



# KPIs and Financial Report – FY 2021

Two months ending November 30, 2020 – Unaudited

# Key Performance Indicator Scorecard

Two months ending November 30, 2020 – Unaudited

(\$ in millions)

Key Performance Indicator	Year-To-Date						FY 2021
	FY 2020 Actuals	FY 2021 Actuals	FY 2021 Budget	Actuals vs. Budget Increase/(Decrease)			Annual Budget
Application of CARES Proceeds	\$0.0	\$6.8	\$11.7	(\$4.9)	(41.8%)	■	\$128.3
Total Expenditure Budget	\$165.1	\$151.1	\$154.7	(\$3.6)	(2.3%)	■	\$963.4
Total Passengers (Ms)	12.38	7.23	6.26	0.97	15.5%	■	53.1
Total Landed Weights (Bs)	8.0	5.6	5.6	0.0	0.5%	■	42.0

## Results Status Bar

- Improved/Constant
- Worse

# Application of CARES Proceeds

Two months ending November 30, 2020 – Unaudited

	Year-to-Date (\$ in millions)			
	November Actuals	November Budget	Actuals vs. Budget Favorable/(Unfavor)	
DFWCC Revenues*	\$40.1	\$38.8	\$1.3	3.2%
Airfield & Terminal Revenues*	88.2	90.0	(1.9)	(2.1%)
Total Revenues	128.3	128.9	(0.7)	(0.5%)
Total Expenditures	151.1	154.7	3.6	2.3%
Passenger Facility Charges	14.7	12.8	1.9	14.5%
Net Variance			<u>\$4.9</u>	

\* Excludes CARES revenues

# DFW Cost Center

Two months ending November 30, 2020 – Unaudited

	Year-To-Date					FY 2021
	FY 2020 Actuals	FY2021 Actuals	FY 2021 Budget	Actuals vs. Budget Increase/(Decrease)		Annual Budget
Revenues						
Parking	\$30.4	\$12.6	\$11.3	\$1.4	12.1%	\$107.6
Concessions	15.9	8.7	9.0	(0.3)	(3.2%)	69.8
Rental Car	6.1	3.9	3.5	0.4	11.3%	25.1
Commercial Development	9.1	9.6	9.5	0.1	1.0%	57.4
Other Revenues	7.7	5.2	5.6	(0.3)	(5.7%)	34.5
Total Revenues before CARES	69.3	40.1	38.8	1.3	3.2%	294.4
DFW CC Expenditures						
Operating Expenditures	23.1	16.5	16.9	(0.4)	(2.1%)	119.6
Debt Service, net of PFCs & CFCs	9.8	10.3	11.0	(0.7)	(6.3%)	55.3
Total Expenditures	32.9	26.9	27.9	(1.0)	(3.8%)	175.0
Gross Margin - DFW Cost Center	36.4	13.2	10.9	2.3	21.1%	119.4
Less Transfers and Skylink						
DFW Terminal Contribution	0.5	0.5	0.5	0.0	0.0%	2.8
Skylink Costs	5.6	7.7	7.8	(0.1)	(1.1%)	43.6
Net Revenues before CARES	30.3	5.1	2.7	2.4	89.3%	73.0
CARES Revenues	0.0	5.9	8.3	(2.4)	(0.3)	91.0
Net Revenues	\$30.3	\$11.0	\$11.0	\$0.0	0.0%	\$164.0

