

280 - AIRPORT - OPERATING ENTERPRISE

<https://www.ocair.com/default>

Operational Summary

Mission:

The Mission of John Wayne Airport (JWA) is to plan, direct and provide high quality aviation services and facilities for Orange County in a safe, secure and efficient manner.

At a Glance:

Total FY 2019-2020 Current Modified Budget:	237,796,175
Total FY 2019-2020 Actual Expenditure + Encumbrance:	167,566,066
Total Final FY 2020-2021:	247,225,082
Percent of County General Fund:	N/A
Total Employees:	176.00

Strategic Goals:

- Maintain a safe and secure environment for aviation and the traveling public.
- Provide a positive aviation experience to travelers and tenants.
- Operate in an environmentally responsible manner.
- Operate as a financially efficient and self-supporting aviation facility.
- Implement ongoing and new capital improvement projects.

Key Outcome Indicators:

Performance Measure	2019 Business Plan	2020 Business Plan	How are we doing?
	Results	Target	
<p>SUCCESSFULLY PASS THE FEDERAL AVIATION ADMINISTRATION (FAA) ANNUAL PART 139 AIRPORT CERTIFICATION INSPECTION.</p> <p>What: The FAA conducts an annual inspection to ensure that the Airport is being operated in a safe manner.</p> <p>Why: Failing the inspection may lead to decertification and loss of all commercial air service.</p>	Passed with a minor correctable action.	Pass the Annual Part 139 Inspection with no correctable action.	JWA is taking all steps necessary to continue to achieve a full pass with no correctable actions.
<p>SURVEY RATING OF EITHER "SATISFIED" OR "VERY SATISFIED" ON A 5-POINT SCALE.</p> <p>What: Surveys of passengers conducted to learn their views of Airport's facilities and services.</p> <p>Why: Surveys identify facility and service improvements to add value to the passenger experience.</p>	The Passenger Survey is conducted biannually, and was conducted again in FY 2019-20.	95% of respondents in the "Passenger Survey" rate JWA an "A" or "B" grade for overall satisfaction.	The Passenger Survey was completed in FY 2019-20.
<p>ENSURE ALL REQUIRED ENVIRONMENTAL PERMITS ARE IN PLACE AND IN GOOD STANDING.</p> <p>What: JWA is subject to various environmental regulations, many of which require permits.</p> <p>Why: To comply with all applicable regulations and ensure environmentally sensitive operations.</p>	100% of all required environmental permits are in place.	Have 100% of all required environmental permits in place.	The Airport anticipates that 100% of all required environmental permits will continue to be in place.



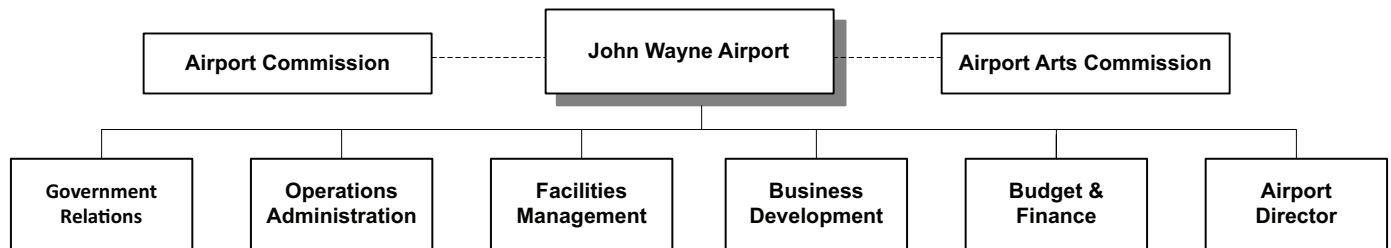
Key Outcome Indicators: (Continued)

