0	0
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	0	0	0

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 2001 OPERATING BUDGET CHANGES

No major changes.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION**ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET****DEPARTMENT SUMMARY: AIRPORT INSURANCE/SAFETY**

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$3,360,050	\$3,691,099	\$4,720,572	\$1,948,602	105.58%
Administrative Expenses	\$19,496	\$19,350	\$22,750	\$6,800	70.28%
Professional Services	\$80,196	\$122,150	\$143,150	\$42,000	68.77%
Utilities	\$1,359	\$1,000	\$1,000	\$0	0.00%
Operating Services / Expenses	\$4,997	\$2,500	\$2,900	\$800	132.00%
Other	\$1,225,143	\$1,355,989	\$1,560,500	\$409,022	60.33%
Total Budget	\$4,691,241	\$5,192,088	\$6,450,872	\$1,258,784	24.24%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	4	4	4
Part Time	0	0	0
Total FTE	4	4	4

RESPONSIBILITY/FUNCTION

Airport Insurance is responsible for all MAC risk management efforts as well as formal insurance programs including Health, Property, Liability, Workers Compensation, and other miscellaneous coverage. 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 2001 OPERATING BUDGET CHANGES**Personnel:**

Employee Insurance will increase in conjunction with staff, inflation, and union contract agreements.

Administrative Services:

The need for computer supplies, increased travel mileage, and registration fees account for the budget increase.

Professional Services:

The increase is due to the use of consultants to help us control our rising medical costs, yet maintain the best possible benefits for our employees.

Other:

The expansion of MAC facilities and property will increase general liability insurance.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: FINANCE/PURCHASING

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$1,166,456	\$1,234,940	\$1,252,364	\$17,424	2.82%
Administrative Expenses	\$111,454	\$74,990	\$84,290	\$9,300	24.80%
Professional Services	\$177,359	\$159,000	\$169,000	\$10,000	12.58%
Operating Services / Expenses	\$192,930	\$247,300	\$233,200	(\$14,100)	-11.40%
Maintenance	\$2,322	\$1,030	\$1,030	\$0	0.00%
Other	<u>\$11,011</u>	<u>\$11,070</u>	<u>\$10,570</u>	<u>(\$500)</u>	-9.03%
Total Budget	\$1,661,532	\$1,728,330	\$1,750,454	\$22,124	1.28%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	19	20	21
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	19	20	21

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 2001 OPERATING BUDGET CHANGES

Personnel:

The increase in the Personnel category is due to the following:

- Finance transferred the vending technician position and duties to Facilities-Management. Wages were not adjusted in conjunction with the transfer. The 2001 budget reflects the actual wages for all department staff.
- The administrative clerk –mailroom was transferred from Administrative Services to Purchasing. Wages were not adjusted in at the time of the transfer. The 2001 budget reflects the actual wages for the respective departments.
- Purchasing will hire a purchasing clerk in 2001. The 2001 budget includes a proportionate salary for the position.
- The balance of the increase is due to salary/wage adjustments for existing staff.

Administrative Services:

The department reallocated funds based on prior year history and projected cost increases.

Professional Services:

The department reallocated funds based on prior year history and projected cost increases.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY - INFORMATION SERVICES

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$493,915	\$926,225	\$1,197,621	\$271,396	29.30%
Administrative Expenses	\$122,782	\$57,274	\$106,570	\$49,296	86.07%
Professional Services	\$44,220	\$75,600	\$75,200	(\$400)	-0.53%
Utilities	\$4,863	\$3,300	\$6,700	\$3,400	103.03%
Operating Services / Expenses	\$179,813	\$297,292	\$264,492	(\$32,800)	-11.03%
Other	<u>\$41,649</u>	<u>\$60,400</u>	<u>\$47,400</u>	<u>(\$13,000)</u>	-21.52%
Total Budget	\$887,242	\$1,420,091	\$1,697,983	\$277,892	19.57%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	19	20	21
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	19	20	21

RESPONSIBILITY/FUNCTION

The IS (Information Services) 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 2001 OPERATING BUDGET CHANGES

Personnel:

Increase due to salary/wage adjustments for existing staff and the addition of four positions. A business analyst, database administrator, and two system support analyst will be added to the department in 2001

In order to streamline organizational requirements, Telecommunication was combined with the IS department. The telecommunications technician was a mid year adjustment for 2000 that did not have budgeted wages. The Telecommunications for 2000 and 2001 was combined with the IS department.

Administrative Expense:

Upgrades to computer software as required. The department reallocated department expenses to accommodate the category increase.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: MAC GENERAL

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$6,065,667	\$5,984,579	\$6,418,937	\$434,358	7.26%
Administrative Expenses	\$69,416	\$48,600	\$68,000	\$19,400	39.92%
Professional Services	\$27,150	\$40,000	\$40,000	\$0	0.00%
Utilities	\$8,575,478	\$6,643,800	\$9,419,110	\$2,775,310	41.77%
Operating Services / Expenses	\$1,735,730	\$1,605,468	\$1,513,000	(\$92,468)	-5.76%
Maintenance	\$661,536	\$582,120	\$541,512	(\$40,608)	-6.98%
Depreciation	\$51,027,584	\$51,885,207	\$67,442,111	\$15,556,904	29.98%
Other	<u>(\$1,546,865)</u>	<u>(\$1,263,000)</u>	<u>(\$1,373,189)</u>	<u>(\$110,189)</u>	8.72%
Total Budget	\$66,615,696	\$65,526,774	\$84,069,481	\$18,542,707	28.30%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	0	0	0
Part Time	0	0	0
Total FTE	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.

MAJOR 2001 OPERATING BUDGET CHANGES

Personnel:

The increase is due to salary and wage adjustments associated with staff increases.

Administrative Services:

Based on price and usage the budget for postage was increased.

Utilities:

Based on the rates provided by the utility companies and expanded facilities, both electricity and natural gas are projected to increase.

Depreciation:

The Depreciation budget is centralized under MAC General. The information provided is based on gross depreciation. The detailed explanation of budget changes is provided in expense assumptions section.

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION**ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET****DEPARTMENT SUMMARY: OPERATIONS**

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$143,896	\$148,319	\$159,117	\$10,798	7.28%
Administrative Expenses	\$7,770	\$11,550	\$11,550	\$0	0.00%
Professional Services	\$6,000	\$6,000	\$0	0.00%	0.00%
Utilities	\$500	\$500	\$0	0.00%	0.00%
Operating Services / Expenses	<u>\$400</u>	<u>\$700</u>	<u>\$700</u>	<u>\$0</u>	0.00%
Total Budget	\$152,116	\$167,069	\$177,867	\$10,798	6.46%

FULL TIME EQUIVALENT SUMMARY

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
Full Time	2	2	2
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	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.

MAJOR 2001 OPERATING BUDGET CHANGES**Personnel:**

The increase is due to salary and wage adjustments for existing staff.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: AIRPORT DIRECTORS OFFICE

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$436,209	\$333,594	\$331,616	(\$1,978)	-0.59%
Administrative Expenses	\$56,734	\$65,125	\$62,025	(\$3,100)	-4.76%
Professional Services	\$58,011	\$77,500	\$107,500	\$30,000	38.71%
Utilities	\$1,520	\$1,250	\$1,350	\$100	8.00%
Operating Services / Expenses	\$12,377	\$49,860	\$140,860	\$91,000	182.51%
Other	<u>\$47,132</u>	<u>\$12,750</u>	<u>\$9,750</u>	<u>(\$3,000)</u>	-23.53%
Total Budget	\$611,983	\$764,444	\$875,466	\$111,022	14.52%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	5	5	5
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	5	5	5

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 Wold Chamberlin Field, customer service is an essential element of this department. Special events and terminal complex activities are coordinated through this office.

MAJOR 2001 OPERATING BUDGET CHANGES

Professional Services:

Tri-annual full-scale emergency drill required by FAA Part 139 Certification, will be held in 2001. The actual exercise will be proceeded with numerous meets with local law enforcement, emergency management personnel from the state, county and city level. In order to accomplish training, exercise and facility development objectives, and the assistance of non-MAC professional services is necessary.

Operating Services:

In order to accomplish the tri-annual full-scale emergency drill, MAC's communication systems will need to be upgraded. Radio equipment and sirens need to fully cover the Airport facility.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: CONFERENCE CENTER

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$11,586	\$179,472	\$333,107	\$153,635	85.60%
Administrative Expenses	\$3,857	\$24,895	\$19,145	(\$5,750)	-23.10%
Operating Services / Expenses	\$4,429	\$94,520	\$216,500	\$121,980	129.05%
Other	<u>\$1,565</u>	<u>\$2,905</u>	<u>\$3,525</u>	<u>\$620</u>	21.34%
Total Budget	\$21,599	\$302,217	\$572,877	\$270,660	89.56%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	3	5	5
Part Time	<u>2</u>	<u>2</u>	<u>2</u>
Total FTE	5	7	7

RESPONSIBILITY/FUNCTION

This department is responsible for two areas: 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. 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 2001 OPERATING BUDGET CHANGES

Personnel:

Mid-year 2000, four part time customer service operators were added. The customer service operators are responsible for responding to general information, courtesy, and the airport paging system. Salary/ wage adjustments comprise the balance of the increase.

Operating Services:

In accordance with MAC's strategic goal to provide better customer service to the traveling public, the commission has developed the Customer Service Action Counsel. The 2001 budget will provide for programs, process improvements, and amenities for enhancing customer service.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: TELECOMMUNICATIONS

The department was combined with Information Services	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$0	\$0	\$0	\$0	0.00%
Administrative Expenses	\$0	\$0	\$0	\$0	0.00%
Professional Services	\$0	\$0	\$0	\$0	0.00%
Utilities	\$0	\$0	\$0	\$0	0.00%
Operating Services / Expenses	\$0	\$0	\$0	\$0	0.00%
Maintenance	\$0	\$0	\$0	\$0	0.00%
Other	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	0.00%
Total Budget	\$0	\$0	\$0	\$0	0.00%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time (The positions have been included with Information Services)	0	0	0
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	0	0	0

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 2001 OPERATING BUDGET CHANGES

The service center was combined with the IS department.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: AIRSIDE OPERATIONS

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$703,059	\$821,052	\$948,933	\$127,881	15.58%
Administrative Expenses	\$44,488	\$89,075	\$88,500	(\$575)	-0.65%
Professional Services	\$41,900	\$96,248	\$168,500	\$72,252	75.07%
Utilities	\$6,413	\$7,000	\$7,000	\$0	0.00%
Operating Services / Expenses	\$4,148	\$47,450	\$62,500	\$15,050	31.72%
Maintenance	\$0	\$1,500	\$2,000	\$500	33.33%
Other	<u>\$121,017</u>	<u>\$16,100</u>	<u>\$47,700</u>	<u>\$31,600</u>	196.27%
Total Budget	\$921,025	\$1,078,425	\$1,325,133	\$246,708	22.88%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	10	10	15
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	10	10	15

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 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. The department works closely with other MAC departments, airfield tenants and regulatory agencies.
- 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 2001 OPERATING BUDGET CHANGES

Personnel:

The increase in the Personnel category is due to the following:

- The number of airside operation assistant managers will go from six to eight. On a 24 hour basis, the department manages the day-to day airside operations of MSP. Periodically there is only one person on a shift. The additional positions will enable the department to have double coverage on all shifts.
- Three licensing clerks to staff the MSP Licensing Center. A proportionate share of the wages for 2001 was included in the budget.
- A temporary licensing clerk will be used as needs to complete the staffing requirement for the MSP Licensing Center.
- The balance of the increase is due to salary /wage adjustments for existing personnel

Administrative Services:

The increase in the Administrative Services category is due to an increase of computer supplies and a cost of \$25,000 for printing of the drivers handbooks for the MSP Drivers Licensing Program.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

Professional Services:

The increase in the Professional Services category is primarily due to an increase in the Wildlife Services contract and the need for a contract with University of Minnesota's Raptor Center. In the past, there have been several MAC contracts with Wildlife Services and MSP, Airport Development and the Reliever Airports. An agreement was made between all parties that in 2001 one MAC contract with Wildlife Services would be established and it would be funded and managed by Airside Operations. The Raptor Center contract is to remediate an endangered species nest (Bald Eagle). The contract will include the capture, banding, tracking and relocation of the birds and nest as required by the state.

Operating Services:

The increase in the Operating Services category is primarily due to the need to establish a service agreement to maintain the SCAN Runway Sensor System. The MAC Electrical department has advised that they are unable to provide the required level of service to keep the system operational. There is also an increase in the service for computers of \$5,000 to maintain all of the new systems that were procured in 2000 and those that will be in 2001.

