



Advisory Board
Meeting

May 15, 2024

Agenda



Advisory Board Meeting

May 15, 2024

Pursuant to City Code 2.14.060(A) and Utah Code section 52-4-207(2), the Airport Advisory Board adopted a rule permitting electronic meetings for this Board, regardless of whether a quorum is present at an anchor location, so long as such meetings comply with the Open and Public Meetings Act.

To access the meeting please visit:

<https://saltlakecity.webex.com/saltlakecity/j.php?MTID=mcf9c9b094b12b657433f9de47f9c918a>



ADVISORY BOARD MEETING AGENDA

15 May 2024

9:00 A.M.

CONSENT

- A. Minutes of the April 17, 2024, Meeting

DISCUSSION

- A. Director's Report – Bill Wyatt, Executive Director, SLCDCA
- B. Airport Redevelopment Program (ARP) Update – Mike Williams, Airport Redevelopment Program Director, SLCDCA
- C. Safety Management Systems– Sumi Spurlock, SMS Senior Manager, SLCDCA
- D. SLC Airport Redevelopment Program Economic Impact Analysis, Christine Richman, GSBS Consulting

MEDIA CLIPPINGS

Media Clippings –May 2024

INFORMATION ITEMS

Financial Report – March 2024
Air Traffic Statistics – March 2024
Construction Report – May 2024

The next meeting will be held on **Wednesday, June 19, 2024**, at 9:00 a.m. Meetings are usually held in the Board Room, located on the third level of the airport terminal and via Web-ex unless otherwise posted. People with disabilities may make requests for reasonable accommodation no later than 48 hours in advance in order to attend this [Airport Advisory Board Meeting](#). Accommodation may include alternate formats, interpreters, and other auxiliary aids. This is an accessible facility. For questions or additional information, please contact [Brett Christensen](#) at [801-575-2042](tel:801-575-2042).



Advisory Board
Meeting

May 15, 2024

Minutes

SALT LAKE CITY DEPARTMENT OF AIRPORTS MINUTES OF ADVISORY BOARD MEETING

April 17, 2024

Members Present: John Bradshaw
Roger Boyer
Tye Hoffmann
Victoria Petro
Nathan Raferty
Craig Smith
Hoang Nguyen*
Arlyn Bradshaw*
Luz Escamilla*

Mayor's Office Lindsey Nikola*

City Council Office: Sam Owen*

Department of Airports: Bill Wyatt, Executive Director
Mike Williams, ARP Program Director
Pete Higgins, Chief Operations Officer
Brett Christensen, Administration
Melissa Trnavskis, Director of Engineering
Eddie Clayson, Director of Maintenance
Brady Frederickson, Director of Planning and Environmental
Treber Anderson, Director of Operations
Medardo Gomez, ORAT
Brian Butler, Chief Financial Officer
Shane Andreasen, Director of Real Estate & Comm Development
Nancy Volmer, Director of Communication and Marketing
Sean Nelson, Airport Planning/DBE Manager
Paige Christensen, Airport Principal Planner
Toni Lau, Engineer VI
Cpt Stefhann Bennet, SLCPD*
Paul Nielson, City Attorney*
Megan DePaulis, City Attorney*
Nate Lavin, Air Service and Business Development Manager*
Stefhan Bennet, Police Captain*
Jasen Asay, Airport Communication Coordinator *

Other: Mike Taylor, Tennant
Andy C*
Brandon G. KH*

John Bradshaw called the meeting, held in-person at the SLCDA Admin Offices Board Room and via Webex, to order at 9:02 a.m. (* indicates the party attended virtually)

Luz Escamilla joined at 9:08. Roger Boyer left at 9:36

AGENDA

A. Minutes

A motion was made by John Bradshaw and seconded by Roger Boyer to approve the minutes of March 20, 2024, as presented. All votes were affirmative; the motion passed.

A new member of the board, Sen. Luz Escamilla from District 10, was introduced.

B. Director's Report

Bill Wyatt, Executive Director, gave an update to the Airport Advisory Board regarding current events including:

- The Airport has been experiencing a significant increase in passenger traffic, possibly the busiest March on record.
- Despite challenges in the airline industry, such as plane shortages and engine issues, demand for flights remains high.
- The Airport is preparing for the transition from construction to operation and is on track to complete the redevelopment program by October 2026.
- High seat load factors
- The addition of new carriers and increased competition can lead to significant decreases in airfare prices.

Nathan Rafferty inquired about the high passenger traffic, asking if they are in transit or local? Bill Wyatt stated the ratio hasn't changed dramatically but it's growing. The transiting passengers give us the 99 Nonstop destinations.