# Airfield and Terminal Cost Centers

Two months ending November 30, 2020 – Unaudited

	Year-To-Date				FY 2021	
	FY 2020 Actuals	FY2021 Actuals	FY 2021 Budget	Actuals vs. Budget Increase/(Decrease)		Annual Budget
Revenues						
Landing Fees	\$17.8	\$12.5	\$12.4	\$0.1	0.5%	\$93.5
Other Airfield	2.2	2.0	2.1	(0.1)	(4.1%)	10.7
Transfer from DFW Cost Center	14.0	11.7	11.7	0.0	0.0%	70.0
Total Airfield Revenue	34.0	26.1	26.2	(0.0)	(0.1%)	174.2
Terminal Leases	55.3	55.3	55.3	0.0	0.0%	331.8
FIS Fees	4.1	1.6	1.5	0.1	5.8%	15.3
Turn Fees	4.3	1.8	3.3	(1.4)	(43.9%)	24.7
Other Terminal	4.4	2.8	3.3	(0.5)	(15.2%)	20.8
Total Terminal Revenues	68.1	61.6	63.4	(1.8)	(2.9%)	392.7
DFW Terminal Contributions	0.5	0.5	0.5	0.0	0.0%	2.8
Total Revenues before CARES	102.6	88.2	90.0	(1.9)	(2.1%)	569.7
Expenditures						
Operating Expenditures	56.1	50.8	52.2	(1.4)	(2.7%)	338.4
Debt Service, net of PFCs	41.1	45.8	48.7	(2.9)	(6.0%)	268.7
Total Expenditures	97.2	96.5	100.9	(4.3)	(4.3%)	607.0
Net Income/(Loss) before CARES	5.4	(8.4)	(10.9)	2.5	(22.8%)	(37.3)
CARES Revenues	0.0	0.9	3.4	(2.5)	(271.4%)	37.3
Total Net Income/(Loss)	\$5.4	(\$7.5)	(\$7.5)	(\$0.0)	0.0%	(\$0.0)

# Operating Fund – Total Expenditures

Two months ending November 30, 2020 – Unaudited

	Year-To-Date					FY 2021
	FY 2020 Actuals	FY2021 Actuals	FY 2021 Budget	Actuals vs. Budget Increase/(Decrease)		Annual Budget
Operating Expenditures						
Salaries and Wages	\$26.3	\$26.5	\$26.6	(\$0.1)	(0.4%)	\$166.3
Benefits	11.8	11.1	11.8	(0.7)	(6.0%)	74.4
Facility Maintenance Contracts	12.5	12.2	12.2	0.1	0.5%	86.2
Other Contract Services	15.9	13.4	14.0	(0.6)	(4.3%)	96.3
Utilities	4.4	4.0	3.9	0.1	1.6%	26.1
Equipment and Other Supplies	2.5	2.3	2.4	(0.2)	(7.5%)	17.9
Insurance	0.9	1.3	1.3	(0.1)	(4.9%)	9.9
Fuels	0.6	0.3	0.5	(0.1)	(30.1%)	3.2
General, Administrative, and Other	1.0	0.6	0.7	(0.1)	(8.7%)	12.6
Change in Operating Reserves	8.1	2.2	2.2	0.0	0.0%	2.2
Total Operating Expenditures	83.9	73.8	75.6	(1.8)	(2.3%)	495.2
Debt Service, gross	81.1	77.3	79.1	(1.9)	(2.4%)	468.2
Total Operating Fund Expenditures	\$165.1	\$151.1	\$154.7	(\$3.6)	(2.3%)	\$963.4

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# Baggage Handling System Update





# Baggage Handling Systems (BHS): 3 Primary Functions

1. Move bags from the check-in area to the departure gate (plane side)
2. Move bags from one gate to another during transfers
3. Move bags from the plane to the baggage claim area







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# Effective BHS Elements



Proper working condition to reduce risk of failure

Passenger & personnel safety

Security

Efficiency

Functionality and tracking accuracy

Operational availability (w/ redundancy)