Other:

The increase in the Other category is primarily due to equipment and furniture needed due to the addition of staff and the creation and implementation of the MSP Drivers Licensing Center.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: COMMUNICATIONS

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$553,016	\$559,558	\$716,990	\$157,432	28.13%
Administrative Expenses	\$8,467	\$13,308	\$14,158	\$850	6.39%
Professional Services	\$0	\$26,000	\$26,000	\$0	100.00%
Utilities	\$484	\$500	\$750	\$250	50.00%
Operating Services / Expenses	\$10,663	\$18,694	\$22,100	\$3,406	18.22%
Other	\$3,431	\$16,083	\$9,156	(\$6,927)	-43.07%
Total Budget	\$576,061	\$608,143	\$789,154	\$181,011	29.76%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	13	12	14
Part Time	<u>.5</u>	<u>.5</u>	<u>1</u>
Total FTE	13.5	12.5	14

RESPONSIBILITY/FUNCTION

The Communications Center serves the Airport Community as the 911 center for public safety response within the Wold Chamberlain Field political jurisdiction. This department operates 24 hours, 365 days a year. The Communications staff receives calls for assistance and sends Police, Fire and ambulance services to the location as appropriate. Status of responding units are monitored and documented. Responsibilities include monitoring and relay of critical radio traffic as required to facilitate successful conclusions to all calls for service. The center monitors the several alarm detection systems such as FAA required Secured Area Access Control system. This system includes held open, forced open, and security checkpoint duress alarms. Also included are electric field gates, bus gates, and pedestrian detection alarms. A five-minute maximum response time is mandated on these alarms.

Also monitored in the center is the Honeywell XBSi Building Supervisor System which includes more than 6000 fire, smoke, water flow, escalator, elevator, intrusion and hold up alarm points. As a law enforcement dispatch center, the department provides background history checks for the Landside Operations Department (cab licensing) as well as providing Hot File records entry and retrieval for wanted, missing and stolen persons & property. Coordinators are responsible for accessing and entering National Criminal Investigation Records and routinely query the department of motor vehicle systems for driver license and motor vehicle registrations for police investigation purposes.

The Center provides after hours paging of the Lindbergh terminal and live response to citizens looking for missing passengers after airline counters are closed.

MAJOR 2001 OPERATING BUDGET CHANGES

Personnel:

The increase in this category is due to for following:

- The mid-year staffing increases included a computer aid dispatcher. Salary and wages were not increased as a result of the new position.
- Two temporary part time positions (temporary positions are not included in the FTE summary) are requested to support additional workload resulting from the terminal paging system. New terminal paging and customer service telephone systems may require additional staff in the Communications Center after hours. It is unknown how busy this system will be once a central number for paging services is established.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

- A portion of the budget increase is due to training. Improved training and certification of staff in the areas of legal aspects, telephone techniques, call classification procedures, technologies, stress management, as well as fire dispatch procedures will greatly improve the departments' performance.

Professional Services:

The department is working with a consultant on a process to improve communication skills and team building development for manager, supervisor and coordinator staff. The department will continue working on team building and leadership. The assistance of an outside consultant will be added to successfully complete the training.

Operating Services:

The department will increase the service agreement for telephone service in order to fine tune the telephone systems for emergency management, improve the security of the existing phone blocks, and install 14 more phone lines.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: LANDSIDE OPERATIONS

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$946,065	\$1,013,960	\$1,444,339	\$430,379	42.45%
Administrative Expenses	\$34,553	\$118,361	\$144,193	\$25,832	21.82%
Professional Services	\$102,278	\$199,740	\$174,740	(\$25,000)	-12.52%
Utilities	\$2,184	\$1,500	\$3,000	\$1,500	100.00%
Operating Services / Expenses	\$7,724,872	\$7,365,253	\$9,671,462	\$2,306,209	31.31%
Maintenance	\$41,510	\$47,960	\$67,742	\$19,782	41.25%
Other	<u>\$27,496</u>	<u>\$10,935</u>	<u>\$18,208</u>	<u>\$7,273</u>	66.51%
Total Budget	\$8,878,958	\$8,757,709	\$11,523,684	\$2,765,975	31.58%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
FULL TIME EQUIVALENT SUMMARY			
Full Time	19	22	26
Part Time	<u>1.5</u>	<u>2.5</u>	<u>2.5</u>
Total FTE	20.5	24.5	28.5

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 2001 OPERATING BUDGET CHANGES

Personnel:

The majority of the increase is due to salary/wage adjustments for existing staff. Additional temporary Passenger Service Assistants were added to staff the information booth in the Transit Hub. In addition, four full time Passenger Service Assistant positions were approved in 2001. Based on the anticipated hire date, only a proportionate share of wages were included in the 2001 budget. These positions will be used at the HHH terminal.

Administrative Services:

The department generates a lot of external mailings. Previously the actual expense was added to the Airport Directors Office. This resulted in annual cost over runs. The department is now responsible for it's own postage budget.

Operating Services:

Several areas under Operating Services had significant increases. Parking advertising, EconoLot construction will cause half of the current EconoLot spaces to be lost. Advertising the lost spaces and alternative parking arrangements will save passengers time and frustration. MAC has added shuttle service from the HHH terminal to the Commercial Vehicle Land. This service was added during 2000 after the completion of the budget process. The shuttle service from the Lindbergh terminal to Auto Rental Facility increased because of frequent shuttles. Expenses for APCOA increased due to additional cashiers and supervisors needed to process additional patrons due to more parking spaces. Approximately 3,180 more spaces were added in 2001.

Maintenance:

Additional signs will be need as a results of the increased facilities. This budget is primarily for the upkeep and repair of signs.

Other:

The budget increase is due to equipment leases.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION**ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET****DEPARTMENT SUMMARY: FIRE**

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$2,148,287	\$2,367,548	\$2,412,215	\$44,667	1.89%
Administrative Expenses	\$19,755	\$30,320	\$30,320	\$0	0.00%
Professional Services	\$6,137	\$13,100	\$13,100	\$0	0.00%
Utilities	\$2,355	\$1,800	\$3,020	\$1,220	67.78%
Operating Services / Expenses	\$6,752	\$21,553	\$22,253	\$700	3.25%
Maintenance	\$5,622	\$4,948	\$4,948	\$0	0.00%
Other	<u>\$73,437</u>	<u>\$150,710</u>	<u>\$145,710</u>	<u>(\$5,000)</u>	-3.32%
Total Budget	\$2,262,345	\$2,589,979	\$2,631,566	\$41,587	1.61%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	41	43	46
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	41	43	46

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 2001 OPERATING BUDGET CHANGE**Personnel:**

The increase in Personnel is due to salary/wage adjustments for existing staff and a prior year accounting adjustment. A portion of the 2000 budget for overtime was double budgeted. The net effect of the correction reduced the actual budget increase for 2001. In addition, three firefighters were approved for 2001. Based on the projected hire date, only a proportionate share of the wages was included in the 2001 budget.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY – POLICE

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$3,908,814	\$4,349,287	\$4,565,220	\$215,933	4.96%
Administrative Expenses	\$102,928	\$119,550	\$200,615	\$81,065	67.81%
Professional Services	\$24,407	\$46,200	\$32,700	(\$13,500)	-29.22%
Utilities	\$3,361	\$3,000	\$12,700	\$9,700	323.33%
Operating Services / Expenses	\$273,236	\$328,800	\$497,940	\$169,140	51.44%
Maintenance	\$34,164	\$57,000	\$67,200	\$10,200	17.89%
Other	<u>\$62,224</u>	<u>\$50,440</u>	<u>\$53,490</u>	<u>\$3,050</u>	6.05%
Total Budget	\$8,818,268	\$4,954,277	\$5,429,865	\$475,588	9.60%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	76	86	94
Part Time	<u>2.5</u>	<u>1.5</u>	<u>1.5</u>
Total FTE	78.5	87.5	95.5

RESPONSIBILITY/FUNCTION

Police consists of the following areas: Training and 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 2001 OPERATING BUDGET CHANGES

Personnel:

The increase in the Personnel category is due primarily to salary/wage adjustments for existing staff and the addition of eleven positions. The 2000 mid-year staff adjustment included three police officers and an administrative assistant. The salary/wage budget was not adjusted for the mid-year addition. However, the 2000 FTE summary budget was revised to include the additional positions. Five more police officers and three community service officers were approved for 2001. Based on the projected hire dates only a proportionate share of the wages was included in the 2001 budget.

Administrative Services:

Increases are associated with the increased travel expenses resulting from the number of personnel participating in the ESU team, advanced investigative training, and ALEAN training programs.

The category also includes badging supplies. Per FAA requirements, MAC will re-badge all airport and secured access personnel.

Utilities:

The budget is for 'Nextel' communications system used by the narcotics/investigations. This item was charged to forfeiture funds in 2000. Forfeiture funds do not have any bearing on the budget.

Operating Services:

The majority of the increase is due to D street security. As a results of the construction at the Lindbergh Terminal a second D street access gate will be installed. Without the gate, access behind the terminal will be severely limited. In addition, because of the added facilities, the CCTV surveillance system maintenance was increased.

Maintenance:

The department increased the budget for CCTV surveillance systems parts and repairs.

Other:

The budget will be used for minor equipment, furniture and medical supplies as needed by the department.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION**ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET****DEPARTMENT SUMMARY: - AIRLINE OPERATIONS/FACILITIES**

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$85,409	\$124,449	\$177,294	\$52,845	42.46%
Administrative Expenses	\$5,736	\$11,625	\$14,575	\$2,950	25.38%
Professional Services	\$250	\$500	\$0	(\$500)	-100.00%
Utilities	\$916	\$1,250	\$1,800	\$550	44.00%
Operating Services / Expenses	\$20,452	\$22,550	\$16,700	(\$5,850)	-25.94%
Maintenance	\$3,048	\$23,000	\$12,500	(\$10,500)	-45.65%
Other	\$0	\$250	\$13,000	\$12,750	5100.00%
Total Budget	\$115,811	\$183,624	\$235,869	\$52,245	28.45%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	2	2	3
Part Time	0	0	0
Total FTE	2	2	3

RESPONSIBILITY/FUNCTION

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

MAJOR 2001 OPERATING BUDGET CHANGE**Personnel:**

Increase due to salary/wage adjustment for existing staff, and a new hire, Airline Operations/Facilities Coordinator, for 2001 whose salary/wage is budgeted for a partial year.

Administrative Services:

Minor increase is several line items associated with the increased staff.

Other:

The budget increase is due to the lease a copy machine. Expenses were reallocated to accommodate the requested budget.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: FACILITIES - LINDBERGH TERMINAL

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$579,385	\$643,077	\$683,099	\$40,022	6.22%
Administrative Expenses	\$12,813	\$17,300	\$19,700	\$2,400	13.87%
Professional Services	\$4,693	\$2,500	\$2,500	\$0	0.00%
Utilities	\$4,284	\$2,000	\$2,500	\$500	25.00%
Operating Services / Expenses	\$13,053	\$10,700	\$11,700	\$1,000	9.35%
Maintenance	\$5,221,822	\$6,363,307	\$8,403,844	\$2,040,537	32.07%
Other	<u>\$46,506</u>	<u>\$52,997</u>	<u>\$56,000</u>	<u>\$3,003</u>	5.67%
Total Budget	\$5,882,556	\$7,091,881	\$9,179,343	\$2,087,462	29.43%

FULL TIME EQUIVALENT SUMMARY

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
Full Time	14	14	14
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	14	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 2001 OPERATING BUDGET CHANGES

Personnel:

A portion of the increase is due to overtime and double time. Based on the historical analysis and nighttime/non-working hour programs false foliage cleaning, move coordination(s), and building inspections overtime and double time will increase. These activities are done when there is less interference to the public. During 2000, the vending technician position was transferred to Facilities-Lindbergh Terminal. It was determined that the responsibilities and duties of the vending technician were in accordance with the Facilities department. The position was transferred from the Finance department. No budget adjustment was made to reflect the transfer.

Administrative Services:

The primary increase is due to travel. The department has planned to visit other airports which are similar to MSP for comparison and observation of Facilities Management tools and programs. The balance of the increases related to meeting (on & off airport), mileage, registration and information sources are all due to the increase in Facilities Management staff and the number of meetings, etc. to keep informed of projects and work groups that affect the departments goals and objectives.

Maintenance:

The increase is due to window cleaning and janitorial maintenance at the Lindbergh and HHH terminals. The square footage at the Lindbergh terminal is projected to increase 2000 square feet. Based on the current

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ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

contract the budget reflects cleaning and maintaining the additional space. The new HHH terminal will be open in May 2001. The Facilities Management is responsible for the cleaning and maintaining of the facility. Based on the opening proportionate increase was included in the budget. The balance of the increase is for Hub Tram maintenance agreement. All of the increases are reflective of current (in place) contracts.

Other:

Primary increases in this category are as follows:

- (1) Increase in monies for medical supplies
- (2) Increase in rental-other equipment used for false plant cleanings
- (3) Increase in overall goods and services

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ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY - ENERGY MANAGEMENT CENTER

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$733,721	\$771,838	\$852,613	\$80,775	10.47%
Administrative Expenses	\$612	\$3,850	\$3,850	\$0	0.00%
Utilities	\$890	\$640	\$900	\$260	40.63%
Operating Services / Expenses	\$1,712	\$1,400	\$1,600	\$200	14.29%
Maintenance	\$333,523	\$330,040	\$438,080	\$108,040	32.74%
Other	<u>\$5,168</u>	<u>\$1,987</u>	<u>\$2,987</u>	<u>\$1,000</u>	50.33%
Total Budget	\$1,075,626	\$1,109,755	\$1,300,030	\$190,275	17.15%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	15	15	17
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	15	15	17

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 2001 OPERATING BUDGET CHANGES

Personnel:

The increase is in training and uniforms, 4% additional overtime, and two more full time Operating Engineers were approved in the 2001 staffing plan. The two new staff members were only budgeted for a partial year.