Bradshaw asked what can be done about parking since we are reaching capacity often? Wyatt talked about shifting employee parking to the old Wingpoint Golf Course, stating TSA is transitioning to 100% employee screening and implementing spot checks to ensure compliance. Fortunately, we haven't encountered contraband. They're prioritizing what passes through secure doors and will gradually enforce the new measures. Employees will be bussed directly to their locations, bypassing the front entrance. Approximately 7,000 spaces are involved.

Victoria mentioned the preference of the City Council is to advocate for UTA to have 24 hour service to the Airport. The feasibility and practicality are a massive undertaking.

Bradshaw asked for the best option to get parking updates. Treber Andersen explained we have reserved parking for several stalls. When you book your trip, you can also reserve a stall on the website.

Nathan Rafferty asked how many people are using TRAX? Wyatt explained how TRAX is good at taking people downtown to conventions. It's very inexpensive and takes you right where you need to go.

Craig Smith inquired about supply and demand. Asking if the airlines have talked about increasing airfare. Wyatt talked about SLC being an expensive city to fly out of. When a new carrier comes in and adds service it makes a huge difference in airfare.

Bradshaw followed up on a question from last month, asking if the failure for the tunnel was revealed. Wyatt explained a seal failed, possibly broken by the electric carts. We are working with public utilities to see if we have a leak in a culinary water line. We've constructed mitigation by pumping out water.

C. Airport Redevelopment Program (ARP) Update – Mike Williams, ARP Program Director, SLCDA

Mike Williams, ARP Program Director, presented an update on the ARP (presentation on file). Main points included were:

- 3:5 Work Lunches
 - Inviting trade workers to share their concerns and opinions on safety and overall operation.
- Safety and Schedule Stats, and Cost Summary
 - 14 Million Trade Hours Worked on the Project Since July of 2014
 - 650 trade workers on site
- Near Term Schedule Milestones
- ARP Overall Budget
- Central Tunnel/Airfield
 - River Tunnel Art is Complete
 - High Speed Conveyor is in Final Testing
- Concourse 'B' East (Phase 3)
- Apron Paving Overall Scope and Federal Finding Analysis
- Concourse 'B' East (Phase 4)
- Baggage Handling System Update – EBS & Concourse B
 - System Test: Early July 2024
 - 'Go Live': August 2024
- Overall Phase 3 and 4 Phased Delivery
 - Central Tunnel Opens October 2024
- Concourse B East (Phase 3) - Plaza
 - World Map Prep Work. Map will be installed in June
 - Dynamic Sign Installation

Rafferty asked where the gravel and cement comes from. Mike Williams explained we reuse everything we can. We didn't start importing the fill until later in the program.

D. Pavement Management Project– Melyssa Trnavskis, Director of Airport Design Construction & Management, SLCDA

Melyssa Trnavskis, Director of Airport Design Construction & Management, SLCDA, presented a briefing on Pavement Management (presentation on file).

- Agenda
 - Education and Concepts
 - PMP Update:
 - Work Completed Dates
 - Initial Results
 - Next Steps
- What is a Pavement Management Program
 - PMP is a set of planning tools used for making pavement management decisions
 - Combining all three Airports we have 736 football fields of pavement
 - Decisions the PMP has to make
 - When should we program major rehab work on our runways?
 - How long can we defer that taxiway overlay we've been planning?
 - Where should we focus our preventative maintenance efforts?
- Why do we need a PMP
 - Grant Assurance 11 (Pavement Preventative Maintenance)
 - Grant Assurance 19 (Operations and Maintenance)
 - Avoid unexpected pavement failures that can cause dangerous FOD
- Pavement Preservation Concepts
 - Recurring preventative maintenance is 4-5 times cheaper than major reconstruction.
 - Recurring preventative maintenance is less disruptive than major reconstruction.
- Elements of a PMP
 - Inventory Definition
 - Pavement Inspection
 - Capital Improvement Plan
- Condition Assessment Uses Pavement Condition Index
 - FAA requires we inspect and assess our pavement every three years.
- SLCDA PMP Update
 - Previous SLC assessment: 2019
- Inspection Schedule
 - Roadways and Taxiways are top priority
- Future 3-Year Inspection Schedule
 - 2026-SLC runways and taxiways
 - 2027-SLC aprons, roads, and parking lots
 - 2028-GA Airports
- Data Collection and Inspection – Old vs New
- Typical Right of Way Image
- 2023 Inspection Results
 - Pavement area by condition rating
 - Pavement condition by network

- Pavement condition by surface type
- Next Steps
 - Finish inspections
 - Finish building the applicable models

There were no further questions.

John Bradshaw adjourned the meeting at 10:18 a.m.

