

ADOPTED 2009 BUDGET

DEPT: DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - AIRPORT

UNIT NO. 5040

FUND: Enterprise - 0076

OPERATING AUTHORITY & PURPOSE

Milwaukee County operates and maintains General Mitchell International and Lawrence J. Timmerman Field Airports by authority granted under Chapters 59 and 114 of the Wisconsin Statutes. General Mitchell International Airport provides commercial, military and general aviation services. Timmerman Airport is primarily for general aviation. Under the terms of the negotiated agreement between

Milwaukee County and the signatory airlines, all operating expenses and debt service costs are recovered through rates and charges assessed to users (terminal and land rentals, concession fees and landing fees).

BUDGET SUMMARY				
Account Summary	2007 Actual	2008 Budget	2009 Budget	2008/2009 Change
Personal Services (w/o EFB)	\$ 10,214,287	\$ 11,301,448	\$ 13,397,623	\$ 2,096,175
Employee Fringe Benefits (EFB)	8,546,077	9,601,944	11,426,082	1,824,138
Services	14,755,845	17,335,450	18,733,334	1,397,884
Commodities	2,399,530	2,589,255	3,699,489	1,110,234
Other Charges	1,023,004	743,100	68,200	(674,900)
Debt & Depreciation	16,313,610	19,469,490	18,686,879	(782,611)
Capital Outlay	1,120,465	2,541,100	3,190,050	648,950
Capital Contra	(706,349)	(2,109,100)	(2,581,650)	(472,550)
County Service Charges	10,206,875	11,015,886	10,002,176	(1,013,710)
Abatements	(42,364)	(42,024)	0	42,024
Total Expenditures	\$ 63,830,980	\$ 72,446,549	\$ 76,622,183	\$ 4,175,634
Direct Revenue	66,309,830	74,039,245	78,154,979	4,115,734
State & Federal Revenue	34,627	102,500	50,000	(52,500)
Indirect Revenue	347,741	270,180	276,600	6,420
Total Revenue	\$ 66,692,198	\$ 74,411,925	\$ 78,481,579	\$ 4,069,654
Direct Total Tax Levy	(2,861,218)	(1,965,376)	(1,859,396)	105,980

ADOPTED 2009 BUDGET

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UNIT NO. 5040

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ADDITIONAL COSTS NOT INCLUDED IN TAX LEVY*				
Account Summary	2007 Actual	2008 Budget	2009 Budget	2008/2009 Change
Central Service Allocation	\$ 485,492	\$ 0	\$ 0	\$ 0
Courthouse Space Rental	0	0	0	0
Tech Support & Infrastructure	120,325	0	0	0
Distribution Services	6,216	0	0	0
Telecommunications	3,119	0	0	0
Record Center	0	0	0	0
Radio	26,156	0	0	0
Computer Charges	0	0	0	0
Applications Charges	85,235	0	0	0
Apps Charges - Network	0	0	0	0
Apps Charges - Mainframe	0	0	0	0
HRIS Allocation	66,580	0	0	0
Total Charges	\$ 793,123	\$ 0	\$ 0	\$ 0
Direct Property Tax Levy	\$ (2,861,218)	\$ (1,965,376)	\$ (1,859,396)	\$ 105,980
Total Property Tax Levy	\$ (2,068,095)	\$ (1,965,376)	\$ (1,859,396)	\$ 105,980

* In 2007, these costs were included in other charging departmental and non-departmental budgets. They were reflected here to show the "total" amount of tax levy support for this Department. In 2008 and 2009, these costs are budgeted within the receiving department to show the tax levy cost in the department.

PERSONNEL SUMMARY				
	2007 Actual	2008 Budget	2009 Budget	2008/2009 Change
Personal Services (w/o EFB)	\$ 10,214,287	\$ 11,301,448	\$ 13,397,623	\$ 2,096,175
Employee Fringe Benefits (EFB)	\$ 8,546,077	\$ 9,601,944	\$ 11,426,082	\$ 1,824,138
Position Equivalent (Funded)*	216.4	229.0	269.8	40.8
% of Gross Wages Funded	95.3	97.0	97.6	0.6
Overtime (Dollars)**	\$ 797,042	\$ 300,008	\$ 383,145	\$ 83,137
Overtime (Equivalent to Position)	18.8	6.7	8.4	1.7

* For 2007 Actuals, the Position Equivalent is the budgeted amount.