Maintenance:

In order to enhance the air quality for the flying public and MAC tenants \$80,000 was added to the budget for duct cleaning. The balance is due to increases in preventive maintenance, OSHA and MN safety requirements, new HHH heating and cooling systems, and snow melters at the West Terminal.

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ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY: TRADES

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$1,983,584	\$2,028,945	\$2,252,466	\$223,521	11.02%
Administrative Expenses	\$13,081	\$16,120	\$27,775	\$11,655	72.30%
Professional Services	\$3,430	\$5,400	\$7,500	\$2,100	38.89%
Utilities	\$2,992	\$2,760	\$17,040	\$14,280	517.39%
Operating Services / Expenses	\$3,947	\$7,300	\$4,600	(\$2,700)	-36.99%
Maintenance	\$815,336	\$643,792	\$867,974	\$224,182	34.82%
Other	<u>\$43,979</u>	<u>\$26,650</u>	<u>\$49,300</u>	<u>\$22,650</u>	84.99%
Total Budget	\$2,866,349	\$2,730,967	\$3,226,655	\$495,688	18.15%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	32	37	40
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	32	37	40

RESPONSIBILITY/FUNCTION

Carpenters – To ensure that our facilities are safe, secure and aesthetically pleasing for MAC, its tenants and the travelling public in general. 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. The department is also responsible for the maintenance and testing airfield lighting. And the continues operation of the 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. The department is 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 underground utilities when excavation is needed, and operating the water main system when shut downs take place.

MAJOR 2001 OPERATING BUDGET CHANGES

TRADES - ELECTRICIANS

Personnel:

The increase is due to projected salary/wage adjustments for existing staff, increases in overtime and double time based on prior history, and increases in staff resulting from a position transfer. The Trades Manager position was transferred from Facilities Management after the completion of the 2000 budget. The adjustment was made to the 2000 Budget FTE summary; however, no budget funds were transferred between departments.

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ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

Administrative Expenses:

Travel expenses and registration for out of town training was increased.

Professional Services:

The department will increase the frequency of preventative maintenance testing for it's generators.

Utilities:

The Electricians will be switching to a different type of cell phone/radio system. Electricians are primarily in the field with no telephone access. Cell phone/radios are frequently their only means of communication. The increase in the budget is reflective of equipment purchases and the monthly service agreement.

Maintenance:

As a result of the airport expansion, the number of light fixtures requiring repair and replacement has increased. The new fixtures are typically unique to one location and are more costly than previous fixtures.

TRADES – PAINTERS

Personnel:

Due to the increased size of the Lindbergh and the new Humphrey Terminals, another full time painter was approved to insure the upkeep of the new areas could be accomplished. Only a partial year's wages for the new position were included in the 2001 budget.

Maintenance:

Per FAA requirements, the size and the amount of striping on the airfield will need to be increased. In addition, the budget was increased as a result of the expanded airfield at the Lindbergh Terminal.

TRADES – CARPENTERS

Personnel:

The majority of the increase is the results of the approval of a full time carpenter. Only a partial year's wages were included in the 2001 budget. Overtime and double-time were both increased based on the four year trend which shows that the department has historically been over budget.

Administrative Services:

Department personnel will attend the annual conference on locks. Because of the increasing number of facility changes, it is necessary for the carpenters to remain current with lock components.

Utilities:

The Carpenters will be switching to a different type of cell phone/radio system. Carpenters are primarily in the field with no telephone access. Cell phone/radios are frequently their only means of communication. The increase in the budget is reflective of equipment purchases and the monthly service agreement.

Maintenance:

Because of the increase in the number of staff, additional tools and supplies are necessary.

Other:

The budget increase is a result of the replacement of old worn equipment.

TRADES – PLUMBERS

Personnel:

The majority of the increase is the result of the approval of a full time and part time temporary (temporaries are not included in the FTE summary) plumber. The new positions will help the department met regulation requirements and construction demands.

Administrative Services:

The budget increase is for computer supplies. The department will be computerizing the meter reading and the tenant usage.

Utilities:

Increased usage and additional staff has caused the budget for cell phones/radios to increase over 2000.

Maintenance:

In order to maintain the septic and sewer systems, additional budget funds are required to maintain and repair the new wash bay based on strict EPA guidelines.

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ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY – MAINTENANCE

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$5,501,139	\$5,530,486	\$6,481,795	\$951,309	17.20%
Administrative Expenses	\$78,304	\$46,480	\$59,180	\$12,700	27.32%
Utilities	\$4,519	\$4,800	\$7,000	\$2,200	45.83%
Operating Services / Expenses	\$25,751	\$42,600	\$48,520	\$5,920	13.90%
Maintenance	\$2,837,372	\$2,669,045	\$2,887,606	\$218,561	8.19%
Other	<u>\$85,611</u>	<u>\$108,898</u>	<u>\$129,575</u>	<u>\$20,677</u>	18.99%
Total Budget	\$8,534,533	\$8,402,309	\$9,613,676	\$1,211,367	14.42%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	110	111	121
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	110	111	121

RESPONSIBILITY/FUNCTION

Maintenance is responsible for maintaining, repairing and resurfacing the ramp area, field/runway/taxiway area, the road system on airport property, parking facilities, and responding to tenant requests. The increase in Maintenance is because the added MSP Airside and Landside pavement surfaces will require additional quantities of men, equipment and overtime. We have additional duties of landscaping, retention ponds, fenced areas, gate and sign repair, surface repair, concrete repair, parking lot cleaning and repair, roadway cleaning and repair and additional areas in winter snow removal and deicing. In addition, this department maintains and repairs MAC's equipment and vehicle fleets and prepares the specifications for all vehicle purchases.

MAJOR 2001 OPERATING BUDGET CHANGES

Personnel:

The increase is the result 12 new hires, overtime and double time, and training. Two positions, Equipment Shop Foremen and Parts Technician, were added to the department mid-year 2000. The FTE Summary for the 2000 budget was adjusted to reflect the change. However, the budget was not adjusted. In addition, the department was approved ten positions for 2001, six airport maintenance workers, an equipment service worker, field maintenance asst. manager, and two working foreman. were budgeted proportionately based on anticipated hire dates.

The increase in personnel is due to overtime, double time, and training. The budget for overtime and double time has been significantly under budget for the past three years. The variance has been the result of increases in the crew and airport property. To adequately provide promote service a larger crew is required during all snow emergencies.

Department training will be conducted on OSHA requirements, vendor training on the maintenance and repair of MAC equipment, and department specific computer software.

The balance of the increase is due to salary/wage adjustments for existing staff.

Administrative Services:

This increase in office materials and supplies is the result of increases in the office and shop personnel.

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ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

Utilities:

The budget increase is the result of increased staff.

Operating Services:

To build and initiate an adequate emergency response program, the department needs funds for equipment, tools, and products. Included in the emergency response is the centralized morgue that will operate out of the maintenance building.

Maintenance:

The increase in Maintenance is due to snow removal materials and equipment, pavement repairs, landscaping, equipment repair, and parts. The FAA requires specific sand on the AOA. The new sand is more costly. The opening of the new parking facility will facilitate the need for additional skid steers (Bobcats) and 4x4's for snow removal. The Maintenance department has taken on the responsibility of pavement repairs and landscaping outside the succured AOA. Supplies, materials, and equipment will be purchased to maintain MAC property. The balance of the increase is due to changes in MAC's fleet. Year to date MAC's equipment fleet has increased by approximate 27 pieces of equipment, five pieces of this equipment have twin engines. In order to maintain the proper maintenance and repairs of the equipment the size of the mid shift has been increased.

Other:

The current department copier is out of order more than it is working. It is no longer cost efficient to maintain the old equipment. An additional copier is also needed for the parts/data entry area.

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ORGANIZATIONAL STRUCTURE - 2001 OPERATING BUDGET

DEPARTMENT SUMMARY – RELIEVERS

	<u>1999 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Personnel	\$1,622,140	\$1,657,294	\$1,824,740	\$167,446	70.73%
Administrative Expenses	\$20,074	\$51,200	\$47,150	(\$4,050)	-55.37%
Professional Services	\$41,685	\$44,996	\$65,000	\$20,004	311.20%
Utilities	\$8,908	\$2,300	\$2,300	\$0	0.00%
Operating Services / Expenses	\$60,338	\$136,850	\$156,800	\$19,950	102.05%
Maintenance	\$349,336	\$555,745	\$556,745	\$1,000	0.72%
Other	<u>\$6,115</u>	<u>\$39,259</u>	<u>\$46,960</u>	<u>\$7,701</u>	137.31%
Total Budget	\$2,108,596	\$2,487,644	\$2,699,695	\$1,484,357	417.68%

	<u>2000 Actual</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
<u>FULL TIME EQUIVALENT SUMMARY</u>			
Full Time	27	28	30
Part Time	<u>0</u>	<u>0</u>	<u>0</u>
Total FTE	27	28	30

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 2001 OPERATING BUDGET

Personnel:

The increases in Personnel are due to the following:

- Prior period promotions that were initiated after the completion of the 2000 budget. The 2001 budget adjusted for the actual salary paid.
- The approval of an administrative assistant, airport maintenance worker, and reliever airports assistant manager. Based on the anticipated hire date only a proportionate share of wages was included in the 2001 budget.

The reliever airports assistant manger was a mid-year adjustment. The 2000 FTE summary was revised based on the new position, wages were not adjusted.

The 2000 budget for personnel was not adjusted. Base on the historical average over the past four years, overtime and double time at the six-reliever airport was increased

- The balance of the increase is due to salary/wage adjustments for existing staff.

Professional Services:

The budget increases are for wild life control at Holman Field in St. Paul.

Operating Services/Expenses:

Increased cost for the service agreements to maintain the electronics equipment used by the Air Traffic Control Tower. Because of the age of the equipment, the contract also included preventive maintenance monitoring.

Other:

The budget increase is due to additional office equipment related to the additional personnel

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 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 – 2001 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 2001, 2002, 2003, and the extended period 2004-2007 (i.e. the proposed Capital Improvement Plan for 2001) 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 2000 dollars.

CAPITAL IMPROVEMENT PLAN SUMMARY (CIP) (\$ = 000)					
	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004-2007</u>	<u>Total</u> <u>2001-2007</u>
<u>Minneapolis/St. Paul International</u>					
Runway Deicing/Holding Pad	\$38,450	\$0	\$0	\$0	\$38,450
Runway 17/35	154,207	90,833	81,234	0	326,274
Runway 4/22 Development	16,300	0	5,000	0	21,300
Noise Mitigation	40,000	36,500	36,500	146,000	259,000
Taxiway C/D Complex Construction	0	0	0	19,000	19,000
Airfield Rehabilitation	4,500	4,500	8,500	16,500	34,000
Runway Rehabilitation	0	0	0	24,200	24,200
Environmental Remediation	5,500	0	0	0	5,500
Public Parking/Auto Rental Expansion	0	700	0	0	700
Green Concourse Extension	11,700	0	0	0	11,700
Concourse Expansion & Rehabilitation	3,000	2,500	0	0	5,500
Lindbergh Terminal Rehabilitation & Development	42,250	6,000	0	0	48,250
Humphrey Terminal Development	3,200	0	0	0	3,200
Landside Rehabilitation & Repair	10,050	6,550	4,350	16,400	37,350
Miscellaneous Field & Runway	6,150	400	400	1,600	8,550
Miscellaneous Landside	199,850	23,201	0	0	223,051
New Projects	<u>79,750</u>	<u>20,400</u>	<u>1,000</u>	<u>23,000</u>	<u>124,150</u>
Total Minneapolis/St. Paul International	614,907	191,584	136,984	246,700	1,190,175
<u>Reliever Airports</u>					
Reliever Airports	30,805	27,300	1,175	26,920	86,200
Reliever Airports Utility Extension	<u>6,900</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,900</u>
Total Reliever Airports	<u>37,705</u>	<u>27,300</u>	<u>1,175</u>	<u>26,920</u>	<u>93,100</u>
Total All Facilities	\$652,612	\$218,884	\$138,159	\$273,620	\$1,283,275

The seven-year total of approximately \$1,283 million represents a decrease of \$62 million from the previous year's CIP. This decrease can be attributed to adjustments/revisions and projects being completed in the 2010 Plan.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 OPERATING BUDGET

The Construction Budget below represents anticipated sources and uses of funds during the years 2001-2003. The information for 2000 indicates expected transactions during the fourth quarter.