Theresa Foxley, Chair

Date

Erin Mendenhall, Mayor

Date



Advisory Board
Meeting

May 15, 2024

Discussion Items

AGENDA: DISCUSSION ITEM (A)
DATE: 15 May 2024
TO: Airport Advisory Board
FROM: Bill Wyatt, Executive Director
SUBJECT: Executive Director's Report

Bill Wyatt, Executive Director, will present a monthly informational report to the Board, which may include:

1. ARP progress
2. Ground transportation update
3. Concessions and rental cars
4. Airport safety and security
5. Airport facilities and operations
6. General aviation
7. Passenger and airport users
8. Environmental matters
9. Financial condition
10. Legislative issues
11. Airlines
12. Communications and marketing

AGENDA: DISCUSSION ITEM (B)
DATE: 15 May 2024
TO: Airport Advisory Board
FROM: Bill Wyatt, Executive Director
SUBJECT: Airport Redevelopment Program Update

Mike Williams, Airport Redevelopment Program (ARP) Director, will present an update on the SLC Airport Redevelopment Program (presentation on file).



AIRPORT REDEVELOPMENT PROGRAM

Status Update 05/15/2024



Safety, Statistics and Schedule



Safety Statistics

Numbers for Last Month

- **OSHA National Average**
 - **Lost Time Rate 1.50 Recordable Rate 2.40**
- **HDJV Metrics**
 - **11,943,940 Total Trade Hours worked**
 - **Lost Time Rate 0.23 Recordable Rate 2.20**

Trade Hours for the Program Overall

- **ARP Metrics (HDJV+AOJV)**
 - **14,105,434 Total Trade Hours worked**

Trade Workers on Site

- **667 Trade Workers (week ending 05/03/2024)**

Schedule Status and Critical Path

- **Phase 3 – Start-up and Operation of Building Systems including Commissioning Activities**
- **Phase 4 – Completion of MEP Underground Installations and Start of Slab-on-Grade Placement**
- **Phase 4 – Start of Steel Erection May 2024**
- **Overall Program is on Schedule**

Near Term Schedule Milestones



Target Date	Current Date	Description
04/22/24	Started	Concourse B East (Phase 3) - Start Canyon Art Installation
04/22/24	Complete	Concourse B East (Phase 3) - Start Concession Tenant Shared Access
04/22/24	Started	Concourse B East (Phase 3) - Start Passenger Boarding Bridge Installation
05/03/24	Complete	Concourse B East (Phase 4) - Start Slab-on-Grade Pour 1
05/06/24	Complete	Concourse B East (Phase 3) - Complete Northern Lights Art Installation
05/08/24	Complete	Concourse B East (Phase 4) - Start Slab-on-Grade Pour 2
05/13/24	05/13/24	Concourse B East (Phase 4) - Start Structural Steel Erection Sequence 1
05/15/24	05/15/24	Concourse B East (Phase 4) - Start Slab-on-Grade Pour 3
06/13/24	06/13/24	Concourse B East (Phase 3) - Start Tenant Comm Room Shared Access
06/18/24	06/18/24	Concourse B East (Phase 3) - Start World Map Installation