** Delineated for information. (Also included in personal services.)

ADOPTED 2009 BUDGET

DEPT: DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - AIRPORT

UNIT NO. 5040

FUND: Enterprise - 0076

PERSONNEL CHANGES				
Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Social Security & Fringe)
Noise Abatement Specialist	Create	1/1.0	Administration	\$ 51,835
Airport Marketing & PR Coord.	Create	1/1.0	Administration	60,601
Clerical Assistant 2	Create	1/1.0	Administration	37,326
Contract Payment Specialist	Create	1/1.0	Administration	49,754
Accountant 4 (NR)	Create	1/1.0	Administration	53,768
Electrical Mechanic (DOT)	Create	1/1.0	Maintenance	61,206
Airport Maintenance Worker	Create	10/6.52	Maintenance	294,346
Heating and Ventilation Mech 2	Create	1/1.0	Maintenance	41,495
Clerical Assistant 1	Create	1/0.5	Maintenance	17,240
Asst Airport Maintenance Supv	Create	1/1.0	Maintenance	51,339
Automotive & Equip Svc. Supr.	Transfer In	1/1.0	Maintenance	51,446
Automotive & Svc. Tech. (DOT)	Transfer In	8/8.0	Maintenance	372,736
Auto & Equip. Svc. Tech I/C	Transfer In	1/1.0	Maintenance	48,169
Airport Operations Manager	Create	1/1.0	Landside Operations	77,727
Asst Airport Operation Manager	Create	1/1.0	Landside Operations	62,128
Airport Operations Coord. 2	Create	5/5.0	Landside Operations	289,515
Airport Control Center Oper.	Create	1/1.0	Landside Operations	39,369
Firefighter Equipment Operator	Create	3/3.0	Fire Protection	114,678
Airport Firefighter Training Offcr	Create	1/1.0	Fire Protection	52,693
Clerical Assistant 1	Create	1/0.5	Fire Protection	17,240
		42/37.52	TOTAL	\$ 1,844,611

ADOPTED 2009 BUDGET

DEPT: DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - AIRPORT

UNIT NO. 5040

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ORGANIZATIONAL COST SUMMARY					
DIVISION		2007 Actual	2008 Budget	2009 Budget	2008/2009 Change
GMIA - Administration	Expenditure	\$ 18,041,214	\$ 20,106,426	\$ 19,649,431	\$ (456,995)
	Abatement	19,658	(42,024)	0	42,024
	Revenue	38,544,318	46,748,964	46,571,492	(177,472)
	Tax Levy	\$ (20,483,446)	\$ (26,684,562)	\$ (26,922,061)	\$ (237,499)
GMIA - Parking Operations	Expenditure	\$ 13,771,496	\$ 15,177,598	\$ 15,273,866	\$ 96,268
	Abatement	(614)	0	0	0
	Revenue	27,842,228	27,225,800	30,796,500	3,570,700
	Tax Levy	\$ (14,071,346)	\$ (12,048,202)	\$ (15,522,634)	\$ (3,474,432)
GMIA - Maintenance	Expenditure	\$ 19,817,378	\$ 21,924,815	\$ 24,039,527	\$ 2,114,712
	Abatement	(41,766)	0	0	0
	Revenue	0	60,901	72	(60,829)
	Tax Levy	\$ 19,775,612	\$ 21,863,914	\$ 24,039,455	\$ 2,175,541
GMIA - Environmental / Safety	Expenditure	\$ 510,179	\$ 650,409	\$ 636,022	\$ (14,387)
	Abatement	(613)	0	0	0
	Revenue	0	0	0	0
	Tax Levy	\$ 509,566	\$ 650,409	\$ 636,022	\$ (14,387)
GMIA - Airside Operations	Expenditure	\$ 1,536,092	\$ 2,605,540	\$ 2,810,362	\$ 204,822
	Abatement	(7,151)	0	0	0
	Revenue	0	0	0	0
	Tax Levy	\$ 1,528,941	\$ 2,605,540	\$ 2,810,362	\$ 204,822
GMIA - Landside Operations	Expenditure	\$ 0	\$ 0	\$ 813,592	\$ 813,592
	Abatement	0	0	0	0
	Revenue	0	0	0	0
	Tax Levy	\$ 0	\$ 0	\$ 813,592	\$ 813,592
GMIA - Fire Protection	Expenditure	\$ 2,317,580	\$ 3,003,488	\$ 3,257,873	\$ 254,385
	Abatement	(9,059)	0	0	0
	Revenue	0	0	0	0
	Tax Levy	\$ 2,308,521	\$ 3,003,488	\$ 3,257,873	\$ 254,385
GMIA - Security & Safety	Expenditure	\$ 7,449,969	\$ 8,425,902	\$ 8,752,666	\$ 326,764
	Abatement	(1,857)	0	0	0
	Revenue	0	0	0	0
	Tax Levy	\$ 7,448,112	\$ 8,425,902	\$ 8,752,666	\$ 326,764
GMIA - 440th	Expenditure	\$ 0	\$ 0	\$ 798,811	\$ 798,811
	Abatement	0	0	0	0
	Revenue	0	0	784,627	784,627
	Tax Levy	\$ 0	\$ 0	\$ 14,184	\$ 14,184
Timmerman Field Airport	Expenditure	\$ 429,460	\$ 594,395	\$ 590,033	\$ (4,362)
	Abatement	(963)	0	0	0
	Revenue	305,656	376,260	328,888	(47,372)
	Tax Levy	\$ 122,841	\$ 218,135	\$ 261,145	\$ 43,010