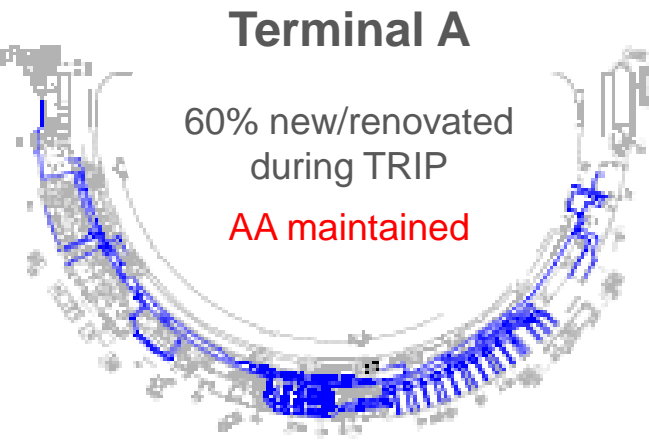
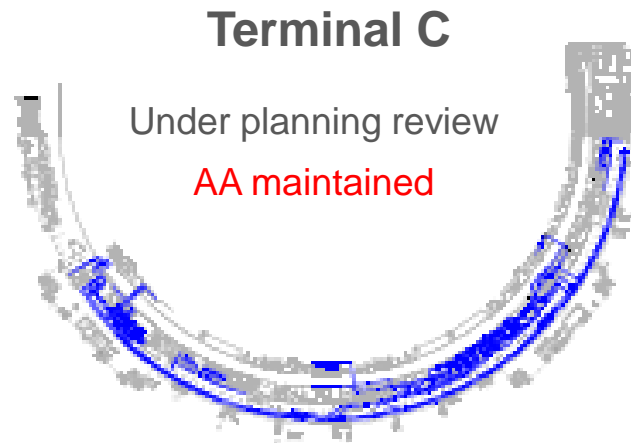
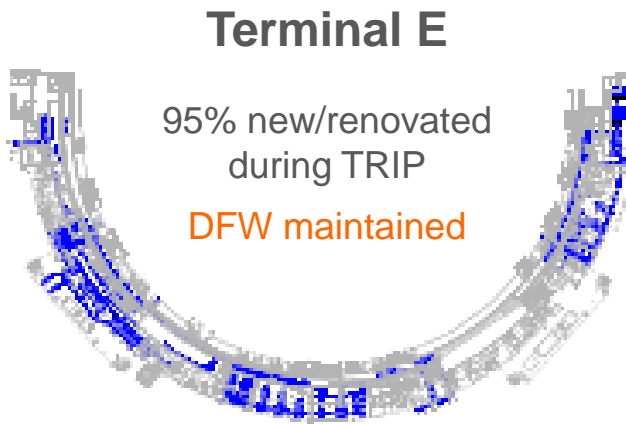
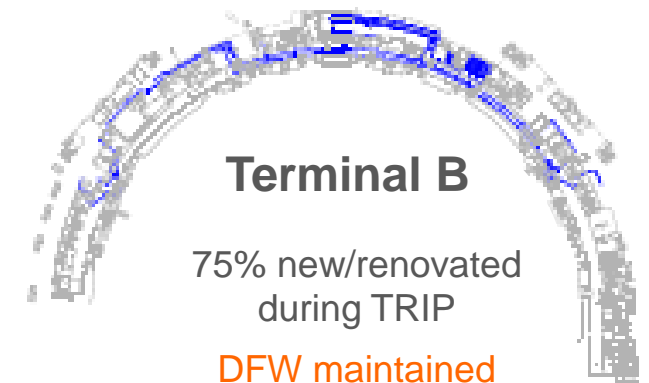
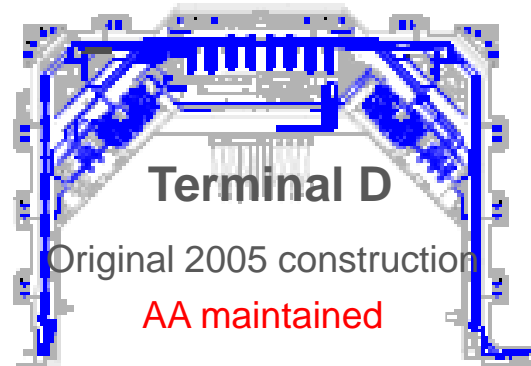
Maintainability