Airport Redevelopment Program Overall Budget



	Budget 04/25/24 FOC	Committed Mar-24	Commitments Apr-24	Revised Commitments	Earned to Date	Estimate at Completion
Closed TRP CGMPs 1, 2, 2A-2D, 3-7, 9, 09A, 12	\$1,933,090,276	\$1,933,090,276	\$0	\$1,933,090,276	\$1,933,090,276	\$1,933,090,276
Closed NCP CGMPs 13, 14, 15, 16, 17, 18 & 19	\$487,852,444	\$487,852,444	\$0	\$487,852,444	\$487,852,444	\$487,852,444
CGMP 2E & F CMAR General Conditions/Services	\$99,720,169	\$99,720,169	\$0	\$99,720,169	\$70,915,957	\$99,720,169
CGMP 2G CMAR Preconstruction Phase 4	\$46,780,829	\$46,780,828	\$0	\$46,780,828	\$7,997,808	\$46,780,829
CGMP 10 South Concourse East/Tunnel Shell	\$559,426,248	\$559,426,248	\$0	\$559,426,248	\$547,058,656	\$559,426,248
CGMP 11, 11A & 11B Apron Paving & Fueling	\$279,380,136	\$278,498,947	\$881,189	\$279,380,136	\$207,179,378	\$279,380,136
CGMP 19A Phase 3 NCP/Tunnel Buildout	\$397,553,922	\$393,838,959	\$0	\$393,838,959	\$283,492,691	\$397,553,922
CGMP 20 NCP Phase 2 Airfield Paving & Jet Fuel	\$83,636,471	\$83,173,560	\$0	\$83,173,560	\$32,076,365	\$83,636,471
CGMP 22 & 22F Phase 4 Concourse	\$505,997,619	\$485,041,256	\$20,956,363	\$505,997,619	\$87,528,480	\$505,997,619
CGMP 24 Phase 4 Airfield	\$62,627,532	\$62,627,532	\$0	\$62,627,532	\$20,986,833	\$62,627,532
Total Program Construction	\$4,456,065,646	\$4,430,050,219	\$21,837,552	\$4,451,887,771	\$3,678,178,888	\$4,456,065,646
TRP Owner Procurement	\$6,241,169	\$6,241,169	\$0	\$6,241,169	\$5,869,160	\$6,241,169
NCP Owner Procurement	\$3,126,328	\$3,126,328	\$0	\$3,126,328	\$1,860,182	\$3,126,328
Security Checkpoint Equipment	\$12,751,472	\$11,751,472	\$0	\$11,751,472	\$7,848,061	\$12,751,472
Automated Security Exit Door Equipment	\$917,430	\$914,453	\$0	\$914,453	\$914,453	\$917,430
TRP Soft Cost	\$355,252,918	\$353,150,533	\$0	\$353,150,533	\$347,296,803	\$355,252,918
NCP Soft Cost Phases 1&3	\$180,506,732	\$153,195,471	\$30,000	\$153,225,471	\$137,908,686	\$180,506,732
NCP Soft Cost Phase 4	\$71,842,306	\$41,555,016	\$87,500	\$41,642,516	\$27,001,766	\$71,842,306
Total Program Soft Cost	\$630,638,355	\$569,934,442	\$117,500	\$570,051,942	\$528,699,111	\$630,638,355
ARP Owner Reserve	\$48,269,061	\$0	\$0	\$0	\$0	\$48,269,061
Total ARP Program Budget	\$5,134,973,062	\$4,999,984,661	\$21,955,052	\$5,021,939,713	\$4,206,877,999	\$5,134,973,062

Central Tunnel and Airfield



Central Tunnel

- **High Speed Baggage Conveyor Operational**
- **Punchlist Correction Underway**

Airfield

- **Phase 3 South Side P501 Apron Paving Complete**
- **Phase 3 North Side Lean Concrete Paving Underway**
- **Phase 4 North Side Lean Concrete Paving Underway**
- **Mid-Field Tunnel Realignment Construction Progressing**

Concourse 'B' East - 8 Gates (Phase 3)



Concourse 'B' East 8 Gates (Phase 3)

- **Area G Mini-Plaza Dynamic Signage Installation Complete**
- **Area G Mini-Plaza Terrazzo Installation South Side Underway**
- **Northern Light Art Installation Complete**
- **Canyon Art Installation Underway**
- **Holdroom Millwork Installation Progressing**
- **Public Restroom Partition Installation Underway**
- **BHS Level 1 Installation Progressing**
- **West Bagroom BHS Equipment in Operation**

Concourse 'B' East – 16 Gates (Phase 4)



Concourse 'B' East 16 Gates (Phase 4)

- Shallow MEP Underground Progressing West to East**
- Backfill and Prep for Slab-on-Grade Progressing West to East**
- Slab-on-Grade Progressing West to East**
- Concourse 'B' East Phase 3 Exterior Wall Removal Underway to
Prep for Structural Steel Tie-in**
- Structural Steel Erection Cranes Onsite for Steel to Start
5/13/2024 – Progress will be West to East**