MISSION

The Airport's mission is to plan, provide, operate, maintain and enhance efficient, cost-effective air transportation facilities that meet the present and future socio-economic needs of the region, airlines,

and tenants while maintaining sensitivity to the residents in the environs of the Airports.

ADOPTED 2009 BUDGET

DEPT: DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - AIRPORT

UNIT NO. 5040

FUND: Enterprise - 0076

OBJECTIVES

- Operate within established budgets while maximizing the quality and timeliness of services provided.
- Provide an operating environment that meets or exceeds the needs of air carriers and the traveling public.
- Provide a level of quality service to all users and customers of the Airport at a reasonable price.
- Increase the use of General Mitchell International Airport by all customers.
- Continue the implementation of the Capital Improvement Plan generated by the needs of the Airport.
- Continue planning for the phased implementation of the revised Master Plan to meet anticipated growth by recognizing the needs of Milwaukee County, Southeastern Wisconsin, and the air transportation industry while addressing the concerns of parties affected by airport expansion.
- Upon transfer of the title to the County, assume the role of caretaker and developer of the former 440th Air Force Reserve site.

DEPARTMENT DESCRIPTION

The Airport has essentially one program: Air Transportation. This includes all activities necessary for the efficient, day-to-day operation of General Mitchell International Airport (GMIA) and Lawrence J. Timmerman Field (LJT). In support of this program, operations are divided into the following areas of responsibility:

Administration is responsible for general administration, planning, marketing and public relations, accounting, payroll, budget, procurement, airside and landside business operations. Administration of the Noise Mitigation program and ongoing noise monitoring and abatement activities are also handled in this section.

Parking Operations records the various expenses of operating the parking structure, debt service and associated interest expense on the parking structure

addition. In addition, this group oversees all GMIA ground transportation activities including taxi, shuttle, limousine and bus operators. Parking revenue fees are collected and accounted for by this section.

Maintenance is responsible for keeping the physical plants of the Airports in good condition, including custodial, HVAC, and maintaining the electrical power supply to the terminal and airfields. Snow plowing and grass cutting are also handled by the maintenance staff.

Environmental and Safety is responsible for capturing the costs and activities related to workplace safety, compliance with governmental safety requirements, glycol recovery programs, and wastewater treatment programs.