CONSTRUCTION BUDGET 2001					
(\$ = 000)					
	<u>Estimated 2000</u>	<u>Budget 2001</u>	<u>Projected 2002</u>	<u>Projected 2003</u>	<u>Projected Total</u>
Sources of Funds					
Balance 12/31/99	\$276,755				\$276,755
Balance Carried Forward		\$258,796	\$83,330	\$263,866	
Transfer From Operating Fund	47,400	42,500	46,499	53,313	189,712
PFC Funding	50,000	70,000	79,568	81,955	281,522
Federal Grants	21,000	7,500	7,590	7,737	43,827
State Grants	2,428	1,200	1,200	1,200	6,028
Interest Income (1)	17,335	12,670	7,008	8,247	45,260
Net Bond Proceeds - 2000	174,945	0	0	0	174,945
Commercial Paper Program	75,000	15,000	(13,000)	(11,000)	66,000
Principal Amount of Bonds	0	125,545	500,000	0	625,545
Federal Letter Of Intent (LOI)	<u>9,000</u>	<u>10,000</u>	<u>13,000</u>	<u>11,000</u>	<u>43,000</u>
Total Sources of Funds	397,108	284,415	641,865	152,451	1,475,839
Uses of Funds					
CIP Project Costs	(415,067)	(441,551)	(386,329)	(281,468)	(1,524,415)
Debt Service Reserve	0	(9,793)	(39,000)	0	(48,793)
Capitalized Interest	0	(7,282)	(29,000)	0	(36,282)
Issuance Expenses	<u>0</u>	<u>(1,255)</u>	<u>(7,000)</u>	<u>0</u>	<u>(8,255)</u>
Total Use of Funds	(415,067)	(459,881)	(461,329)	(281,468)	(1,617,745)
Balance Carried Forward	\$258,796	\$83,330	\$263,866	\$134,849	\$134,849

1 Interest Rate Assumed 6.0% for the period 2000 through 2003.

Funding Source Summary

Current Balance	15.79%
Transfer From Operating Fund	10.82%
PFC Funding	16.06%
Federal Grants	2.50%
State Grants	0.34%
Interest Income	2.58%
Net Bond Proceeds - 2000	9.98%
Commercial Paper Program	3.77%
Principal Amount of Bonds	35.69%
Federal Letter Of Intent (LOI)	<u>2.47%</u>
Total Sources of Funds	100.00%

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 OPERATING BUDGET

SOURCES AND USES

From 12/31/00 through 2003, MAC has identified nine funding sources totaling \$1,752,594,000 including a beginning balance of \$276,755,000. During this period, MAC will expend \$1,617,745,000 leaving a net balance of \$134,849,000 at the end of 2003.

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 2000 to 2001 can be attributed to the rise in debt service transfer. The additional debt service transfer is the result of the 1999 Series A and B General Airport Revenue Bonds (See Debt Service section for further details).

PFC funding or Passenger Facility Charge funding is the second largest funding source at \$281.5 million or 16.06% 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 was originally 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 continued 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 was received in January 2000. In September 2000, the Commission submitted to the FAA amendments for the following applications:

PFC #1 - 1992	\$26,359,000
PFC #2 - 1994	\$14,557,000
PFC #4 - 1998	\$4,212,000
PFC #5 - 2000	Change in level from \$3.00 to \$4.50

In conjunction with filing these amendments, the Commission was required to file a Competition Plan. Before any approval/consideration could be given to these amendments, the FAA needed to approve this Plan. Approval from the FAA regarding the Competition Plan was received on November 21, 2000. In addition, Congress earlier in 2000 authorized proprietors of commercial service airports to increase the level of PFC up to a maximum of \$4.50. This level of collection required the completion and approval of a Competition Plan for the airport. The Commission anticipates approval of these amendments in January 2001.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 OPERATING BUDGET

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 \$43.8 million or 2.50% 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 \$6.0 million or 0.34% of the total funding through 2003.

Interest Income is based on the balance in the fund. As noted above, a 6.0% rate is assumed for 2000 through 2003. This figure can vary significantly depending upon approval of projects and their starting dates. Interest Income of \$45.3 million or 2.58% of sources is projected.

Net Bond Proceeds – 2000 represents the amount from the General Airport Revenue Bonds (GARBs) that were issued in May 2000. Two series were issued for various projects. (See Debt Service section for further details.) These proceeds comprise 9.98% or \$174.9 million of the total funding sources.

Bond Funding, the largest source, will make up \$625.5 million or 35.69% of the total. The Commission will issue approximately \$719.0 million in debt. This figure includes estimated proceeds of \$625.5 million and debt service reserve, capitalized interest, and issuance costs of approximately \$93.5 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. In October 2000, the Commission approved and implemented a short-term variable rate program. The vehicle chosen was Commercial Paper. The initial offering was for \$75 million. The primary purpose of this program was to prefund the LOI aid program and to pay the Commercial Paper issue down as the LOI dollars are received. Additional information regarding this program is provided in the Debt Service Budget.

USES

There are four general categories of uses listed. The first, CIP project costs (\$1,524.4 million) represent 94.2% of the total. The other three categories relate to the bond issues described above and in the Debt Service Budget and comprise the other 5.8% 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, and additional terminal facilities.

The balance carried forward at the end of 2003 can be attributed to a number of significant projects scheduled to begin in early 2003. 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.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 OPERATING BUDGET

The table below identifies current projects in process whose estimated cost is greater than \$3.0 million.

PROJECTS IN PROCESS (As of October 20, 2000) (\$ = 000)

<u>Project Description</u>	<u>Estimated Project Cost</u>	<u>Payments To Date</u>
North Side Storm Sewer	\$3,430,000.00	\$2,641,985.27
Runway Extension	3,520,000.00	1,636,282.44
2000 Pavement Rehabilitation	3,870,000.00	2,419,356.34
Lindbergh Terminal Concourses Renaming	4,995,000.00	2,930,371.14
EMC - Boiler Replacement	5,475,000.00	36,547.92
Maintenance Equipment Building-Breakroom/Office Additions	5,500,000.00	576,622.13
Lindbergh Terminal Public Address System	5,600,000.00	4,687,507.38
LRT Tunnel/Station	7,346,000.00	5,643,117.82
Washburn High School Sound Abatement	8,500,000.00	7,329,816.15
Runway 4/22 Reconstruction - Segment 3	9,800,000.00	258,786.51
MAC General Office - West Wing Building Addition	10,468,470.00	7,971,850.68
Green Concourse Expansion - Fees	11,686,000.00	8,221,357.22
Naval Air Reserve Center Relocation	12,997,000.00	5,955,823.72
MSP Air Mail Center	14,335,000.00	14,848,487.49
Runway 12R Deicing Pad	15,900,000.00	603,307.64
Runway 30R Deicing Pad	19,000,000.00	290,727.58
Flying Cloud Land Acquisitions	19,621,456.00	19,469,014.29
1999/2000 Green Concourse Apron Expansions	23,125,000.00	16,874,404.11
Green/Gold Connector	26,286,000.00	25,471,297.87
Automated People Mover	30,584,866.00	22,899,034.23
Green Concourse Phase 1	32,689,562.00	30,837,012.29
Green Concourse Automated People Mover	41,226,000.00	10,222,204.70
Green Concourse Expansion - Phase 2	61,161,000.00	3,753,715.66
Part 150 Sound Insulation Projects (Homes & Schools)	62,384,472.00	34,847,624.76
HHH Replacement Terminal Developments	84,135,000.00	42,140,923.35
Runway 17/35 Land Acquisitions and Developments	217,567,700.00	157,721,944.44
Parking/RAC Expansion	235,024,873.00	215,780,178.03
All Other Projects in Process	108,799,897.00	43,002,170.46
Total:	<u>\$1,085,028,296.00</u>	<u>\$689,071,471.62</u>

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 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	2001 \$	2002 \$
Runway Deicing/Holding Pad Program		
<u>12R Deicing/Holding Pad</u> 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.	\$16,500	
<u>30R Deicing/Holding Pad</u> This project provides 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 an adjacent snow storage/melting area, blast fences, screen walls adjacent to Highway 5 and the Inbound Roadway and a Ground Service Equipment (GSE) facility.	\$19,000	
Other Runway Deicing/Holding Pad Projects Less Than \$5,000,000	<u>\$2,950</u>	<u>\$0</u>
Total Runway Deicing/Holding Projects	<u>\$38,450</u>	<u>\$0</u>
Runway 17/35 Program		
<u>Infield Service Road</u> This project will construct the public service road from Longfellow Avenue east to the infield development area.	\$7,600	
Runway 17/35 Program		
<u>MAC Glycol Facilities</u> This project provides for the construction of the pond system used to store the glycol impacted storm water collected during the deicing season from the storm sewer on the ramp areas.	\$6,469	

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 OPERATING BUDGET

MSP International

	2001 \$	2002 \$
<u>Runway 17/35 Intersection Site Preparation/Paving</u> This project provides for the site preparation and paving of the Runways 17/35 and 4/22 intersection including a section of Taxiway N.	\$17,500	
<u>Runway 17/35 Land Acquisition</u> 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.	\$40,000	
<u>Runway 17/35 Site Preparation</u> This project provides for the site preparation for section of the runway and taxiway system located between 66 th Street and the infield service road.	\$17,500	
<u>Taxiway W-Y Tunnel</u> This project provides for the construction of the tunnel for the service road under Taxiways W and Y.	\$14,435	
<u>Trunk Storm Sewer - Phase 2</u> This project provides for the construction of the trunk storm sewer between 34 th Avenue and Highway 5.	\$5,158	
<u>Trunk Storm Sewer - Phase 3</u> This project provides for the construction of the storm water detention pond system which will serve the Minnesota South (Runway 17/35 development) as well as the Minnesota North (existing terminal area) drainage basins. These ponds will be constructed in the ravine adjacent to Highway 5.	\$5,680	
<u>Y-3 Connector Tunnel</u> Taxiway Y3 provides access for aircraft to the infield apron area. This project will provide a tunnel for the infield service road under this taxiway.	\$16,301	
<u>77th Street/24th Avenue Interchange</u> This project will provide for the construction of the 77 th Street/24 th Avenue interchange and roadway system.		\$6,375
<u>Buildings Demolition</u> This project provides for the demolition of the Freight Forwarders facilities, the MAC glycol facilities, Federal Express, UPS and Bax Global.		\$8,124
<u>I-494 Frontage Road</u> This project will provide for the construction of the frontage road along I-494 from 77 th Street to the east.		\$5,175
<u>MAC Equipment and Materials Storage Building</u>		\$6,885

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 OPERATING BUDGET

MSP International

	2001 \$	2002 \$
This project will provide for the construction of a facility which will serve as both an equipment storage facility and a storage facility for sand, salt, and other deicing agents to used on Runway 17/35 and the adjacent service roads.		
<u>Runway 17 Deicing Pad Construction</u> This project will provide the paving of the deicing/holding pad for Runway 17.		\$20,000
<u>Runway 17/35 North End Paving</u> This project will provide for the concrete pavement installation on the north end of the runway and taxiway system.		\$25,000
<u>Sun Country/Mesaba Apron Construction</u> This project will provide the grading and site preparation of the apron to serve the Sun Country and Mesaba developments.		\$15,000
Other Runway 17/35 Program Projects Less Than \$5,000,000	<u>\$23,564</u>	<u>\$4,275</u>
Total Runway 17/35 Program Projects	<u>\$154,207</u>	<u>\$90,834</u>

Runway 4/22 Development Program

<u>Runway 4/22 Property Acquisition</u> There will be a requirement to acquire property prior to proceeding with the extension of Runway 4/22.	\$5,000	
<u>Runway 4/22 Reconstruction - Seg.3</u> This project provides for the reconstruction of the 2000 feet of Runway 4/22 and Taxiway C located northeast of Runway 12L/30R.	\$9,800	
Other Runway 4/22 Development Program Projects Less Than \$1,000,000	<u>\$1,500</u>	<u>\$0</u>
Total Runway 4/22 Development Program Projects	<u>\$16,300</u>	<u>\$0</u>

Noise Mitigation Program

<u>Residential Sound Insulation (Inside 65 DNL)</u> An ongoing program to insulate residential houses within the certified 1996 DNL 65 noise contour.	\$34,000	
<u>Residential Sound Insulation (Between 60 and 65 DNL)</u> This is the first phase in the program to insulate residential homes between the 60 and 65 DNL.		\$9,500
<u>Residential Sound Insulation (Inside 65 DNL)</u> This is the last phase in the program to insulate residential houses within the certified 1996 DNL 65 noise contour.		\$8,100

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 OPERATING BUDGET

MSP International	2001 \$	2002 \$
<u>Residential Sound Insulation-Multi-Family (Inside 65 DNL)</u> This is the second phase in the program to insulate multi-family residences within the 1996 DNL 65 noise contour.		\$18,900
Other Noise Mitigation Program Projects Less Than \$5,000,000	<u>\$6,000</u>	<u>\$0</u>
Total Noise Mitigation Program Projects	<u>\$40,000</u>	<u>\$36,500</u>
Environmental Remediation Program		
<u>Stormwater Collection/Detention Ponds</u> A new National Pollutant Discharge Elimination System (NPDES) permit is expected to require additional storm water storage in order to control discharge of settleable solids to the Minnesota River. This project will construct a new larger earthen dam and concrete spillway in the ravine near Highway 5 embankment to provide the required storage.	\$5,500	
Other Environmental Remediation Program Projects Less Than \$5,000,000	<u>\$0</u>	<u>\$0</u>
Total Environmental Remediation Program Projects	<u>\$5,500</u>	<u>\$0</u>
Airfield Rehabilitation Projects Less Than \$5,000,000	<u>\$4,500</u>	<u>\$4,500</u>
Total Airfield Rehabilitation Projects	<u>\$4,500</u>	<u>\$4,500</u>
Public Parking/Auto Rental Expansion Projects Less Than \$5,000,00	<u>\$0</u>	<u>\$700</u>
Total Public Parking/Auto Rental Expansion Projects	<u>\$0</u>	<u>\$700</u>
Green Concourse Extension Projects Less Than \$5,000,000	<u>\$11,700</u>	<u>\$0</u>
Total Green Concourse Extension Projects	<u>\$11,700</u>	<u>\$0</u>
Concourse Expansion & Rehabilitation Projects Less Than \$5,000,000	<u>\$3,000</u>	<u>\$2,500</u>
Total Concourse Expansion & Rehabilitation Projects	<u>\$3,000</u>	<u>\$2,500</u>

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 OPERATING BUDGET

MSP International

2001
\$

2002
\$

Lindbergh Terminal Rehab & Development Program

Lindbergh Terminal North Addition

\$36,000

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 two second story airline preferred customers lounges. The second story of the addition shall consist of mezzanine office space as well as two airline preferred customers lounges as well as additional MAC office space.