Overall Phase 3 and Phase 4 Phased Delivery



68 CURRENT GATES OPEN

05 Phase 3 GATES OPEN OCT OF 2024

05 Phase 4 GATES OPEN OCT OF 2025

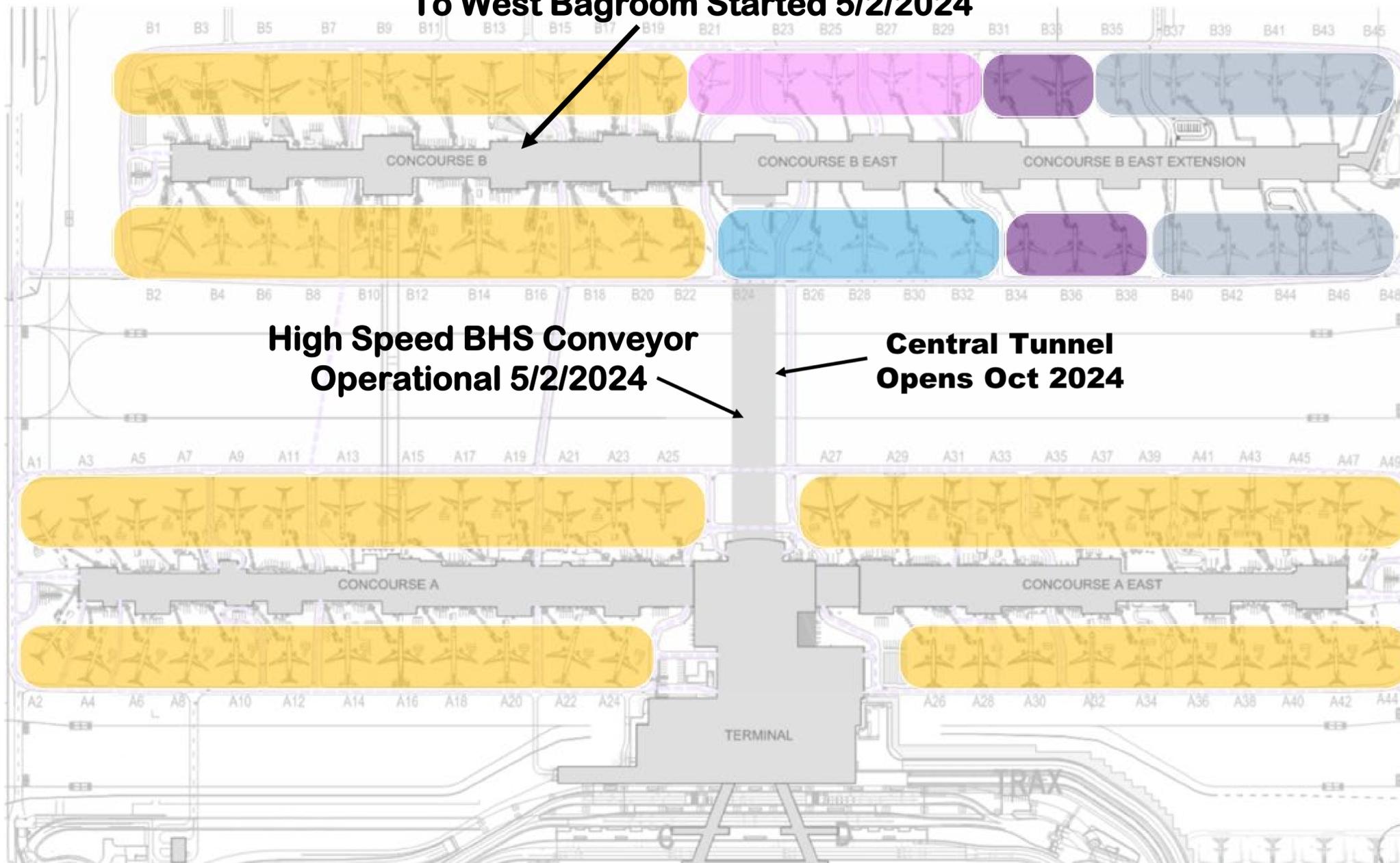
05 Phase 3 GATES OPEN OCT OF 2025

11 Phase 4 GATES OPEN OCT OF 2026

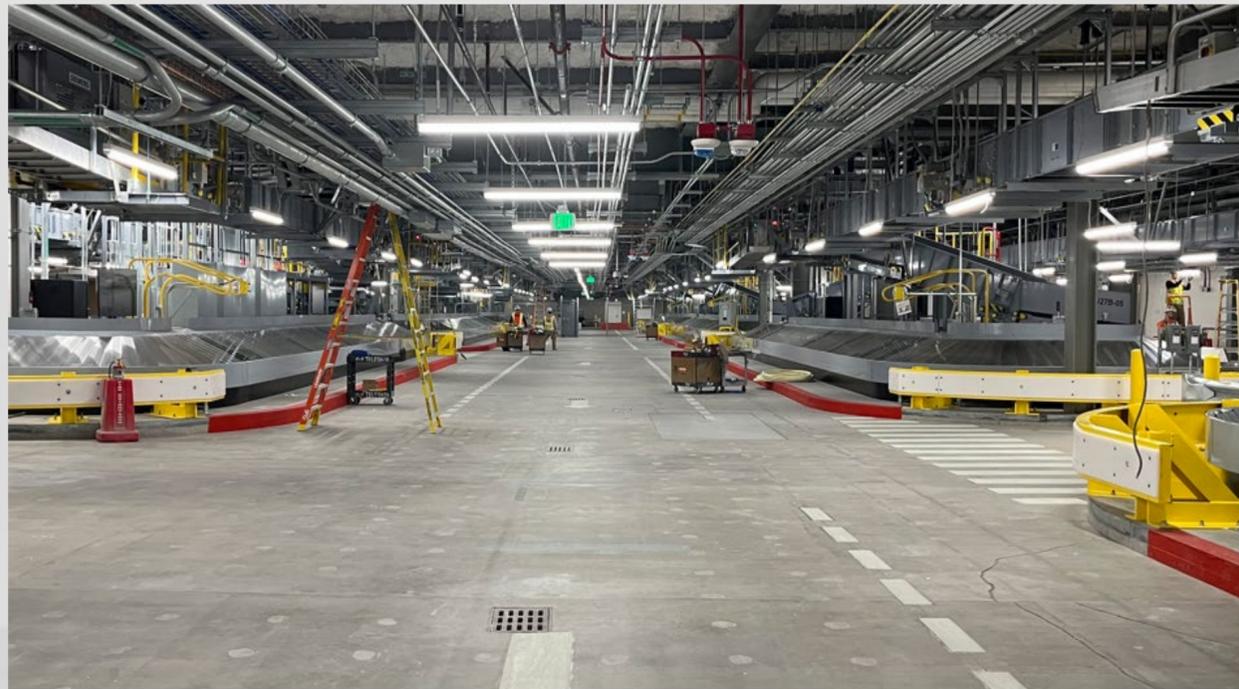
**OAL Transition
To West Bagroom Started 5/2/2024**