Operations is responsible for keeping the airfield and ramp areas open for business around the clock. This area oversees the day-to-day activities of the Airport and ensures compliance with Federal Aviation Administration (FAA), Transportation Security Administration (TSA), state and local regulations. Operations coordinates emergency responses, construction activities, special events, and snow removal. Beginning in 2009, this unit is divided into two sections: Airside Operations and Landside Operations. The creation of two sections will enable the Airport to devote appropriate attention to the airside (the airfield) and landside (terminal and perimeter) aspects of Airport operations.

Fire Protection maintains round-the-clock staffing to deal with emergency situations on the airfield, within the parking structure and surface lots. They respond to emergency needs involving patrons, tenants, and Airport staff.

Safety and Security is responsible for safety and security functions within the airfield perimeters, working closely with other agencies and taking actions necessary to keep the Airports in compliance with TSA standards and regulations.

ADOPTED 2009 BUDGET

DEPT: DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - AIRPORT

UNIT NO. 5040
FUND: Enterprise - 0076

Timmerman (Lawrence J. Timmerman Airport) is the general aviation reliever airport in the GMIA system. It is located on the Northwest side of Milwaukee. Costs and revenues of this facility are governed by the terms of the signatory airline long-term lease.

440th Air Force Reserve Transfer. In February 2008, 102 acres of Federal Government land adjacent to the Airport that had been occupied by the 440th Air Force Reserve Base was completely vacated by the military. At the present time, title to this property is with the Federal Government. It is anticipated that sometime in 2009, if not before, the Federal Government will transfer title of this property, and all buildings on it, to the County/Airport. The cost of security and maintenance of this property is contained in this budget. It is anticipated that some of this site will be leased to appropriate private enterprise. In the initial stages, over recovered airline funds will absorb the costs but the overall intent is to have this area become self-sustaining through tenant rents until eventually needed for a proposed runway expansion.

BUDGET HIGHLIGHTS

- Personal Services without fringe benefits increase by \$2,096,175, from \$11,301,448 to \$13,397,623.
- The increase in Personal Service expenditures over the 2008 Adopted Budget primarily results from staffing increases. A major staffing change included in this budget is the addition of 37.52 FTEs created or transferred into the Airport in the interest of airfield safety and security, airfield maintenance, and operating efficiencies. The following organizational units within the General Mitchell International Airport (GMIA) are affected by this proposed staffing change including Administration, Maintenance, Operations (Landside), and Fire Protection.
- The Airport Director is authorized and directed to provide a report to the Committee on Transportation, Public Works and Transit by July 2009 on the status of airport privatization initiatives throughout the United States to determine whether any successful privatizations have been achieved. The report shall include options for the continued public operation of

Milwaukee County airports that would enable additional revenues to be generated for the benefit of other County operations.

This report is related to the extension of the Airport's 25-year Master Lease Agreement that is set to expire September 30, 2010. The Airport Director is also directed to provide a report to the Committee on Transportation, Public Works and Transit for consideration at the January 2009 meeting on the recommended plan for the extension of the current Master Lease Agreement so that specific policy direction can be provided to ensure both the long-term viability of airline operations and the best interest of the citizens of Milwaukee County.

- Administration
The following positions are added to this section to provide increased operational efficiency for a total cost of \$374,374 including salary and active fringe.
 - 1.0 FTE of Noise Abatement Specialist is created to accomplish the day-to-day activities of monitoring, compiling, and analyzing noise issues as well as dealing with these noise issues. This addition increases the staff in this area to a total of three employees.
 - 1.0 FTE of Airport Marketing and Public Relations Coordinator is created in response to the significant growth in passenger traffic over recent years, which combined with media attention to Airport activities, has led to greater demand for 24/7 information to be available. This position will also develop new opportunities to increase Airport revenue.
 - 1.0 FTE of Clerical Assistant 2 is created to address the growth in payroll processing demands and to be responsive to the queries for information.
 - 1.0 FTE of Contract Payment Specialist is created to assist the incumbent Airport Properties Specialist with the development and enforcement of airside and airline contract issues. Certain lease issues, if more proactively promoted and enforced, could lead to enhanced airline revenues.
 - 1.0 FTE of Accountant 4 (NR) is created to coordinate existing activities of the Airport staff. New grant opportunities will be explored by working with staff of the Airport

ADOPTED 2009 BUDGET

DEPT: DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - AIRPORT

UNIT NO. 5040

FUND: Enterprise - 0076

and Architecture Engineering and Environmental Services divisions within the Department of Transportation and Public Works.