Ease of improvements/expansion



# Current DFW BHS Overview

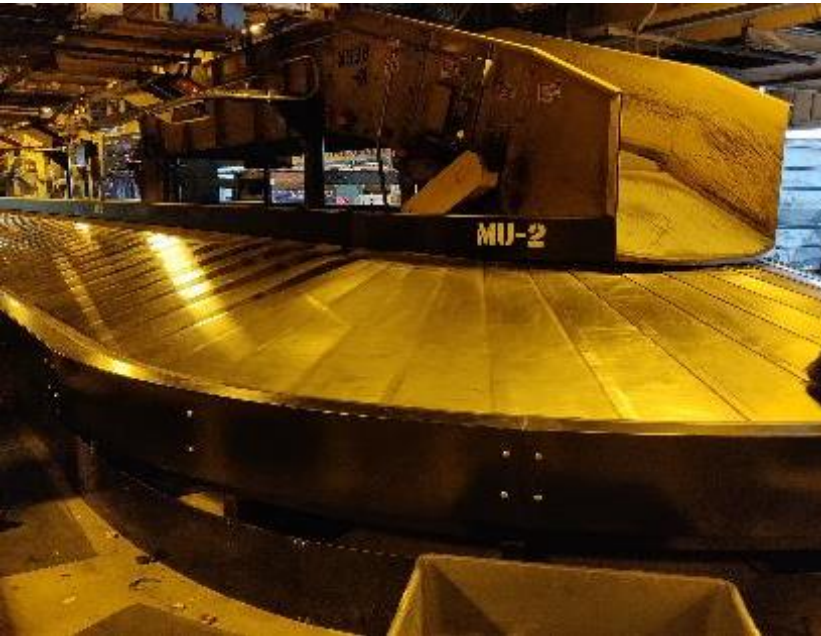
**5** Terminals  
**16** Miles of Conveyor  
**17** Ticket Counter Banks  
**89** Make-Up Devices and Sort Piers  
**43** Explosives Detection System Units  
**40** Inbound Systems





# BHS Program

## Three Major Efforts to Maintain Effectiveness



Board-Approved BHS Reimbursable  
Agreements

**(Airlines-operated)**



Explosives Detection Systems (EDS)  
Recapitalization (Replacement)

**(TSA-operated)**



Future BHS Improvements Program

**(DFW & Airlines-operated)**





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# Board-Approved Baggage Handling Systems (BHS) Reimbursable Agreements

Terminal D - BHS Make-up Units Replacement

Terminal A & C - BHS Controls Replacement

Terminal-wide BHS Improvements - Design



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# Explosives Detection Systems (EDS) Recapitalization/ Optimization Program

Federally mandated project to replace obsolete EDS equipment

Includes Terminals A, B, C, and D

Terminal E completed in 2017



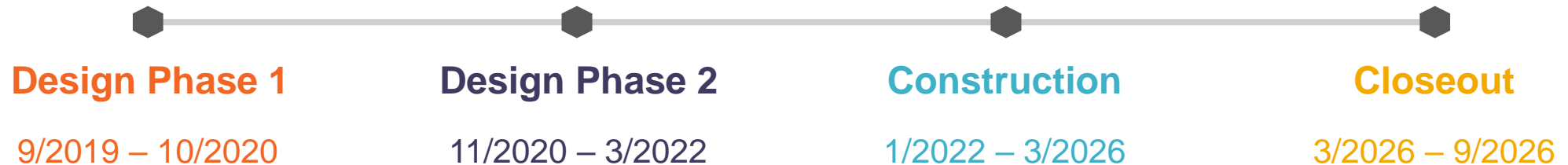
# EDS Recapitalization/ Optimization Program

## Terminals A, B, C (Units Replacement Only)

- 20 EDS total
- 100% Allocable (Reimbursable) costs: \$15.5M

## Terminal D (Units Replacement with Minimal Conveyor Rework)

- 16 EDS total
- Allocable costs: \$78.1M
- DFW Cost Share: TBD (being finalized)