**High Speed BHS Conveyor
Operational 5/2/2024**

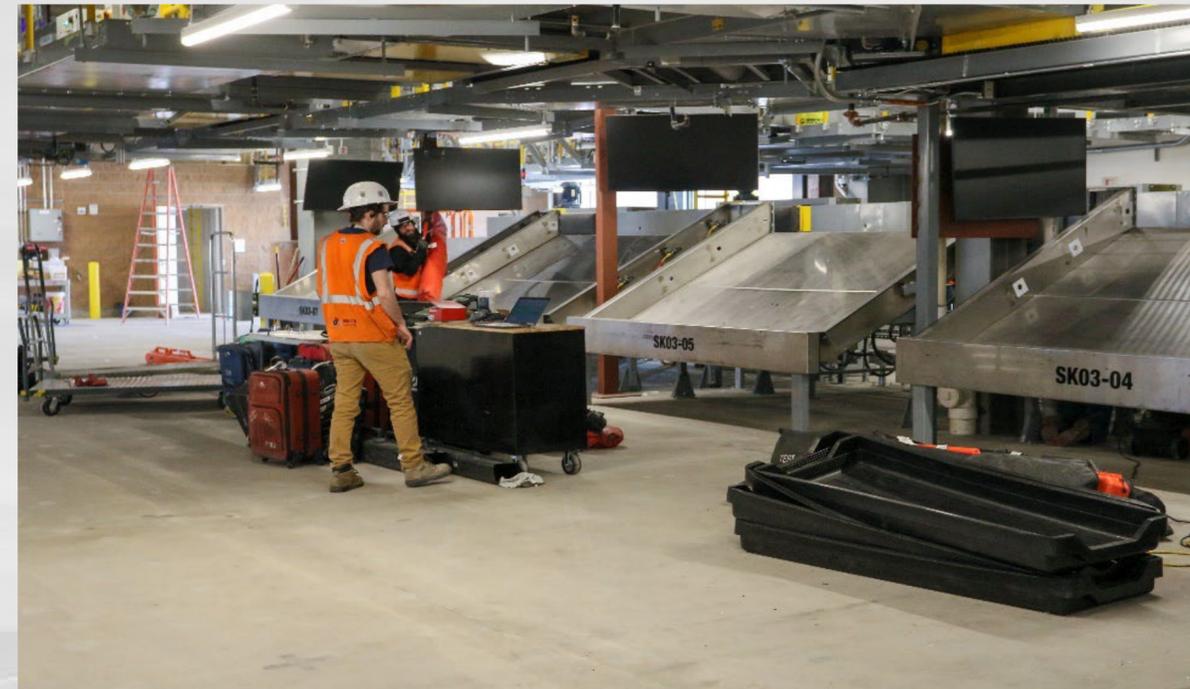
**Central Tunnel
Opens Oct 2024**



Baggage Handling System



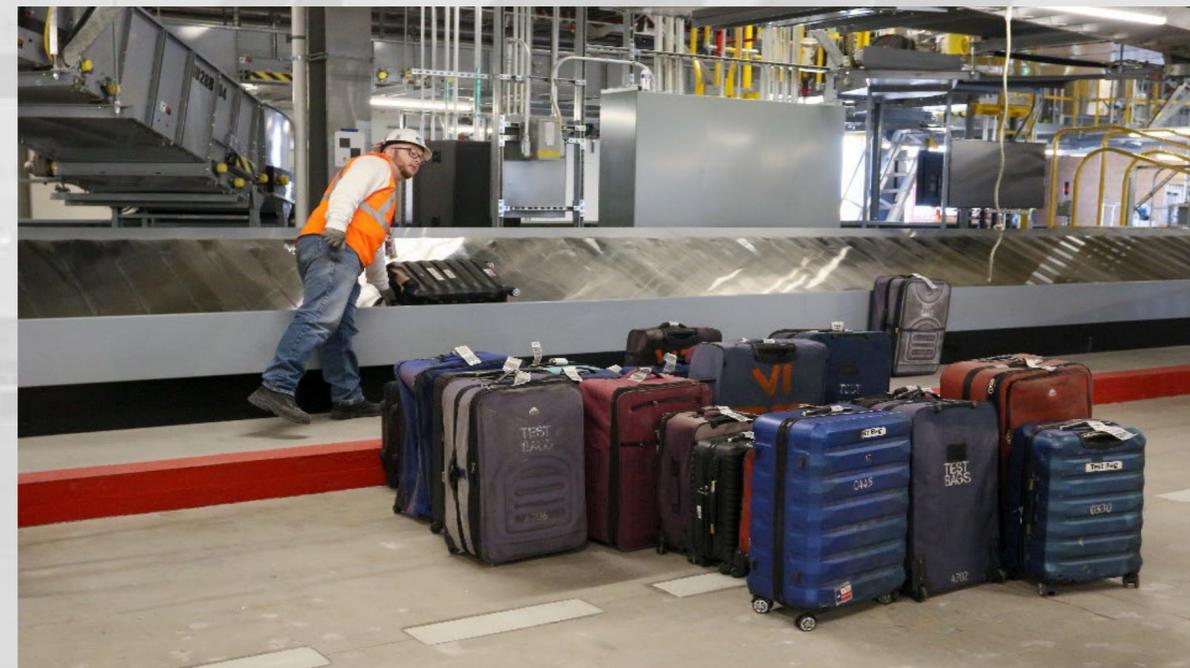
Concourse B West Makeup Bagroom



Concourse B West Bagroom Oversize Testing



High Speed Conveyor Concourse A to Concourse B



Concourse B West Bagroom Sortation Testing

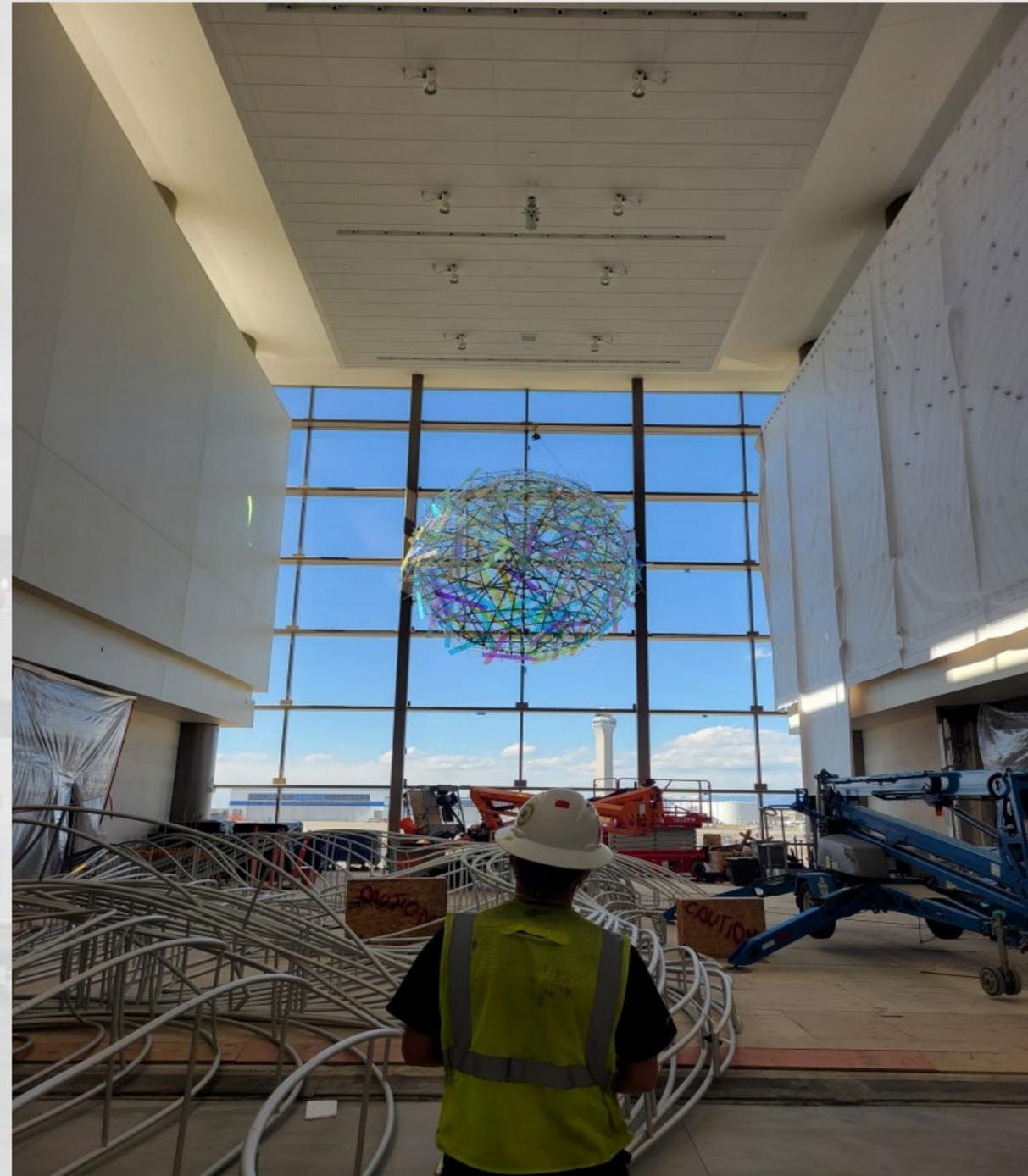
Concourse B East (Phase 3) - Plaza



Canyon Art Framework



Canyon Art Fin Assembly



Mini-Plaza

Concourse B East (Phase 3)



Gate B24 Passenger Boarding Bridge



South Elevation Glazing Infill



Phase 3 East Elevation Ready for Steel



North Plaza Elevation

Concourse B East (Phase 4)



Structural Steel Crane Assembly



First Slab-on-Grade Concrete Pour



Phase 4 Footprint Looking East



Phase 4 Footprint Backfill

Airfield Activities



North Apron Lean Concrete Paving



North Fuel Loop Flushing



Mid-Field Tunnel Reconstruction



Mid-Field Tunnel Reconstruction

AGENDA: DISCUSSION ITEM (C)
DATE: 15 May 2024
TO: Airport Advisory Board
FROM: Bill Wyatt, Executive Director
SUBJECT: Safety Management System

Sumi Spurlock, SMS Senior Manager SLCDA, will present an update on Safety Management System (presentation on file).



SAFETY MANAGEMENT SYSTEM

May 15, 2024





