

Aviation FY 2020 Budget Overview



CLT VISION AND MISSION

Vision

We will serve as an economic engine of the Carolinas, facilitating the movement of people and goods, creating jobs and enterprise, and sustaining a higher quality of life.

Mission

We will be the preferred airport and airline hub by providing the highest quality product for the lowest possible cost.

STRATEGIC PRINCIPLES

Safety & Security

Risk Mitigation

Investing in security operations and technological enhancements

Strategic Growth

Master Planned

Demand-driven terminal and airfield expansion

Strong Partnerships

Cost Competitive

Engage Community

Providing exceptional value to business partners and the community

Asset Preservation

Proactively Maintain

Reliable Operations 24/7/365

Preventative maintenance of airport facilities

Value Employees

Recognize Performance

Employer of Choice

Educate, train, and empower our most important asset

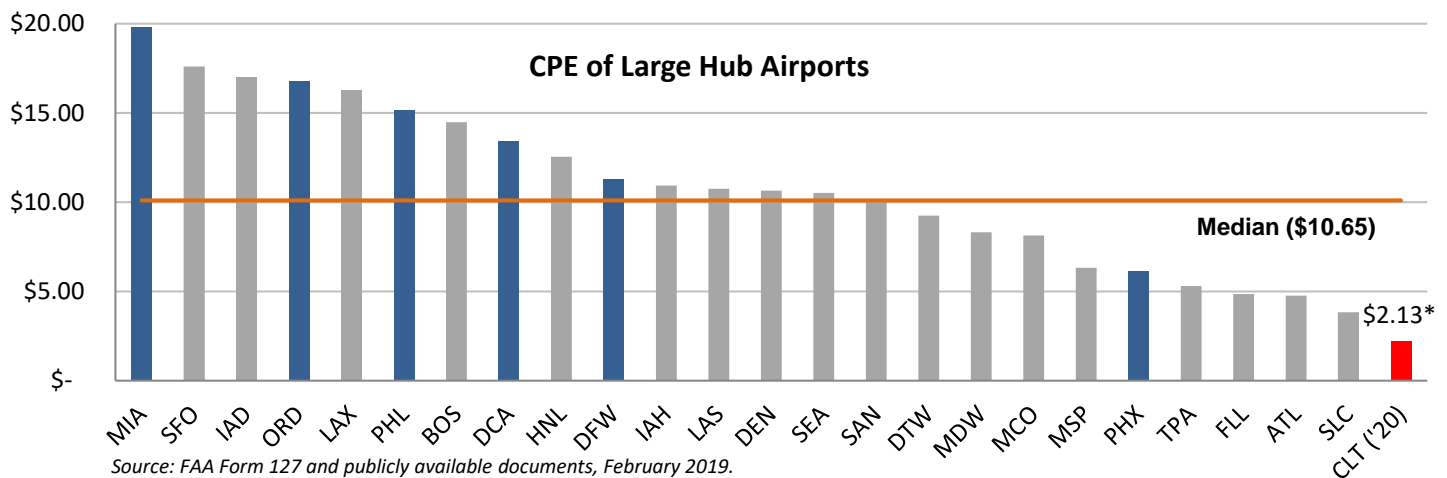
Customer Focus

Passenger Satisfaction &

The CLT Experience

Investments in passenger experience and technology applications

AIRLINE RATES & CHARGES BUDGET



MANAGEMENT'S FINANCIAL TARGETS & ACTUAL RESULTS

Metric	FY 2018 Target	FY 2018 Actual
Debt Service Coverage – Bond Ordinance (PFC Offset Method):	≥ 2.0x	6.0x
Debt Service Coverage – PFCs Classified as Revenues and excluding rolling coverage:	≥ 1.5x	2.9x
Airport Revenue Bond Debt Per Enplanement	≤ \$60.00	\$30.24
Liquidity – Days Cash on Hand	≥ 800	1,413
Net Airline Cost Per Enplaned Passenger	-	\$1.26

*PFC = Passenger Facility Charge

BUDGET DRIVERS

Safety and Security 18 positions

Aviation's most important priority is safety and security. Additional investments are being made in technology to align with Corporate Technology's infrastructure goals and initiatives, as well as to maintain the physical security of the airport.

Customer Focus 7 positions

With 16 consecutive years of passenger growth, Aviation will continue to focus on the customer experience and passenger satisfaction. Efforts include advancing projects associated with CLT's digital platform, increasing marketing and promotional activities, and implementing new parking products and system enhancements.

Strategic Growth 8 positions

As part of *Destination CLT*, Aviation has committed to providing more than \$3 billion in capital improvements over the next five years

Asset Preservation 11 positions

Many of CLT's facilities are more than 35 years old and requires proactive maintenance to safeguard against service disruptions and ensure reliable operations. Ongoing costs are to support facility maintenance and continued efforts to maintain the Federal Aviation Administration's Part 139 Certification, which is necessary for an airport to operate.

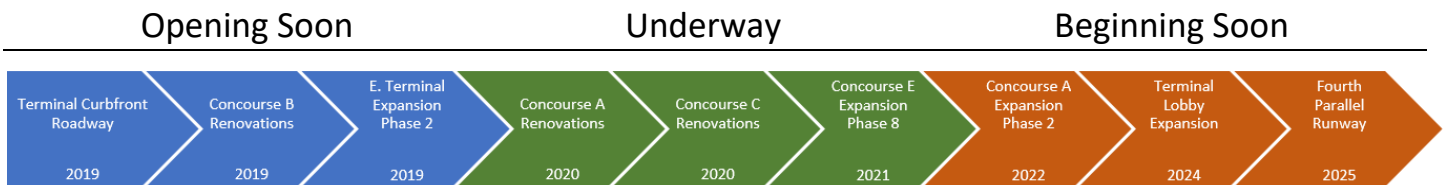
Value Employees 2 positions

Aviation promotes the City of Charlotte as an "Employer of Choice" through apprentices, internships, career development programs, and trainings.

Strong Partnerships 4 positions

CLT will remain an exceptional value to airline partners by maintaining the lowest cost per enplaned passenger of all large hub airports, and continue to engage the community in initiatives such as the Airport Neighborhood Committee and the new Airport Community Roundtable.

COMMUNITY INVESTMENT PLAN TIMELINE



BUDGET AND STAFFING HISTORY

Budget	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	Change FY 2019 to FY 2020
Personnel	\$41,251,321	\$50,285,336	\$59,725,458	\$9,440,122
Operating	79,297,171	103,769,767	112,555,744	8,785,977
Capital	1,696,558	1,570,511	2,209,500	638,989
City Contributions	18,053,918	20,115,000	21,104,922	989,922
Department Charges	(1,153,597)	(3,687,498)	(4,318,245)	(630,747)
Total Expenditures	\$139,583,699	\$172,053,116	\$191,277,379	\$19,224,263
Revenues	\$251,193,213	\$254,761,370	\$283,395,575	\$28,634,205
				FTE Count Change
Total FTEs	595.00	659.00	709.00	50.00