Performance Measure	2019 Business Plan	2020 Business Plan	How are we doing?
	Results	Target	
<p>MAINTAIN A DEBT SERVICE COVERAGE OF AT LEAST 125%.</p> <p>What: Bond Indenture requires Airport net revenues each FY of at least 125% of debt service requirement.</p> <p>Why: Demonstrates both prudent fiscal management and the ability to repay bonded debt.</p>	The debt coverage for FY 2018-19 improved to 759%.	Continue to maintain debt service coverage above the 175% internal minimum target.	Since issuance of the 1987 Airport Revenue Bonds, JWA has consistently exceeded the rate coverage imposed by indenture.
<p>MAINTAIN A RESERVE CASH CONTINGENCY OF \$50 MILLION.</p> <p>What: A contingency for unforeseen operating emergencies, catastrophic events and to minimize disruption.</p> <p>Why: Reserve contingency is a key component of sound fiscal management.</p>	The Airport maintained a reserve contingency of \$50 million.	Maintain a reserve contingency of \$50 million.	The Airport anticipates maintenance of the \$50 million reserve contingency for FY 2019-20.
<p>IMPLEMENT ONGOING AND NEW CAPITAL IMPROVEMENT PROJECTS.</p> <p>What: Preserve and enhance the Airport's facilities and infrastructure.</p> <p>Why: To maintain a safe and secure environment and provide a positive experience to the traveling public.</p>	Completed projects including: Paularino Gate Improvements, Taxiway B Rehabilitation, Terminal Roof Handrails, and Installation of the Automated Vehicle Identification (AVI) System.	Complete Terminal Improvements, Airport Operations Center, Terminal Gate 14 Hold Room Improvements, Terminal A and B Air Handler Replacements and HVAC Ducting, and Concession Development Infrastructure Improvements.	The Airport is currently on schedule to meet the anticipated completion of planned capital improvement projects.

FY 2019-20 Key Project Accomplishments:

- Facilitated strategic planning process for executive team to identify strategic objectives and prioritized goals, which serve as decision-making guideposts.
- Provided support for evaluating talent needs gaps Airport-wide through executive team discussions, crafting a position evaluation review document, and creating a position matrix for transparent executive team review and evaluation.
- Implemented a new advertising program, including new interactive concession wayfinding signage that lets guests know how to get to gates, stores and restaurants and what they offer. It also allows guests to place orders from their phones for pickup and delivery to gates.
- Refunded the Series 2009 Airport Revenue Bonds by partial pay-down of 2009 Bonds, reducing the bond issuance of the Series 2019 Airport Refunding Bonds to \$85 million. The refunding resulted in producing cash flow savings of \$81.5 million, approximately \$38.1 million in net present value savings, and shortened the final bond maturity from 2039 to 2030.
- Completed a comprehensive inventory of network devices and locations in preparation for a full network redesign and refresh for state-of-the-art Software Defined Access (SDA) by Cisco.
- Hosted 223 JWA Live music performances in the Terminal. Ticketed guests enjoyed live acoustic guitar and piano performances throughout the Terminal.
- Through a partnership with Make-A-Wish, increased the cumulative donation of airline miles by 412% during the month-long "Trips that Transform" campaign. JWA also debuted the first-ever North American airport "Wish Lounge" children's play area.
- Implemented Viewpoint, a new user-friendly platform for submitting noise events that is fully integrated with the Airport Noise and Operations Management System.
- The Helping Hands personalized travel assistance program provided assistance to 69 families/individuals. The program won a California Association of Public Information Officials award for Excellence in Public Information and Communications.

Organizational Summary



Government Relations - Includes Government Relations, Access and Noise, Communications, Customer Relations, and Public/Media Relations. Manage government, media and community relations, customer relations and communications at John Wayne Airport. Respond to media and public inquiries; serve as front-line customer service agents; coordinate Ambassador and Tour Guide volunteer programs; plan and organize museum-quality exhibitions; disburse information via the Airport Web site; track local, state and federal legislation; enforce the Phase 2 Commercial Airline Access Plan and Settlement Agreement; educate the surrounding communities about access and noise issues; and handle noise complaints.

Operations Administration - Includes Operations, Information Systems, Law Enforcement (Sheriff-Coroner) and Aircraft Rescue and Firefighting (Orange County Fire Authority). Ensure that John Wayne Airport operates safely, securely, and effectively and within the scope of strict federal regulations. Conduct airport inspections; address the needs of all tenants, patrons, and other customers; oversee the administration of general aviation aircraft tie-down spaces; issue and track employee identification badges and other access cards and keys; manage parking facilities; and monitor the activities of ground transportation providers. Manage all aspects of Information Systems.

Facilities Management - Includes Engineering and Planning. Provide engineering studies and analysis of Airport facility requirements; manage planning and project management of improvement projects; prepare grant applications for federal assistance under the FAA Airport Improvement Program; amend the Airport Master Plan and revise the Airport Layout Plan; provide staff support to Airport Land Use Commission (ALUC) and coordinate California Environmental Quality Act (CEQA) clearance for Airport projects; and ensure compliance of Airport facilities with environmental regulations.