Lindbergh Terminal Rehabilitation & Development Projects Less Than \$5,000,000

\$6,250

\$6,000

Total Concourse Expansion & Rehabilitation Projects

\$42,250

\$6,000

Humphrey Terminal Development Projects Less Than \$5,000,000

\$3,200

\$0

Total Humphrey Terminal Development Projects

\$3,200

\$0

Landside Rehabilitation & Repair Projects Less Than \$5,000,000

\$10,050

\$6,550

Total Landside Rehabilitation & Repair Projects

\$10,050

\$6, 550

Reliever Airport Program

Airlake

South Building Area Development

\$2,100

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.

Anoka

Building Area Development-Northwest

\$5,600

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

Runway 9/27 Extension/Widening

\$6,000

This project will provide for the widening and extension to 5000 feet of Runway 9/27 including all required wetland mitigation.

Runway 9/27 MALSR/ILS

\$2,300

This project provides for the installation of the ILS and MALSR systems for the new 5000 foot runway.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 OPERATING BUDGET

MSP International	2001 \$	2002 \$
Flying Cloud		
<u>Rwy 9R/27L Reconstruction/Extension & Rwy 9L/27R Extension</u> 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.	\$8,500	
<u>South Building Area Development</u> This project will provide for the first phase in the construction of the new South Building Area and will include grading and utility installation.	\$4,900	
<u>South Building Area Development</u> This project will provide for the second phase in the construction of the new South Building Area and includes paving and final utilities installation.		\$4,600
<u>East Building Area Development</u> This project involves the site development of the new East Building Area including grading, demolition of abandoned buildings and all earthwork associated with the new taxiways, taxilanes and roadway access.		\$3,500
St. Paul		
<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 Flight Center.	\$3,000	
<u>Flood Protection</u> This project is the second phase in the program to provide flood protection measures at the St. Paul Downtown Airport. This project includes overlays on Taxiways E and A which will provide for partial 25-year flood protection.	\$2,000	
<u>Pavement Rehabilitation</u> An ongoing program to rehabilitate aircraft operational areas (runways, taxiways, aprons) through bituminous overlays, sealcoats, or in some instances, reconstruction, to restore the surfaces to a smooth, even condition and improve overall operating conditions. This year's project will include the mill and overlay of Runway 13/31 and the southwestern portion of Taxiway D.	\$2,000	
<u>Pavement Rehabilitation</u> An ongoing program to rehabilitate aircraft operational areas (runways, taxiways, aprons) through bituminous overlays, sealcoats, or in some instances, reconstruction, to restore the surfaces to a smooth, even condition and improve overall operating conditions. This year's project will include the rehabilitation of Runway 9/27 and the reconstruction of the blast pad.		\$2,150

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 OPERATING BUDGET

MSP International	2001 \$	2002 \$
Reliever Airports Projects Less Than \$5,000,000	<u>\$8,305</u>	<u>\$3,150</u>
Total Reliever Airports Projects	<u>\$30,805</u>	<u>\$27,300</u>

Reliever Airports Utility Extension Program

Airlake

<u>Sanitary Sewer/Watermain Install-N. Building Area</u>	\$2,000
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.	

Flying Cloud

<u>Sanitary Sewer and Watermain Extensions</u>	\$4,500
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 water main to the airport. With the adoption of the Sewer and Water Installation Policy for the Reliever Airports, negotiations are continuing so as to reach final agreement on the alternative to be implemented. If agreement can be reached in 2000, the project will commence in 2001.	

Reliever Airports Utility Extension Projects Less Than \$5,000,000	<u>\$400</u>	<u>\$0</u>
Total Reliever Airports Utility Extension Projects	<u>\$6,900</u>	<u>\$0</u>

Miscellaneous Field & Runway Projects Less Than \$5,000,000	<u>\$6,150</u>	<u>\$400</u>
Miscellaneous Field & Runway Projects	<u>\$6,150</u>	<u>\$400</u>

Miscellaneous Landside Program

<u>Fire/Rescue Station Replacement Facility</u>	\$14,500
This project will provide the construction of a new fire/rescue facility on 34 th Avenue north of the Humphrey Terminal.	
<u>Central Alarm/Monitoring /Fiber Optic Cable Installation</u>	\$12,700
This project is a continuation of the program to 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 required fiber optic cable for the operation of the systems.	

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 OPERATING BUDGET

MSP International

EconoLot/Employee Parking Structure

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. The facility will be sized to accommodate approximately 1800 employee spaces and 6000-8000 public spaces. This project will also provide for the demolition of the existing Humphrey Terminal and for the upgrade/construction of the road system providing access to the Humphrey Terminal as well as the new parking structure.

2001
\$
\$187,000

2002
\$

Miscellaneous Landside Projects Less Than \$5,000,000

\$150

\$8,701

Miscellaneous Landside Projects

\$199,850

\$23,201

New Projects Program

34th Avenue Reconstruction

\$5,400

This project provides for the reconstruction of 34th Avenue from 72nd Street to I-494 in conjunction with the construction of the LRT tracks.

Cargo Projects Development Program

\$32,500

This program provides for the development of the building site and construction of the cargo buildings within the Runway 17/35 development area. These buildings include facilities for Federal Express, UPS, BAX, Global, Emery Worldwide and DHL Worldwide Express.

Cat. II/IIIa System Installations

\$8,000

This project will provide new instrument landing systems (ILS) to Runways 12L, 12R and 35 including navigational aids and in-pavement lights. This project will provide the ILS system on Runway 21R.

Ground Power/Preconditioned Air

\$15,000

This project will add ground power/preconditioned air systems to all gates which will allow the airlines to shut down their engines when parked at a gate. The airlines will be responsible for their own ground power/preconditioned air equipment which would "plug in" to the MAC distribution system.

RAC Service Site Relocation

\$5,000

This project will provide for the relocation of the RAC service sites to a common location near the MTC bus garage on the south side of the airport.

Cat. II/IIIa System Installations

\$9,000

This is a continuation of the program to install new ILS systems on Runways 12L, 12R, and 35. This project will provide for the installation of ILS systems on Runways 12L and 35.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 OPERATING BUDGET

MSP International	2001 \$	2002 \$
<u>Maintenance Building Addition</u> This project will provide for the expansion of the maintenance area including additional maintenance bays, expanded parts and receiving areas, expanded shop offices and support facilities and storage areas.		\$10,000
New Projects Less Than \$5,000,000	<u>\$13,850</u>	<u>\$1,400</u>
Total New Projects	<u>\$79,750</u>	<u>\$20,400</u>
TOTAL ALL PROGRAMS	<u>\$652,612</u>	<u>\$218,884</u>
<u>Program Summary</u>		
Runway Deicing/Holding Pad	\$38,450	\$0
Runway 17/35	\$154,207	\$90,834
Runway 4/22 Development	\$16,300	\$0
Noise Mitigation	\$40,000	\$36,500
Environmental Remediation	\$5,500	\$0
Airfield Rehabilitation	\$4,500	\$4,500
Public Parking/Auto Rental	\$0	\$700
Green Concourse Extension	\$11,700	\$0
Concourse Expansion & Rehab	\$3,000	\$2,500
Lindbergh Terminal Rehab	\$42,250	\$6,000
Humphrey Terminal Development	\$3,200	\$0
Landside Rehab & Repair	\$10,050	\$6,550
Reliever Airports	\$30,805	\$27,300
Reliever Airports Utility Extension	\$6,900	\$0
Miscellaneous Field & Runway	\$6,150	\$400
Miscellaneous Landside	\$199,850	\$23,201
New Projects	<u>\$79,750</u>	<u>\$20,400</u>
<u>TOTAL ALL PROGRAMS</u>	<u>\$652,612</u>	<u>\$218,884</u>

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 OPERATING BUDGET

The following table attempts to identify additional maintenance & operations (M&O) expenses that can be attributed to new projects/facilities coming on line in 2001 and 2002. The 2001 budget dollars for operating expenses include the figures listed in the "Budget Year 2001" column.

Maintenance & Operating Budget Impact of 2001 - 2002 Projects			
\$ = 000	2001 - 2002 Project Cost <u>Totals</u>	Budget Year <u>2001</u>	Budget Year <u>2002</u>
Program/Project Areas			
Field & Runway/Airside			
1 Rehab Projects	\$ 92,150	\$ -	\$ -
Completion 2000 - 2002	74,657	1,175	1,800
1 Post 2002 Completion	<u>153,983</u>	-	-
Totals	\$ 320,790	\$1,175	\$1,800
Environmental			
1 Rehab Projects	\$ 82,000	\$ -	\$ -
Completion 2000 - 2002	0	-	-
1 Post 2002 Completion	<u>0</u>	-	-
Totals	\$ 82,000	\$ -	\$ -
Terminal/Landside			
1 Rehab Projects	\$ 37,500	\$ -	\$ -
Completion 2000 - 2002	87,350	1,950	2,845
1 Post 2002 Completion	<u>278,851</u>	-	-
Totals	\$ 403,701	\$1,950	\$2,845
Relievers			
1 Rehab Projects	\$ 35,500	\$ -	\$ -
Completion 2000 - 2002	6,255	120	65
1 Post 2002 Completion	<u>23,250</u>	-	-
Totals	\$ 65,005	\$ 120	\$ 65
Total All Areas			
1 Rehab Projects	\$ 247,150	\$ -	\$ -
Completion 2000 - 2002	168,262	3,245	4,710
1 Post 2002 Completion	<u>456,084</u>	0	0
Totals	\$ 871,496	\$3,245	\$4,710
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 2002.			

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

CONSTRUCTION BUDGET – 2001 OPERATING BUDGET

<u>Category</u>	<u>2001 - 2002 Maintenance & Operating Expense Impact</u>
Field & Runway	<p>Of the \$321 million of projects listed, \$92 million are listed in the rehab category and represent either actual rehab projects or property acquisition costs. In either case no M&O costs are anticipated in 2001 or 2002. Approximately \$154 million of projects relate to the runway 17/35 program and will either not be completed by year-end 2002 or will be completed but not operational until after 2002. The balance of the projects, \$74.7 million, will have an immediate impact. The majority of the cost associated with these projects (\$43 million) deals with deicing facilities. These facilities help capture a greater percentage of glycol (agent used to deice planes prior to takeoff in the winter) resulting in substantially less ground water contamination. The budget impact for these projects can be attributed to 17 additional personnel, direct charge, plus allocations from Police, Fire and Administration staff for wages and benefits (22 staff). Approximately \$900,000 in 2001 and \$1.5 million in 2002 are personnel charges. The balance of the projected additional costs is for supplies and materials.</p>
Environmental	<p>There are no expected maintenance and operating costs associated with projects in this category.</p>
Landside	<p>Of the \$404 million of projects, \$37.5 million are rehab projects and result in no new areas or facilities so there is no budget impact. Approximately \$279 million of projects will be completed post 2002. At the present time it is too difficult to determine if there could be a budget impact in 2002 for these projects. The balance of the projects, \$87 million, will have a budget impact of \$1.9 million in 2001 and \$2.8 million in 2002. It is estimated that personnel costs both direct and allocated will result in an increase of \$600,000 in 2001 and \$900,000 in 2002. The balance of the increase in both years can be attributed to new system/service agreements such as people movers, cleaning, elevators, escalators and central alarm systems.</p>
Relievers	<p>The total impact of \$6.2 million of projects to be completed is estimated at \$120,000 for 2001 and \$60,000 for 2002. The dollars for both years are primarily for additional staff.</p>

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

DEBT SERVICE BUDGET – 2001 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 there from 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, 2001	\$78,151
October 10, 2002	\$79,958
October 10, 2003	\$78,185
October 10, 2004	\$76,944
October 10, 2005	\$73,661

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

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

DEBT SERVICE BUDGET – 2001 OPERATING BUDGET

The annual actual debt service and coverage requirement for the next five years for the GARB issue 1998 Series A, B, C, 1999 Series A, B and 2000 Series A, B is:

January 1, 2001	\$50,103
January 1, 2002	\$52,382
January 1, 2003	\$55,023
January 1, 2004	\$54,999
January 1, 2005	\$52,780

(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, 2000, for the next five years as well as a cumulative total for the period 2006-2032. The dollars shown are in thousands.