- Maintenance
The following positions are added to this section for a total cost of \$1,406,450 including salary and active fringe.
 - 1.0 FTE of Electrical Mechanic (DOT) is created to better comply with Federal Aviation Regulation (FAR) Part 139 that governs how airports are operated.
 - 6.52 FTEs of Airport Maintenance Workers are created to operate additional and more sophisticated snow removal equipment that is already on order. These positions will reduce the amount of time needed to clear the airfield safely, thereby permitting normal airfield operations in severe weather, which benefits the airlines serving GMIA as well as the traveling public.
 - 1.0 FTE of Heating and Ventilation Mechanic 2 is created and added to the second shift to service and maintain the significant capital investment that has been made in the HVAC equipment over the past several years.
 - 0.5 FTE of Clerical Assistant 1 is created and shared with the Fire Protection section (which is physically located near the Maintenance Shop) to assume a variety of record keeping tasks.
 - 1.0 FTE of Assistant Airport Maintenance Supervisor is created to mitigate staffing issues that arise in protracted periods of inclement weather and to allow for better annual coverage of other supervisor off-time on the first and third shifts.
 - Responsibility for the repair and maintenance of airport-based vehicles formerly handled by Fleet Services is transferred to the Airport. This will involve the transfer of physical facilities, inventory, and vehicle records as well as staff. The staff transferred into the Airport Maintenance section includes: 1.0 FTE of Automotive and Equipment Service Supervisor (DOT), 8.0 FTE of Automotive and Service Technician (DOT) and 1.0 FTE of Automotive and Equipment Service Technician I/C (DOT). Appropriations are
- Operations
Beginning in 2009, this unit is divided into two sections: Airside Operations and Landside Operations. The creation of two sections will enable the Airport to devote appropriate attention to the airside (the airfield) and landside (terminal and perimeter) aspects of airport operations. The core function of the operations section is achieving compliance with FAR Part 139: Certification of Airports (which governs Airside Operations). The Landside Operations section is created to focus on the needs of passengers in the terminal and on concourses as well as landside physical plant monitoring (Landside Operations). As a result, the Airside Operations can focus solely on FAR Part 139 compliance. The newly created Landside Operations section will include the following positions at a total cost of \$676,129 for salary and active fringe:
 - 1.0 FTE of Airport Operations Manager is created to oversee the Landside Operations section.
 - 1.0 FTE of Assistant Airport Operations Manager is also created in this section.
 - 5.0 FTEs of Airport Operations Coordinator 2 and 1.0 FTE of Airport Control Center Operator are created to provide year-round staffing from early morning until the end of the day. Recent unfavorable weather events that resulted in delays and safety concerns as well as increased passenger need and attention necessitate the creation of these positions.
- Fire Protection
Over the past years, the number of alarms and requests for assistance that the Fire Protection section must respond to have more than doubled; however staffing levels have not increased over that time period. The Fire Protection section is staffed at the minimum required for an airport of GMIA's size. Increasing daily staffing by one person per crew will allow better response to emergency needs, and should result in less overtime by this unit, since minimum requirements are not expected to change. In addition, the Federal Aviation Administration (FAA) recommends over 100 hours of annual training per person, which is an

also budgeted for parts, outside services and fleet related depreciation.

ADOPTED 2009 BUDGET

DEPT: DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - AIRPORT

UNIT NO. 5040

FUND: Enterprise - 0076

increase from the former requirement of 40 hours per year. Concentrating the training component in this position relieves the chief and support staff from the duties related to this function. The additional cost for the creation of these positions totals \$284,276 including salary and active fringe.