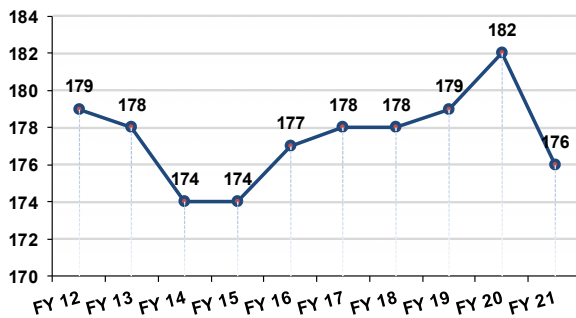
Business Development - Includes Asset Management and Insurance. Manage concession planning and revenue development activities; negotiation and administration of leases, licenses, concession agreements and easements; and the acquisition and sale of real property and related appraisal and condemnation issues. Administer the Airport Concession Disadvantaged Business Enterprise Program and manage insurance requirements.

Maintenance Division - The Maintenance Department includes Shop Services, Contract Services, Technical Services Division, and Utility management. This Department is responsible for the upkeep, repair and safety of all of the Airports' facilities on a 24-hour basis, 365 days a year. These facilities include a terminal building with 337,000 square feet of interior space as well as over 5 acres of airfield and parking structures with more than 10,000 parking spaces. In addition to the regular repair and upkeep of these facilities, the Maintenance Department is also responsible for the safety compliance of the Airport and its many tenants as well as overseeing the Airport's compliance with all local, State and Federal environmental regulations.

Finance Division - Includes Budget, Finance, Purchasing, ASR coordination, and Accounting. Manage Airport budget, finance, debt management, cash and liquidity management, and fixed asset control; oversee airport rates and charges preparation; prepare revenue budget and projections; manage Airport procurement. It also includes Auditor-Controller's satellite JWA Accounting unit. Manage lease and concession revenue account control, Purchase Order and Non-Purchase Order accounts payable; and oversee accounting processes for FAA Grants, bond and investments, tie downs, ground transportation, and passenger facility charges.

Airport Director - Includes the Office of the Airport Director, Human Resources, Quality Assurance and Compliance and Administrative Services. Develop airport policy and administer all activities associated with the operation of John Wayne Airport. Also, includes County Counsel's satellite attorneys who are assigned to the Airport. Provide legal advice and representation to the Airport. The Office of the Director has direct responsibilities for six airport divisions: Government Relations, Operations, Facilities Management, Business Development, Maintenance and Finance.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- During the FY 2020-21 budget process, deleted 6 positions transferred to OC Public Works from the Facilities Management Division.
- During the FY 2019-20 budget process, added 1 new position to the Operations Division.

In FY 2018-19, added 2 new positions for the Operation Division.

- During the FY 2018-19 budget process, added 1 new position for the Operations Division.
- In FY 2015-16, added 1 new Limited Term Storekeeper.
- During the FY 2015-16 budget process, added 3 new positions: 1 for Environmental Compliance and 2 for Facility Maintenance.

In FY 2014-15, added 2 positions: 1 position transferred from Clerk of the Board and 1 from County Executive Office to address Information Technology needs offset by deleting 2 limited-term positions per County policy.

- In FY 2012-13, deleted 1 position transferred to Workers Compensation ISF to centralize the County Safety Program and deleted 3 positions transferred to Human Resources to Centralize Human Resource Services.
- In FY 2011-12, deleted 1 long-term vacant position per County Policy.

Budget Summary

Plan for Support of the County's Strategic Priorities:

As an enterprise fund, John Wayne Airport is self-supporting through revenues it generates and receives no money from the County General Fund. Revenues are utilized to operate the Airport, repay revenue bonds, fund facility capital improvements or maintenance projects and support aviation planning in order to provide high quality aviation services and facilities for Orange County in a safe, secure and efficient manner.

Changes Included in the Base Budget:

Fund 280 total revenue budget increased from FY 2019-20 modified budget by \$4 million, excluding transfers between Airport funds. Increased revenues are projected for Transportation Network Companies (TNC), Ground Transportation and Landing Fees due to an increase in 1M passengers. While the COVID-19 pandemic will impact these projections, recovery is expected to occur gradually, and JWA will leverage the FAA Airport CARES Act grant to offset the impacts.