DALLAS FORT WORTH INTERNATIONAL AIRPORT

# BHS PROGRAM DEVELOPMENT FINAL REPORT

10/10/2019

Final

DFW



## Future BHS Improvements Program

Program Development completed October 2019

Five key focus areas

- Extend useful life for minimum 10 years
- Improve the functionality and tracking accuracy
- Support TSA screening requirements
- Support passenger growth
- Improve reporting and monitoring

Affects all Terminals (A, B, C, D, E)

# Future BHS Improvements Program

## Implementation Timeline

78 individual projects identified

- Between \$10K to \$25M each
- Grouped into categories or procurement strategies
- 5-6 years; \$100+M



# BHS Innovation

Partnership with Vendors, Federal Government, Airlines



## Autonomous Vehicle Pilot

- Partnership with Vanderlande & AA
- Installed in Terminal D Int'l Recheck for two months
- First installation in N.A.
- In operation at Rotterdam since 2018
- Assist passengers with seamless journey



## Self-Service Bag Drop (SSBD)

- Partnership with SITA, CBP & AA
- Installed in Terminal D north ticketing hall (AA)
- First in N.A. to design & test biometric-enabled solution
- 90-day pilot (1 month testing, 2 months live operations)



## High-Speed EDS Pilot

- Proposed partnership with TSA & Vanderlande
- Proposed for Terminal E
- Would provide additional checked baggage capacity