(\$ = 000)	Airport Improvement Bonds (Principal)	General Obligation Bonds (Principal)	General Airport Rev- enue Bonds (Principal)	Total Outstanding Bonds	Total All Interest	Total Principal & Interest
Year(s)						
2001	\$0	\$9,455	\$4,785	\$14,240	\$73,944	\$88,184
2002	0	9,610	8,950	18,560	71,589	90,149
2003	0	12,175	12,175	24,350	70,347	94,697
2004	0	12,915	12,840	25,755	68,811	94,566
2005	0	13,565	13,555	27,120	64,278	91,398
2006-2030	0	302,455	766,200	1,068,655	892,872	1,961,527
	\$0	\$360,175	\$818,505	\$1,178,680	\$1,241,840	\$2,420,520

(The October 10, 2001, 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). The remaining Airport Improvement Bonds were retired in 2000.

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. 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 – 2001 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 2001 is 1.51. The bonds projected to be issued in 2001 will reduce this ratio to a range of 1.40 to 1.50.

Bonds Payable, due serially (\$ = 000):	Issue Date	Original Amount	Final Payment In	Outstanding as of Year End	
				2001	2000
<u>Airport Improvement Bonds:</u>					
Series 20 - 4.5 to 6.0%	\$26,573	\$5,000	2000	\$0	\$0
<u>General Obligation Revenue Bonds:</u>					
Series 2 - 4.25 to 5.2%	\$28,460	\$10,000	2002	\$700	\$1,375
Series 3 - 5.2 to 5.75%	28,856	15,000	2000	0	0
Series 8 - 4.25 to 6.6%	33,635	45,000	2011	30,400	32,550
Series 9 - 8.6 to 8.95%	33,695	270,000	2022	270,000	270,000
Series 10 - 3.6 to 5.0%	34,090	29,025	2006	10,670	12,970
Series 11 - 4.6 to 5.3%	34,608	5,615	2002	945	1,905
Series 12 - 4.2 to 4.55%	35,370	5,525	2002	1,275	2,625
Series 13 - 4.0 to 5.25%	36,100	38,750	2015	<u>36,730</u>	<u>38,750</u>
Total General Obligation Revenue Bonds				<u>\$350,720</u>	<u>\$360,175</u>
<u>General Airport Revenue Bonds:</u>					
1998 Series A - 5.00 to 5.20%	\$35,947	\$225,885	2030	\$225,885	\$225,885
1998 Series B - 5.00 to 5.50%	35,947	84,000	2016	84,000	84,000
1998 Series C - 5.94 to 6.27%	35,947	37,040	2007	32,255	37,040
1999 Series A - 5.125%	36,342	132,415	2031	132,415	132,415
1999 Series B - 4.75 to 5.625%	36,342	135,095	2022	135,095	135,095
2000 Series A - 5.75 to 5.99%	36,647	115,325	2032	115,325	115,325
2000 Series B - 5.25 to 6.20%	36,647	88,745	2021	<u>88,745</u>	<u>88,745</u>
Total General Airport Revenue Bonds				<u>813,720</u>	<u>818,505</u>
TOTAL BONDS OUTSTANDING				\$1,164,440	\$1,178,680

BOND REFUNDING

In 2000 the Commission defeased Series 20 Airport Improvement Bonds. For 2000 and 2001 no other defeasance, or refunding is currently being contemplated. 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 – 2001 OPERATING BUDGET

GARB ISSUE – 2000

In May 2000 the Commission issued Series 2000 A-B GARBs. This Series totaled \$204,070,000. 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 \$175,000,000. The balance of the \$29 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 2000 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 AA- by Fitch.

NEW ISSUES

Based on the Capital Improvement Plan (CIP) presented in late fall 2000, it appears that in 2001 and 2002 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>
2001	\$125,545	\$107,215	\$18,330
2002	<u>500,000</u>	<u>435,000</u>	<u>65,000</u>
	<u>\$625,545</u>	<u>\$542,215</u>	<u>\$83,330</u>

A mixed rating of A/a/A to AA/Aa/AA was used in our analysis.

The bond issue for 2001 is assumed to be a regular GARB issue and will be on a senior basis. The 2002 issue is assumed to be subordinated and backed by a pledge of a portion of the Commission's Passenger Facility Charges (PFCs). At the present time it is anticipated that these two bond issues will be the final ones for the 2010 program.

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 of \$125 million plus interest, and then issue long term debt or to possibly pay off the debt with internal funds as they become available. In October 2000, the Commission issued \$75 million for various projects. These projects were primarily associated with the 17/35 runway program. Payment of this debt is tied to the Letter of Intent (LOI) approved by the FAA.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

DEBT SERVICE BUDGET – 2001 OPERATING BUDGET

DEBT SERVICE BUDGET

The Debt Service Budget is shown below.

2001 DEBT SERVICE BUDGET

(\$=000)

	<u>Budget</u> <u>2000</u>	<u>Estimated</u> <u>2000</u>	<u>Budget</u> <u>2001</u>	<u>Projected</u> <u>2002</u>	<u>Projected</u> <u>2003</u>
January 1 Balance	\$167,716	\$152,742	\$182,636	\$289,202	\$375,464
Source Of					
Funds:					
Transfer from Operating Fund	33,914	39,800	57,882	62,060	61,168
Interest earnings 1	8,386	6,959	12,000	16,650	19,320
Bond Proceeds 2	55,500	25,484	80,135	73,079	0
NWA payments	<u>27,700</u>	<u>27,053</u>	<u>32,863</u>	<u>32,864</u>	<u>32,863</u>
Total Sources Of Funds	\$125,500	\$99,296	\$182,880	\$184,653	\$113,351
Uses Of Funds					
Principal/Interest payments 2	<u>\$(48,926)</u>	<u>\$(69,402)</u>	<u>\$(76,314)</u>	<u>\$(98,391)</u>	<u>\$(115,511)</u>
Ending Balance	\$244,290	\$182,636	\$289,202	\$375,464	\$373,304

1 Interest Rate Assumed 6.0% 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 10th for Airport Improvement Bonds and General Obligation Revenue Bonds. For General Airport Revenue Bonds the transfer occurs in late December each year. This transfer will fluctuate due to interest earnings, refundings and new issues. The years 2001-2003 reflect new bond issues (GARBs).

Interest earnings are assumed at 6.0% for 2000 through 2003. In projecting interest income the Commission typically takes a conservative approach.

Bond proceeds for 2000-2003 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 (2022)
- General Obligation Series 11 (11.68%) (2002)
- General Obligation Series 12 (2002)
- General Obligation Series 13 (2015)

USES OF FUNDS

Disbursements represent principal and interest payments made during the year by bond series.

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MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

STATISTICAL - 2001 OPERATING BUDGET

The Statistical section is divided into four parts:

1. Historical Revenue/Expense and Facility Comparison of MAC
2. Activity /Operations Statistics
3. Comparison of MAC to other airports on a national level
4. Other Informational statistics

HISTORICAL REVENUE/EXPENSE AND FACILITY COMPARISONS

The comparisons in this section indicate, that both revenue and expense from 1990 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 1990 VS 1999						
(\$ = 000)						
	1990		1999		1990-1999	Annual
	\$	% of Total	\$	% of Total	Change \$	% Change
Operating Revenue						
Airline Rates & Charges	\$21,812	38.3%	\$53,106	38.5%	\$31,294	10.4%
Concessions	26,206	46.0%	62,131	45.0%	35,925	10.1%
Other	8,927	15.7%	22,747	16.5%	13,820	11.0%
Total Operating Revenue	\$56,945	100.0%	\$137,984	100.0%	\$81,039	10.3%
Operating Expenses						
Personnel	\$19,153	35.4%	\$34,497	30.3%	\$15,344	6.8%
Administrative Expenses	715	1.3%	1,555	1.4%	840	9.0%
Professional Services	3,043	5.6%	5,231	4.6%	2,188	6.2%
Utilities	4,070	7.5%	7,318	6.4%	3,248	6.7%
Operating Services	5,074	9.4%	11,197	9.8%	6,123	9.2%
Maintenance	6,763	12.5%	10,500	9.2%	3,737	5.0%
Depreciation b)	14,662	27.1%	42,875	37.7%	28,213	12.7%
Other	566	1.0%	619	0.5%	53	1.0%
Total Operating Expenses	\$54,046	100.0%	\$113,792	100.0%	\$59,746	8.6%
	a)		a)			
Net Revenues	\$2,899		\$24,192		\$21,293	
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						

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STATISTICAL - 2001 OPERATING BUDGET

This first comparison 1990 versus 1999, emphasizes the following results:

1. Changes in revenue are:

- ◆ The largest average annual percentage increase is in the Airline Rates and Charges (10.9%). This is due in part to landing fees and expanded terminal facilities, necessary to accommodate the growth in passenger activity. 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 1990 and 1999 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 (10.1%). 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 1990 to 1999 (10.3%) is greater than the annual percentage increase in expenses from 1990 to 1999 (8.6%). Over this ten year period, revenue grew at a slightly higher rate than expenses. This years budget shows the spread between 1990 and 1999 revenue to expense is 1.7% (or the difference between 10.3% revenue growth and 8.6% expense growth).
3. Personnel costs have increased from 1990 to 1999 by \$15.3 million. This equates to an average annual increase of 6.8%, however, the percentage of total for personnel was reduced from 35.4% in 1990 to 30.3% in 1999. Depreciation by contrast, rose at an average rate of 12.7% or \$28.2 million, resulting in the depreciation percent of total increasing from 27.1% in 1990 to 37.7% in 1999. This change in depreciation can be attributed to the completion of several new and/or expanded facilities.

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B.

HISTORICAL OPERATING REVENUE & OPERATING EXPENSE SUMMARY 1999 VS 2001								
	Actual 1999		Estimated 2000		Budget 2001		1999-2001	Annual
	\$	% of Total	\$	% of Total	\$	% of Total	Change \$	% Change
Operating Revenue								
Airline Rates & Charges	\$ 53,106	38.5%	\$ 64,421	40.2%	\$ 73,397	40.2%	\$ 20,291	17.6%
Concessions	62,131	45.0%	71,760	44.8%	79,606	43.6%	17,475	13.2%
Other	22,747	16.5%	24,100	15.0%	29,757	16.3%	7,010	14.4%
Total Operating Revenue	\$ 137,984	100.0%	\$ 160,281	100.0%	\$ 182,760	100.0%	\$ 44,776	15.1%
Operating Expenses								
Personnel	\$ 34,497	30.3%	\$ 37,829	29.0%	\$ 42,317	27.1%	\$ 7,820	10.8%
Administrative Expenses	1,555	1.4%	1,738	1.3%	2,100	1.3%	545	16.2%
Professional Services	5,231	4.6%	5,301	4.1%	5,822	3.7%	591	5.5%
Utilities	7,318	6.4%	8,350	6.4%	9,517	6.1%	2,199	14.0%
Operating Services	11,197	9.8%	12,060	9.3%	13,777	8.8%	2,580	10.9%
Maintenance	10,500	9.2%	11,954	9.2%	14,074	9.0%	3,574	15.8%
Depreciation b)	42,875	37.7%	52,510	40.3%	67,442	43.2%	24,567	25.4%
Other	619	0.5%	583	0.4%	947	0.6%	328	23.7%
Total Operating Expense	\$ 113,792	100.0%	\$ 130,325	100.0%	\$ 155,995	100.0%	\$ 42,203	17.1%
Net Revenues	\$ 24,192 ^{a)}		\$ 29,956 ^{a)}		\$ 26,765 ^{a)}		\$ 2,573	5.2%

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

The second table illustrates 1999 actual, 2000 estimated and 2001 budgeted revenue and expense categories with dollars and percentages. The following comparisons are explained:

1. Revenue is projected to increase an average of 15.1% annually from actual 1999 to budgeted 2001. Actual changes in the Other Revenue category are increasing 20.6%. 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 17.1%. Depreciation expenses show the greatest increase in dollars (\$24.5 million) and percentage (25.4%) due to major projects both new and renovations. Other expenses indicate the second largest increase in percentage and continue to be about the same as compared to the total budget (.6% in the 2001 budget). General Insurance increases for equipment and facilities are the primary reason for this change.
3. The average annual percentage increase in revenue from 1999 to 2001 is 15.1% whereas the average annual percentage increase in expenses for the same time period is 17.1%. The expenses for 2001 have increased at a higher increment. This is attributable to the anticipated increase in passenger volume and operations, along with new facilities. (See Operating Budget Revenue Assumptions).