Fund 280 total expense decreased from FY 2019-20 modified budget by \$26 million. Services and Supplies budget increased by \$13 million due to professional services increases including Sheriff Security, Custom Border Protection(CBP), Fire Authority, Parking Operator Service, Auditor-Controller, County Counsel, Human Resources, Project Managers, Engineers, Environmental and maintenance facility assessments projects, and the transfer of six positions to OCPW. The primary factor for the reduction is a \$22 million transfer to Fund 281 and a reduction to fund balance.

Fund 281 Capital Improvements expense budget increased by \$13 million due to the addition and continuation of capital projects, including P404 Airport Power Distribution, P415 Airfield Lighting, P424 Taxiways A-D-E Reconstruction, P428 Exterior Lighting Improvements, P443 Repair Terminal Roof and Replace Expansion Joints, and P447 Terminal Building Curtain Wall Modifications.

Fund 283 decreased by \$61 million due to a capital asset transfer from Fund 281.

Final Budget History:

Sources and Uses	FY 2018-2019	FY 2019-2020	FY 2019-2020	FY 2020-2021 ⁽¹⁾	Change from FY 2019-2020	
	Actual Exp/Rev	Budget ⁽¹⁾ As of 6/30/20	Actual Exp/Rev As of 6/30/20	Final Budget	Amount	Percent
Total Positions	181	182	182	176	(6)	(3.3)
Net Position - Beginning Balance	17,904,989	46,308,764	46,308,764	52,531,346	6,222,582	13.4
Total Revenues	267,528,572	157,651,694	142,888,713	158,494,684	842,990	0.5
Total Expenditures/Encumbrances	153,417,118	226,446,875	167,566,066	187,118,720	(39,328,155)	(17.4)
Prior Year Encumbrance Cancellations	906,666	0	1,545,300	0	0	0.0
Inc/(Dec) to Obligated Fund Balances	86,614,345	(22,486,417)	(8,808,288)	23,907,310	46,393,727	(206.3)
Net Position - Ending Balance	46,308,764	0	31,985,000	0	0	0.0

(1) The above totals may not match FY 2019-20 Current Modified Budget and FY 2020-21 Final Budget totals included in "At a Glance" due to inclusion of increases in Reserves.

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Airport - Operating Enterprise in the Appendix on page A182

Highlights and Key Trends:

- The FY 2020-21 priorities are to operate a financially efficient and self-supporting aviation facility with conservative fiscal policies to continually provide safe and superior services to the travelling public and the Airport's tenants.
- Budget Priorities:
 - Exercise prudence in managing and prioritizing operating expenses and other expenditures and maintain a viable diversification of revenue sources.
 - Appropriate cash reserves and other financing sources for continuing capital improvements at the Airport.

■ Finance and Operating Priorities:

- Control operating expenses and cash outlay to maintain the Airport competitiveness via costs reimbursed (compensatory) through airline rents and fees given the Airport's growth constraints (Settlement Agreement).
- Maintain long-term sustainable and diversified revenue streams and remain vigilant to revenue trends and opportunities.
- Utilize cost-effective available financing sources and provide adequate wherewithal to maintain the Airport facilities and infrastructure in good condition.
- Maintain strong debt coverage exceeding the Bond Indenture Rate Covenant requirement.



Budget Units Under Department Control:

No.	Agency Name	Government Relations	Operations Administration	Facilities Management	Business Development	Maintenance Division	Finance Division	Airport Director	Total
280	Airport - Operating Enterprise	4,456,344	53,892,120	19,465,681	3,632,714	35,527,554	127,102,820	3,147,849	247,225,082
281	Airport Construction Fund	0	0	65,610,000	0	0	9,652,365	0	75,262,365
283	Airport Debt Service Fund	0	0	0	0	0	21,775,459	0	21,775,459
	Total	4,456,344	53,892,120	85,075,681	3,632,714	35,527,554	158,530,644	3,147,849	344,262,906

280 - Airport - Operating Enterprise

Summary of Final Budget by Revenue and Expense Category:

Operating Detail		FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2020-2021
		Actual	Estimate	Recommended Budget	Final Budget
OPERATING REVENUES					
Revenue from Use of Money and Property					
6620	Rents and Concessions	113,567,903	100,888,038	115,104,964	115,104,964
	Total Revenue from Use of Money and Property	113,567,903	100,888,038	115,104,964	115,104,964
Charges For Services					
7590	Other Charges for Services	23,421,497	20,125,756	28,336,131	28,336,131
	Total Charges For Services	23,421,497	20,125,756	28,336,131	28,336,131
	TOTAL OPERATING REVENUES	136,989,400	121,013,794	143,441,095	143,441,095
OPERATING EXPENSES					
Salaries & Benefits					
0100	Salaries and Wages	(79,352)	(41,217)	0	0
0101	Regular Salaries	13,642,499	14,079,544	15,115,006	15,115,006
0102	Extra Help	93,073	287,995	216,500	216,500
0103	Overtime	617,828	619,515	662,850	662,850
0104	Annual Leave Payoffs	191,833	159,147	312,955	312,955
0105	Vacation Payoffs	119,764	120,781	50,000	50,000
0110	Performance Incentive Pay	1	0	0	0
0111	Other Pay	139,679	147,548	184,600	184,600
0112	Other Salaries	5,000	0	0	0
0200	Retirement	3,738,498	4,119,568	4,926,415	4,926,415
0204	County Paid Executive Deferred Compensation Plan	19,469	20,305	20,118	20,118
0205	1.62% Retirement ER Contribution 401(A) Plan	27,413	57,762	139,781	139,781
0206	Retiree Medical	538,923	526,026	514,830	514,830
0208	Pension Prepayment Discount	(154,379)	(183,168)	(206,077)	(206,077)
0305	Salary Continuance Insurance	27,172	28,103	18,537	18,537
0306	Health Insurance	1,751,268	1,802,076	2,011,608	2,011,608
0308	Dental Insurance	34,510	36,649	38,652	38,652
0309	Life Insurance	3,923	3,291	3,420	3,420
0310	Accidental Death and Dismemberment Insurance	791	726	1,176	1,176
0319	Other Insurance	100,175	99,083	106,608	106,608
0352	Workers Compensation - General	356,044	365,448	346,352	346,352
0401	Medicare	208,693	218,949	219,708	219,708
0402	Executive Car Allowance	18,360	18,360	18,360	18,360
0403	Optional Benefit Program	126,149	130,153	129,048	129,048
	Total Salaries & Benefits	21,527,334	22,616,644	24,830,447	24,830,447
Services & Supplies					
0600	Clothing and Personal Supplies	51,651	50,775	45,000	45,000

Summary of Final Budget by Revenue and Expense Category:

		FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2020-2021
Operating Detail		Actual	Estimate	Recommended Budget	Final Budget
0740	Enterprise Telephone Service Charges	42,625	39,442	40,000	40,000
0741	Telephone Service Charges from Vendors	168,962	156,569	285,000	285,000
0742	Cell Phones, Pagers, Blackberry Devices	80,127	97,052	89,500	89,500
0900	Food	13,246	2,362	1,600	1,600
1000	Household Expense	5,429,288	5,803,829	6,306,325	6,306,325
1100	Insurance	1,092,280	1,279,390	1,727,947	1,727,947
1300	Maintenance Equipment - Non-IT Maintenance	164,976	96,181	108,256	108,256
1340	Software Maintenance & Support	631,097	597,188	843,520	843,520
1341	Hardware Maintenance & Support	1,676,149	1,910,324	3,991,921	3,991,921
1400	Maintenance - Buildings and Improvements	11,746,621	10,362,382	12,833,000	12,833,000
1402	Minor Alterations and Improvements	1,679,930	2,525,923	3,500,000	3,500,000
1404	Major Alterations and Improvements	106,677	92,199	0	0
1600	Memberships	137,839	136,559	151,383	151,383
1800	Office Expense	309,339	228,078	500,463	500,463
1801	Duplicating Services (Publishing Services)	3,275	4,666	2,500	2,500
1802	Periodicals and Journals	6,640	11,259	0	0
1803	Postage	7,245	6,861	0	0
1809	Minor Office Equipment to be Controlled	45,367	90,297	120,000	120,000
1840	IT Hardware Purchases (Purchases under \$5,000)	28,379	277,112	403,438	403,438
1900	Professional and Specialized Services	41,768,778	42,404,095	52,567,262	52,567,262
1908	Temporary Help	0	12,227	0	0
1911	CWCAP Charges	529,614	608,283	633,896	633,896
1912	Investment Administrative Fees	85,578	96,607	95,000	95,000
1913	Merchant Fees	873,533	608,346	900,000	900,000
1940	Enterprise IT Services	311,883	268,527	484,291	484,291
1941	IT Professional Services Contracts	686,036	1,113,800	1,227,938	1,227,938
2000	Publications and Legal Notices	26,044	16,731	53,000	53,000
2100	Rents and Leases - Equipment	118,293	99,684	136,000	136,000
2140	Software Leases & Licenses	132,382	365,279	458,736	458,736
2200	Rents and Leases - Buildings and Improvements	16,671	15,836	18,870	18,870
2300	Small Tools and Instruments	59,048	36,826	58,400	58,400
2400	Special Departmental Expense	475,193	691,668	1,116,870	1,116,870
2600	Transportation and Travel - General	161,243	134,257	212,000	212,000
2601	Private Auto Mileage	1,425	2,001	3,800	3,800
2602	Garage Expense	428,830	518,559	413,480	413,480
2700	Transportation and Travel - Meetings/Conferences	106,791	82,148	292,370	292,370
2740	IT Training & Travel	83	0	0	0
2800	Utilities	1,434	1,677	2,000	2,000
2801	Utilities - Purchased Electricity	1,974,088	1,765,487	2,200,000	2,200,000
2802	Utilities - Purchased Gas	1,219,148	1,358,888	1,260,000	1,260,000
2803	Utilities - Purchased Water	404,228	465,368	450,000	450,000