- 3.0 FTEs of Firefighter Equipment Operator are created.
- 1.0 FTE of Airport Firefighter Training Officer is created to address overall training needs of this section.
- 0.5 FTE of Clerical Assistant 1 is created and shared with the Maintenance section (which is physically located near the Firehouse) to assume a variety of record keeping tasks. All incident responses are documented in compliance with the National Incident Management System Incident Command Structure. Increased attention is needed to accomplish this task.
- 440th Air Force Reserve Base
Beginning in 2009, approximately \$800,000 is budgeted for anticipated expenses from the transfer of the 440th Air Force Reserve Base land to the County. For 2009, the increased cost is funded with over recovered airline funds.
 - 1.0 FTE of Airport Business Manager is transferred within GMIA from the Administration section to the 440th section to develop leases with private enterprise that will eventually occupy the 440th land.
- The cost of Airport security includes staff dedicated to security, towing, maintenance of the perimeter and internal security system. Total security costs are \$8,752,666, including Sheriff Department costs of \$7,221,128.
- Other Post Employment Benefits (OPEB) expenses increase \$131,494 to \$2,323,084 from the 2008 Adopted Budget.
- An appropriation of \$129,320 is provided for GMIA to either issue a request for proposal (RFP) or amend an existing contract with a vendor to provide additional custodial services.
- The appropriation for Capital Outlay increases \$648,950, from \$2,541,100 in 2008 to \$3,190,050 in 2009. Major items include: \$120,000 to repair and replace membrane surfaces in the parking structure, \$146,400 to resurface one-half of remote parking lot A, \$140,000 to replace light fixtures and poles on the ticketing road, in the bag make-up alley and in the administrative area; \$80,000 for the phased replacement of escalator steps; \$250,000 for roof failures, conveyors and some smaller HVAC needs; \$90,000 for the parking entry sign; \$60,000 for a snow melter on the parking structure, \$165,000 to replace the elevators' intercom system; and an estimated \$250,000 for a major overhaul of the Airport radio system.
- Parking Fee revenue increases \$3,536,000 from \$26,314,000 to \$29,850,000 primarily due to an increase in parking rates paid by the traveling public.
Parking rates increase as follows:
 - \$21.00 to \$22.00 Hourly/Short Term (per day)
 - \$11.00 to \$12.00 Daily/Long Term (per day)
 - \$11.00 to \$13.00 Surface Lot (per day)
 - \$8.00 to \$9.00 Remote Lots (per day)
- The additional funds generated by increased parking fees are used to partially offset higher personnel expenses from the creation of new positions at GMIA. In addition, increased revenues from higher parking fees are offset with a corresponding decrease in terminal rent recovered from the airlines using GMIA.
- Passenger Facility revenue increases \$100,000 from \$7,225,000 to \$7,325,000.
- Car Rental Concession revenue increases \$700,000, from \$7,600,000 to \$8,300,000.
- The Airport has a Direct Tax Levy surplus of \$1,859,396 in accordance with the terms of the 25-year master lease agreement and represents a repayment to the County for the payment of debt service on bonds issued for the terminal expansion (in 1985) net of terminal project depreciation expenses. This lease expires September 30, 2010.
- Provide budgeting authority for approximately \$25,914,800 in capital improvement projects. Major projects include Runway Safety Area improvements, In-line Baggage Screening improvements, Security System Fiber Optic

ADOPTED 2009 BUDGET

DEPT: DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS - AIRPORT

UNIT NO. 5040

FUND: Enterprise - 0076

Replacement and Mall Level Restroom Renovations.

- All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance

is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severally liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

ACTIVITY AND STATISTICAL SUMMARY				
	2006 Actual	2007 Actual	2008 Budget	2009 Budget
Passengers:				
Enplaned	3,641,503	3,868,098	3,715,000	3,715,000
Deplaned	<u>3,657,791</u>	<u>3,845,046</u>	<u>3,715,000</u>	<u>3,715,000</u>
Total	7,299,294	7,713,144	7,430,000	7,430,000
Revenue Landing Weight (1,000 lbs)	5,701,137	5,728,235	5,800,000	5,400,000
Air Freight (1,000 lbs)	194,110	187,352	195,000	195,000
Aircraft Operations (Takeoffs and Landings)				
Commercial	179,001	177,453	195,000	180,000
Military	2,559	2,356	1,700	1,250
General	20,945	20,396	25,000	25,000
Timmerman	<u>53,010</u>	<u>44,631</u>	<u>55,000</u>	<u>50,000</u>
Total	255,515	244,836	276,700	256,250