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STATISTICAL - 2001 OPERATING BUDGET

C.

Facility Expansion				
	<u>1991</u>	<u>2000</u>	<u>Increase</u>	<u>% Increase</u>
Lindbergh & Regional				
Terminal Square Footage	1,554,638	2,313,061	758,423	48.8%
Number of Gates (Aircraft Loading Positions)	66	74	8	12.1%
Ramp Lineal Footage	8,874	9,376	502	5.7%
Parking (All Facilities)	11,594	15,110	3,516	30.3%

The final chart in this section compares the development and expansion of the major facilities at MSP International between 1991 and 2000. 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 1991, the following new facilities have been added: Auto Rental Facilities, South Lindbergh Terminal addition, three new parking ramps, 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).

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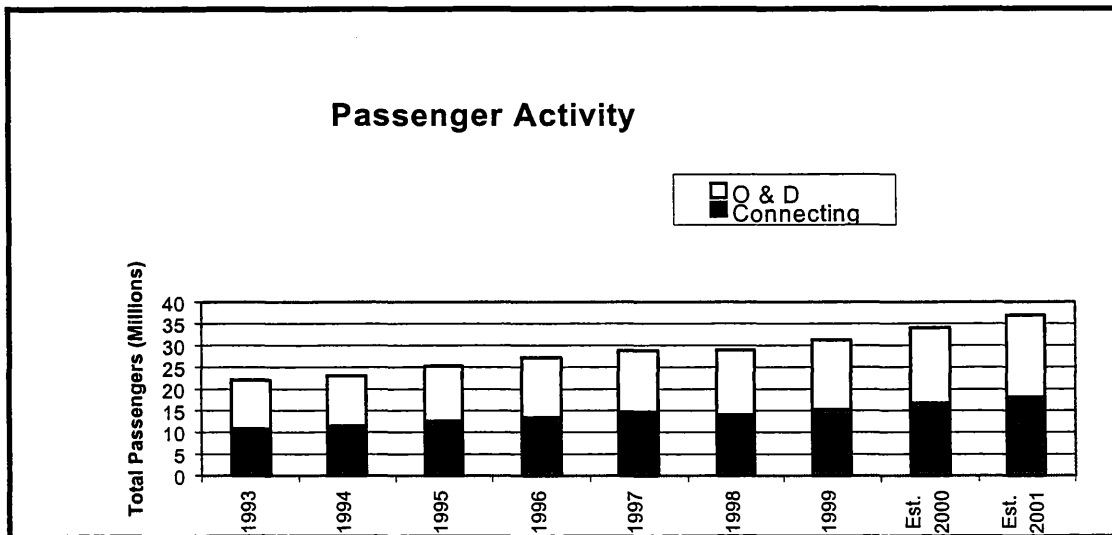
STATISTICAL - 2001 OPERATING BUDGET

ACTIVITY/OPERATIONS STATISTICS

This section contains the historical and forecasted levels of activity for the period 1993 through 2001 in the MAC's system of airports.

Four charts are reviewed in this section:

A.



This chart illustrates the increase in passenger activity at MSP International since 1993. Approximately 47% 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 2001. (O & D = Originating and Destination).

B.

Passenger Type Comparisons 1998 to 2001				
	1998 Actual	1999 Actual	2000 Estimate	2001 Budget
Passenger Type				
Enplaned	7,152,000	7,892,000	8,563,000	9,283,000
Deplaned	7,794,638	8,064,000	8,749,000	9,484,000
Connecting	14,036,000	15,455,000	16,769,000	18,177,000
Total Passengers	28,982,638	31,411,000	34,081,000	36,944,000

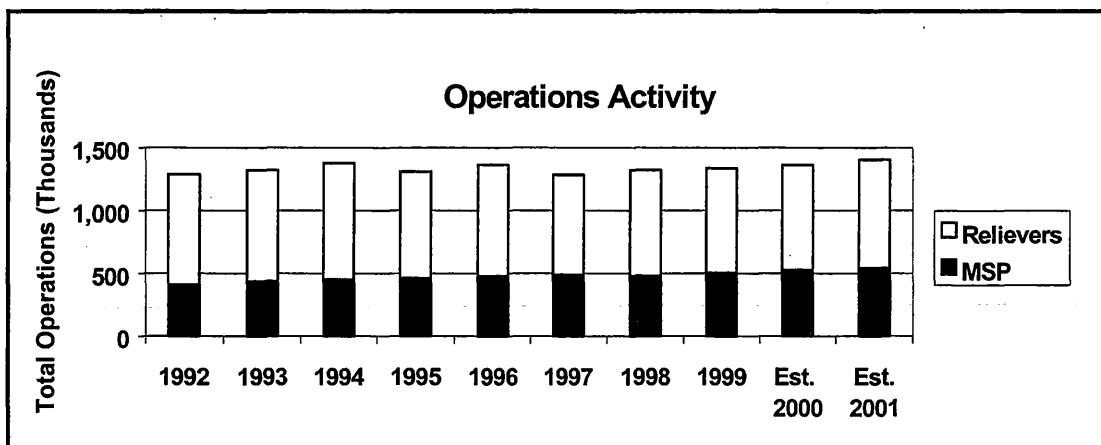
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STATISTICAL - 2001 OPERATING BUDGET

Estimates of passenger activity form an important element in forecasting revenue each year. The second chart represents actual passenger statistics for 1998 and 1999 and estimates for 2000 and 2001. 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.

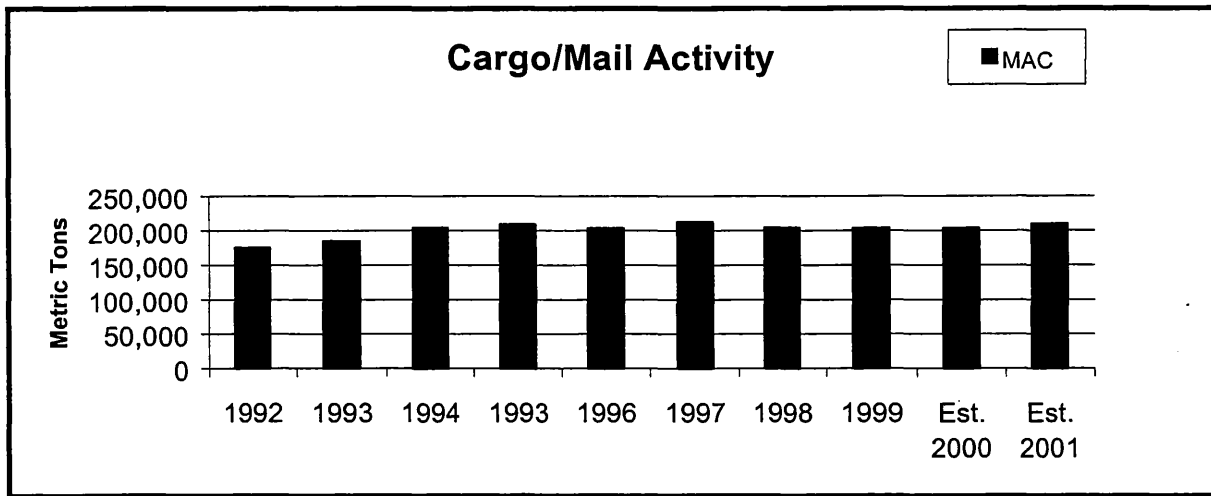


The third chart depicts the total Operations Activity for both the Reliever Airports, and MSP International. An operation represents one takeoff or landing. Total operations for the MAC system have increased 9% since 1992 or an increase of 1% on an average annual basis from 1992 to estimated 2001. Total Operations are expected to increase by 3% from 2000 to 2001. Operations at MSP International are estimated to increase to 544,400 in 2001. 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.

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STATISTICAL - 2001 OPERATING BUDGET

D.



The Cargo / Mail Activity Chart indicates a decrease in activity for the year 1996, with 1998, 1999 and estimate 2000 about the same volume level. 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 2000 and 2001 are projected to be remain about the same as 1999 due to construction of Runway 17/35 that required the acquisition of a number of freight facilities. In the future, volume is expected to increase upon building of new expanded cargo facilities. The replacement facilities should become operational in late 2001 or the beginning of 2002.

STATISTICAL - 2001 OPERATING BUDGET

NATIONAL COMPARISONS

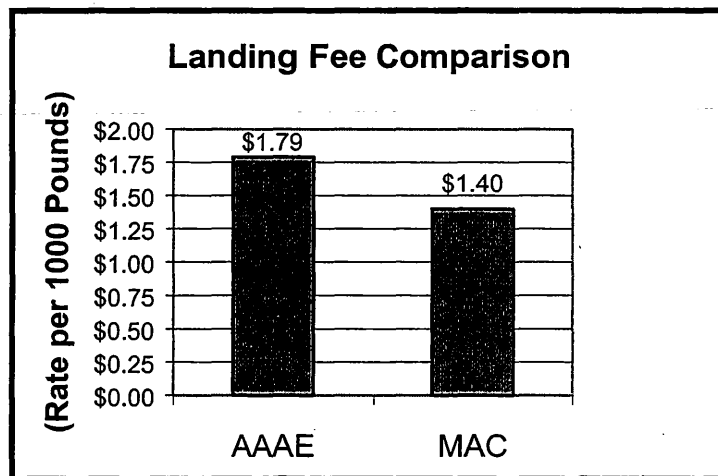
The information presented in this section was obtained from two national surveys. The first set of comparisons was tabulated by the American Association of Airport Executives (AAAE). This survey grouped hub airports into three categories: large, medium, and small. To be considered a large hub for purposes 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

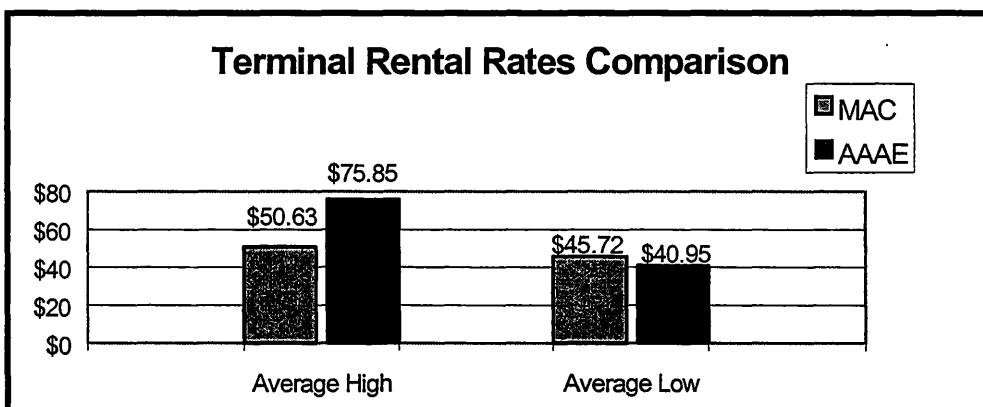
RATES AND CONCESSIONS

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 2001 budget:

A.



B.

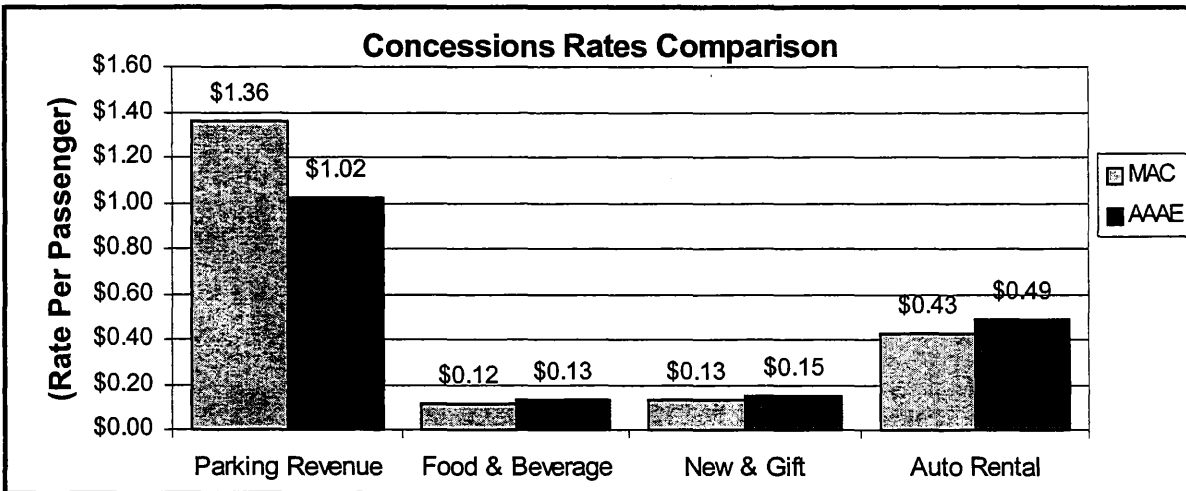


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The first graph (Landing Fee Comparison), indicates MSP's rate of \$1.40 per 1000 pounds is significantly below the national average of \$1.79. The second graph (Terminal Rental Rates Comparison), relates MSP's average high and average low for terminal rates to the national averages. As noted, the MSP's average high is significantly lower than the average while the average low is slightly above the national average. Currently the Commission's facilities are older than a number of those in other large hubs. These rates will move closer to the averages with the completion of the new runway and associated infrastructure/facilities.