Summary of Final Budget by Revenue and Expense Category:

		FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2020-2021
Operating Detail		Actual	Estimate	Recommended Budget	Final Budget
Total Services & Supplies		72,802,036	74,434,742	93,533,766	93,533,766
Other Charges					
3100	Contributions to Non-County Government Agencies	0	0	4,600,000	4,600,000
3700	Taxes and Assessments	154,257	160,246	180,000	180,000
Total Other Charges		154,257	160,246	4,780,000	4,780,000
Capital Assets					
Equipment					
4000	Equipment (Purchases over \$5,000)	0	0	2,050,356	2,050,356
4040	IT Equipment (Purchases over \$5,000)	0	0	2,542,000	2,542,000
Total Equipment		0	0	4,592,356	4,592,356
Buildings & Improvements					
4200	Buildings and Improvements	0	0	3,000,000	3,000,000
Total Buildings & Improvements		0	0	3,000,000	3,000,000
Intangible Assets - Amortizable					
4251	Commercially Acquired Multi-Year Software Amortizable	0	0	1,300,000	1,300,000
4252	Internally Generated Computer Software	0	0	1,250,000	1,250,000
Total Intangible Assets - Amortizable		0	0	2,550,000	2,550,000
Total Capital Assets		0	0	10,142,356	10,142,356
Miscellaneous					
5300	Depreciation	31,696,147	32,621,978	36,199,052	36,199,052
5350	Amortization	551,920	618,919	0	0
Total Miscellaneous		32,248,067	33,240,897	36,199,052	36,199,052
TOTAL OPERATING EXPENSES		126,731,694	130,452,529	169,485,621	169,485,621
OPERATING INCOME (LOSS) - Note 1		10,257,706	(9,438,735)	(26,044,526)	(26,044,526)
NON-OPERATING REVENUES					
Fines, Forfeitures & Penalties					
6530	Forfeitures and Penalties	272,174	426,850	240,000	240,000
Total Fines, Forfeitures & Penalties		272,174	426,850	240,000	240,000
Revenue from Use of Money and Property					
6610	Interest	3,075,584	3,184,052	2,801,500	2,801,500
Total Revenue from Use of Money and Property		3,075,584	3,184,052	2,801,500	2,801,500
Intergovernmental Revenues					
7050	Federal - Construction	0	423,343	2,139,935	2,139,935
7060	Federal - Disaster Relief	0	4,781,701	0	0
7110	Federal - Other	151,500	75,750	151,000	151,000
Total Intergovernmental Revenues		151,500	5,280,794	2,290,935	2,290,935
Miscellaneous Revenues					
7670	Miscellaneous Revenue	122,139	70,468	103,789	103,789
7680	Six-Month Expired (Outlawed) Checks	6,254	185	0	0
7690	Returned Check Charges	92	107	0	0