# Criticality of a Fully-Functioning BHS



Successful bag transport to & from airplanes

100% checked baggage security

Effective service to the community of air travelers

Enabling of quick turnaround for transferring passengers

Positive reconciliation of bags through tracking

Opportunities for innovation



Thank You



# Custodial Wage Optimization

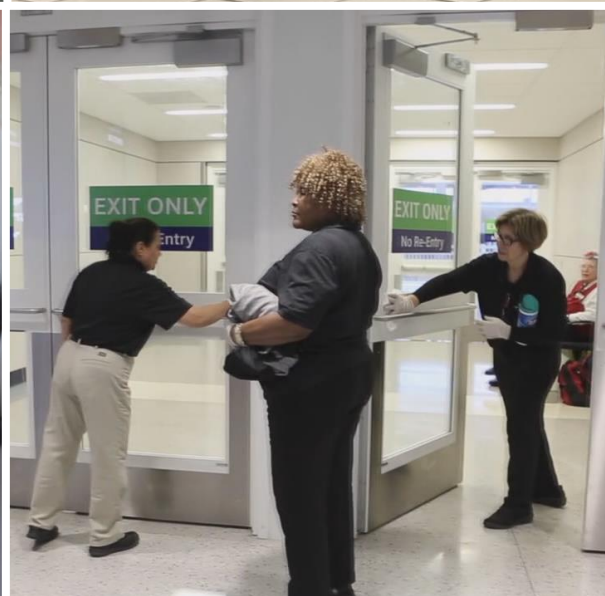
Julio Badin, SVP Customer Experience

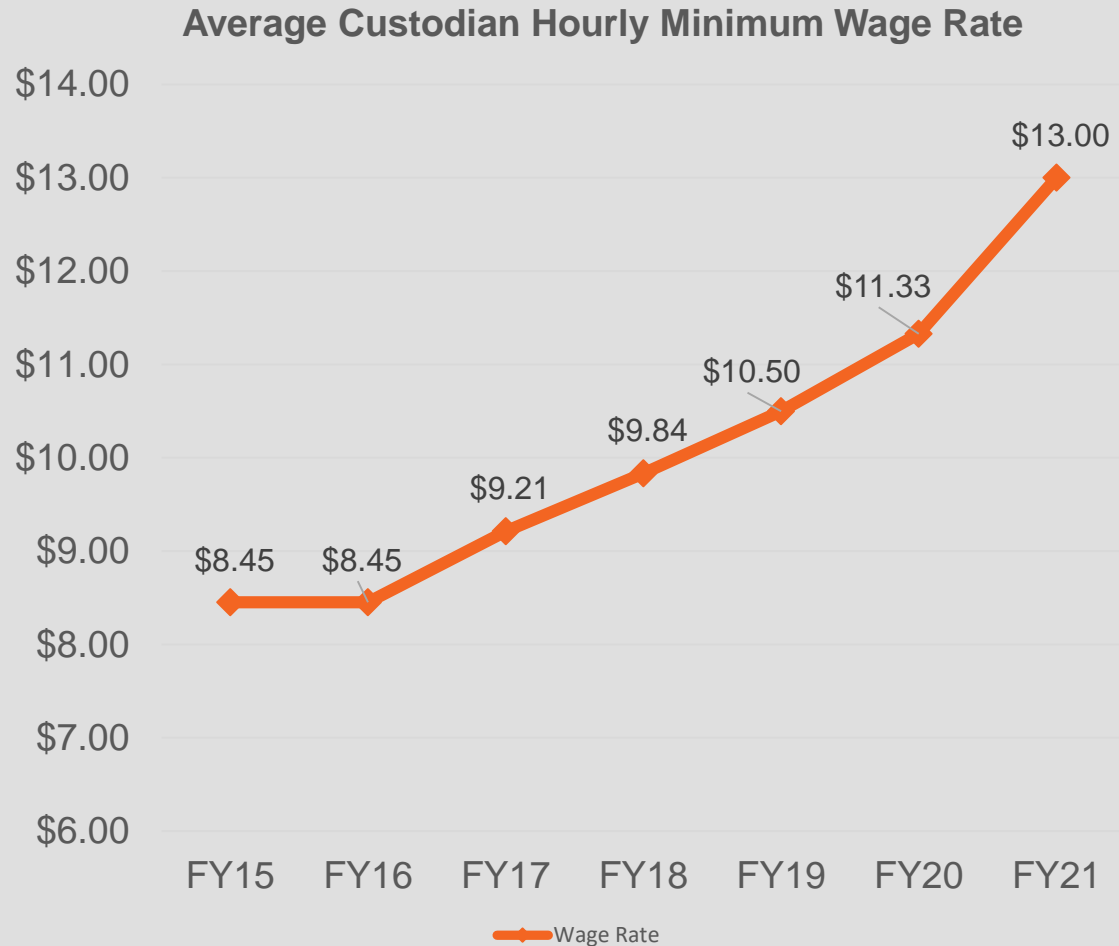
January 7, 2020



# Custodial Labor Services Optimization

- DFW partnered with its terminal custodial vendors to optimize staffing levels and increase staff retention
- Scope included improved alignment in custodian and supervisory coverage in all terminals in addition to an increase to wage rates
- Effort continues enhanced cleaning and elevated sanitization efforts due to COVID-19 and provides a safe environment to the traveling public and Airport employees





## Competitive Wage Rate Focus

- To be competitive in the labor market, DFW has been focused on addressing minimum wage rates for custodial staff
- Wage rates have been commensurate with the type of work being conducted by the contractors and in alignment with market trends

Custodial Position	Minimum Hourly Wage Rate
Custodians (1 <sup>st</sup> and 2 <sup>nd</sup> shifts)	\$13.00
Custodians (3 <sup>rd</sup> Shift)	\$13.50
Truck Drivers	\$13.50
Trash Haulers	\$13.75
Leads	\$14.00
Floor Technicians	\$15.50
Supervisors (1 <sup>st</sup> and 2 <sup>nd</sup> shifts)	\$16.50
Supervisors (3 <sup>rd</sup> shift)	\$17.00

## FY21 New Minimum Wage Rates

- Effective December 1, the minimum hourly wage rates increased for custodial positions on an escalated scale
- New wages will ensure quality staff hiring and retention by the custodial contractors
- The program also enhances DFW's commitment to serving the Dallas-Fort Worth community



Thank You