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. Since this comparison was started, the gap between MAC and the large hub average has narrowed significantly.

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STATISTICAL - 2001 OPERATING BUDGET

D.

Concession Revenues

(in thousands of dollars)

<u>Year</u>	<u>Parking</u>	<u>Rental Car</u>	<u>Food & Beverage</u>	<u>General Merchandise</u>	<u>Other</u>	<u>Total</u>
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
1999	36,670	14,144	3,095	4,259	3,964	62,132
2000E	44,000	15,600	3,500	4,300	4,360	71,760
2001B	50,327	15,973	4,470	4,618	4,219	79,607

2000 figures are estimated; 2001 figures are budgeted

This table presents historical concession revenues from 1995 to 2001.

- Parking revenues are related to the level of originating traffic at the MSP and parking rates. (Expanded facilities on-line in 1999 and 2000 nearly doubled capacity).
- 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.

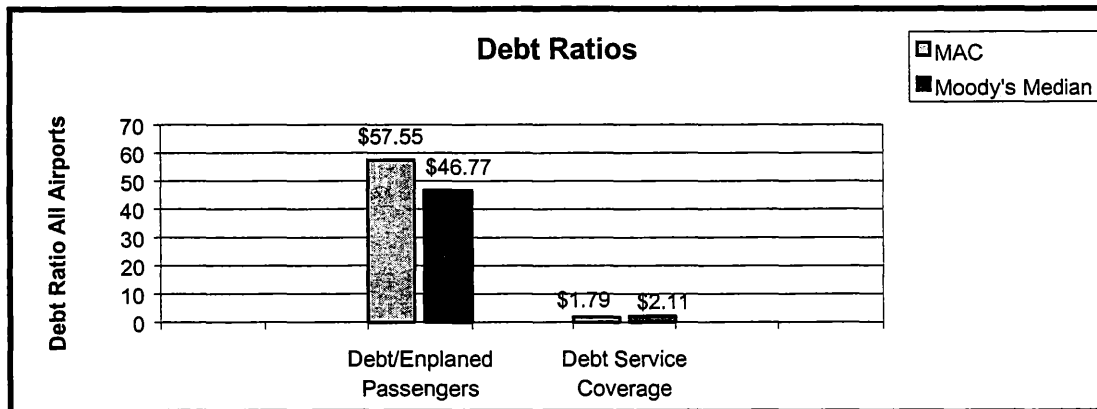
INDUSTRY

Three charts presented in this segment compare 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 2000 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 2000 information.

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STATISTICAL - 2001 OPERATING BUDGET

A.

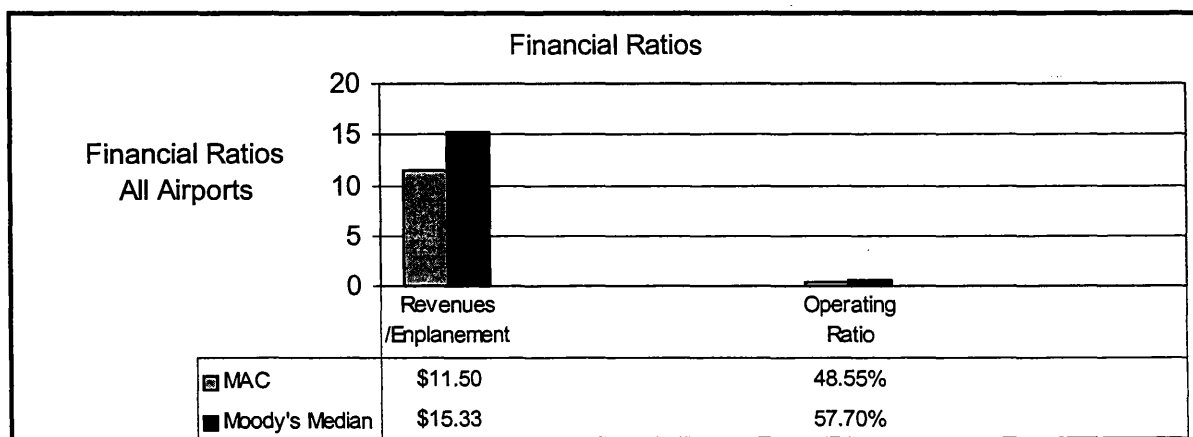


Debt per enplaned passenger is calculated by dividing total outstanding debt by the number of enplaned passengers.

MAC's ratio of debt/enplaned passenger is above the industry average because of the current construction program (\$2.6 billion) and the 1992 Northwest financing (\$270 million).

Debt service coverage demonstrates the current ability to repay debt. The MAC's coverage ratio is below the median. This indicates MAC's ability to repay the debt from revenue sources is not quite at the average of other airports. The major reason for this can be attributable to the fact, that many of the projects in the construction program are "in process." A number of them will be completed in late 2001 or 2002. Once completed the revenue from these projects will help push the coverage back up. (See also Debt Service Section).

B.



MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

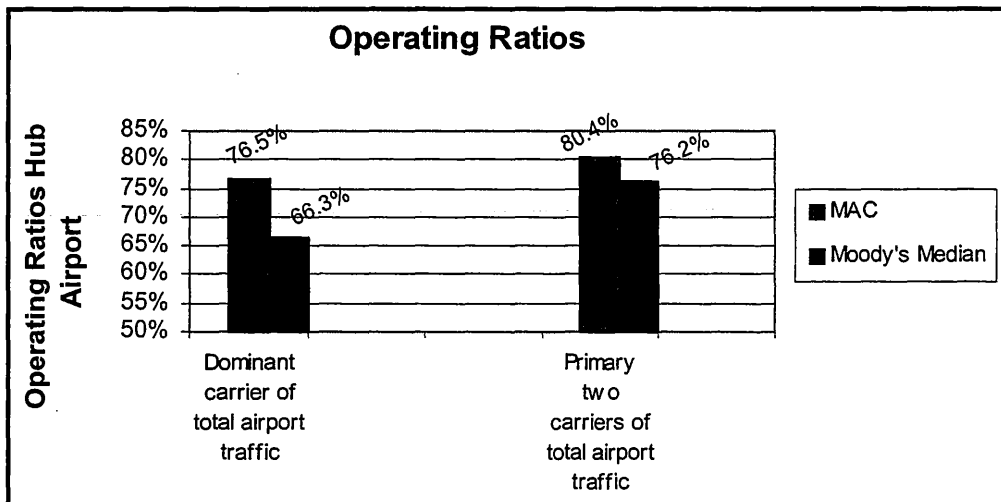
STATISTICAL - 2001 OPERATING BUDGET

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 \$3.83 /enplanement. Higher than anticipated passenger volume, along with the expanded facilities that opened later in the year attribute to this difference. With the completion of concessions, parking, and terminal expansion of the Green Concourse, this difference is expected to narrow as MAC's ratio becomes closer to the median.

The Operating Ratio is calculated by dividing total operating 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.

C.



The dominant carrier at MSP is Northwest Airlines. Their percentage of total traffic is 76.5% compared to the industry median of 66.3%. The second largest carrier is United which serves 3.9% of total airport traffic.

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STATISTICAL - 2001 OPERATING BUDGET

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

POPULATION

Minnesota ranks 20th in the nation for population and 18th in population growth. The Twin Cities is the 8th fastest growing population area in the United States.

Two tables will be reviewed:

A.

POPULATION (in thousands)					
Calendar	United		Minneapolis-	MSA *	MSA
Year	States	Minnesota	St. Paul	as % of	as % of
			MSA	U.S.	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%
1998	270,248	4,726	2,831	1.0%	59.9%
2005F	287,716	5,005	3,015	1.0%	60.2%
Sources: John F. Brown Co, U.S. Depart. of Commerce, Bureau of the Census and Bureau of Economic Analysis					
MSA = Metropolitan Statistical Area F= Forecast					

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.

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STATISTICAL - 2001 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%
1998	4.5%	2.6%	2.0%

Sources: U.S. Department of Labor, Bureau of Labor Statistics,
Employment and Earnings Publications, May 1991 through May 1999 editions;
Historical Economic Statistics, 1997 Edition, John F. Brown Co

*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.

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 are provided:

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STATISTICAL - 2001 OPERATING BUDGET

A.

1999 RANKING OF U.S. AIRPORTS					
(For the 12 months ending December 31, 1999)					
Total Passengers*			Total Cargo		
(in millions)			(freight and mail, in thousands of metric tons)		
Rank	Airport	Passengers	Rank	Airport	Cargo
1	Atlanta	78.1	1	Memphis	2,412.9
2	Chicago-O'Hare	72.6	*		
3	Los Angeles	64.3	19	Seattle	449.4
4	Dallas/Ft. Worth	60.0	20	Boston	447.9
5	San Francisco	40.4	21	Ontario	443.3
6	Denver	38.0	22	Cincinnati	399.9
7	Minneapolis-St. Paul	34.7	23	Minneapolis-St. Paul	366.5
8	Detroit	34.0	24	Houston-Bush	358.9
9	Miami	33.9	25	Washington DC -Dulles	357.6
10	Las Vegas	33.7	26	Phoenix	331.5
11	New York-Newark	33.6	27	Portland	311.5
12	Phoenix	33.5	28	Detroit	307.6
13	Houston-Bush	33.1	29	Orlando	261.0

Source: John F. Brown Company, ACI, Worldwide Airport Traffic Report, 1999

Note: *Enplaned and deplaned volume

MSP is one of the highest-activity airports in the United States. Approximately 50% of the 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 growth of MSP is demonstrated in the latest ranking of 7th place among the country's airports. This is significantly higher than the previous ranking of 13th.

When ranked by total cargo, MSP placed 23rd in the U.S, down one position from the prior year's 22nd. Volume is expected to increase upon completion of new expanded cargo facilities. 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.

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STATISTICAL - 2001 OPERATING BUDGET

B.

DOMESTIC SCHEDULED PASSENGER JET SERVICE MINNEAPOLIS-ST. PAUL INTERNATIONAL AIRPORT (for the second week of March)			
	1995	2000	Change 1995-2000
U.S. cities served*	73	80	+7
Number of carriers**	10	14	+4
Average weekly departures			
Flights	2,626	3,225	+599
Seats	336,768	428,593	+91,825
Average per flight			
Departing seats	128	133	+5
Departing passengers	72	81	+9
Percent of seats occupied	54%	62%	
Source: Official Airline Guide			
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 (for the second week of March)						
Destination Area	Number of Cities Served		Number of Carriers Serving		Weekly Jet Flight Departures	
	1995	2000	1995	2000	1995	2000
Canada	4	9	2	3	49	153
U.K. and Europe	2	3	2	3	15	27
Asia	-	1	-	1	-	9
Mexico	4	6	1	1	5	14
Caribbean	1	2	1	1	1	2
Central America		1		1		1
Total	11	22	3	6	70	206
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 1995-99 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.

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GLOSSARY – 2001 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 12/31/10. 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.

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.

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.

Construction Fund – A special account whose monies are used for capital project expenditures, including consulting fees, at all Commission facilities. (See Construction Budget.)

C.U.T.E. - Common Use Terminal Equipment - used for ticketing and gate use.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

GLOSSARY – 2000 OPERATING BUDGET

Debt Serve Account – An account which MAC is required by law to maintain whereby the balance on hand on October 10th 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).

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 General Obligation Revenue Bonds.

General Insurance – Part of the "Other" expense category. This includes insurance covering property, casualty, liability, crime, auto, and equipment.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

GLOSSARY – 2001 OPERATING BUDGET

General Obligation Bonds – General obligations of the Commission, payments of these bonds are secured by the pledge of all operating revenues of the Commission. 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 second terminal where some international, some scheduled 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 most 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 11/30/00 these include American, Air Tran, ATA, America West, Air Canada, Continental, Delta, Frontier, 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 five subdivisions: Trades 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.

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.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

GLOSSARY – 2000 OPERATING BUDGET

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 \$1.00, \$2.00, or \$3.00, \$4.00, or \$4.50. 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. On April 1, 2001 the level of PFC's charged by MAC will go to \$4.50.

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.

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.

MINNEAPOLIS/ST. PAUL METROPOLITAN AIRPORTS COMMISSION

GLOSSARY – 2001 OPERATING BUDGET

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.)

Subledger - Commission terminology for grouping expenses from various service centers to determine rates and charges for tenants and users of the MAC facilities.

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.