Summary of Final Budget by Revenue and Expense Category:

Operating Detail		FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2020-2021
		Actual	Estimate	Recommended Budget	Final Budget
Total Miscellaneous Revenues		128,485	70,760	103,789	103,789
Other Financing Sources					
7950	Adjustments Due to Reclassification	0	6,360	0	0
Total Other Financing Sources		0	6,360	0	0
TOTAL NON-OPERATING REVENUES		3,627,743	8,968,816	5,436,224	5,436,224
NON-OPERATING EXPENSES					
Special Items					
5000	Special Items	0	0	11,399,599	11,399,599
Total Special Items		0	0	11,399,599	11,399,599
Miscellaneous					
5400	Loss or (Gain) on Disposition of Assets	122,896	(1,951)	0	0
Total Miscellaneous		122,896	(1,951)	0	0
TOTAL NON-OPERATING EXPENSES		122,896	(1,951)	11,399,599	11,399,599
NON-OPERATING INCOME (LOSS)		3,504,847	8,970,767	(5,963,375)	(5,963,375)
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS AND TRANSFERS - Note 2		13,762,553	(467,968)	(32,007,901)	(32,007,901)
7812 Transfers In - from Funds 2AA-299		126,911,427	12,906,103	9,617,365	9,617,365
4802 Transfers Out - to Funds 2AA-299		(23,121,475)	(28,259,252)	(6,233,500)	(6,233,500)
Changes to Reserves - Encumbrance - (Inc)/Dec.		(2,534,385)	(7,310,935)	0	0
Changes to Reserves - Net Position - Reserved - (Inc)/Dec.		8,474,825	(11,349,300)	(60,106,362)	(60,106,362)
Changes to Reserves - Net Investment in Capital Assets - (Inc)/Dec.		(95,089,170)	20,157,588	36,199,052	36,199,052
CHANGE IN NET POSITION		28,403,775	(14,323,764)	(52,531,346)	(52,531,346)
Net Position - Beginning Balance		17,904,989	46,308,764	52,531,346	52,531,346
Net Position - Ending Balance		46,308,764	31,985,000	0	0
CAPITAL ASSET ACQUISITIONS					
Equipment					
4000 Equipment		441,322	251,637	2,050,356	2,050,356
4040 IT Equipment (Purchases over \$5,000)		17,725	345,215	2,542,000	2,542,000
Total Equipment		459,047	596,852	4,592,356	4,592,356
4200 Buildings and Improvements					
P800	Update Security Systems CCTV & Access Readers	0	0	3,000,000	3,000,000
Total 4200 Buildings and Improvements		0	0	3,000,000	3,000,000
Intangible Assets-Amortizable					
4251 Commercially Acquired Multi-Year Software Amortizable					
0370	Information Systems	4,309	4,309	0	0
I201	Identity Management Software	0	333,213	0	0
I503	Building Automation System Platform Upgrade	0	31,273	0	0
I505	Baggage Handling System Replacement & Upgrades	0	0	1,300,000	1,300,000

Summary of Final Budget by Revenue and Expense Category:

Operating Detail	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2020-2021
	Actual	Estimate	Recommended Budget	Final Budget
Total 4251 Commercially Acquired Multi-Year Software Amortizable	4,309	368,795	1,300,000	1,300,000
4252 Internally Generated Computer Software				
I201 Identity Management Software	0	40,752	0	0
I401 Property Management Software	94,458	0	0	0
I501 Computerized Maintenance Management Software	0	401,750	1,250,000	1,250,000
Total 4252 Internally Generated Computer Software	94,458	442,502	1,250,000	1,250,000
Total Intangible Assets-Amortizable	98,767	811,297	2,550,000	2,550,000
TOTAL CAPITAL ASSET ACQUISITIONS	557,814	1,408,149	10,142,356	10,142,356

Note 1 - Operating Loss is overstated in the 2020-21 Recommended and Adopted by the Board of Supervisors columns due to budgeted capital asset expenditures that will be capitalized at year-end.

Note 2 - Loss Before Capital Contributions and Transfers is overstated in the 2020-21 Recommended and Adopted by the Board of Supervisors columns due to budgeted capital asset expenditures that will be capitalized at year-end.

Columns may not total correctly due to rounding.