Introduction



Sumi Spurlock

- SMS Senior Manager
- Over 15 years of aviation experience
- Experience in airfield, terminal, landside, security, and safety
- Small, Medium, and Large Hub experience
- Started at SLCDA in May 2023
- Sumire.Spurlock@slcgov.com





Agenda



- SLCDA SMS Program Overview
 - Safety Management System as a Regulation
 - Program Development
 - SLCDA Organization and ASET
- Introduction to Airport SMS
 - SMS Defined
 - Approaches to Safety
 - Safety Policy
 - Safety Risk Management
 - Safety Assurance
 - Safety Promotion





Salt Lake City Department of Airports SMS Program Overview



Safety Management System as a Regulation



Regulatory Process for SMS at Certificated Airports:

- October **2010** – Initial Notice of Proposed Rule Making (NPRM) and comment period
- July **2016** – Supplementary Notice of Proposed Rule Making (SNPRM)
- August **2021** – Re-opened comment period
- February 24, **2023** – Final rule published to the Federal Register
- April 24, **2023** – Rule goes into effect

Note:

- International Civil Aviation Organization (ICAO) began requiring member states' operator to develop and implement SMS in **2006**
- In **2015**, the final SMS rule passed legislation for Part 121 operators to have an SMS program in place by **2018**



FEDERAL REGISTER VOL. 73,
NO. 190



Safety Management System as a Regulation



What is now required?

- Implementation Plan submitted within 12 months of the effective date of the rule
- SMS Manual submitted within 12 months following FAA's approval of the Implementation Plan
- Full implementation within 36 months following the approval of the Implementation Plan





SMS Program – SLCDA Program Development



Key Steps to Program Development:

- Winter **2018** hired consultant to assist in development
- Summer **2020** initial launch of hazard reporting system
- Established SMS Committee in Summer **2021**
- Implementation of program for SLCDA workgroups in December **2022**
- Reorganization of ASET (Safety Team) in **2023**
- Senior Manager hired in May **2023**
- SMS Implementation Plan submittal in March **2024**





SMS Program – SLCDA Program Development



Future Steps to Program Development

- Promotion of SMS into tenant population, starting with airline partners
- Development of recurrent training for all employees
- Further development of software solutions
- Develop trackable and relevant KPI's
- Enhancement of existing safety programs
- Promotion of SMS and safety culture throughout all workgroups
- Implementation of SMS in landside/terminal and GA airports



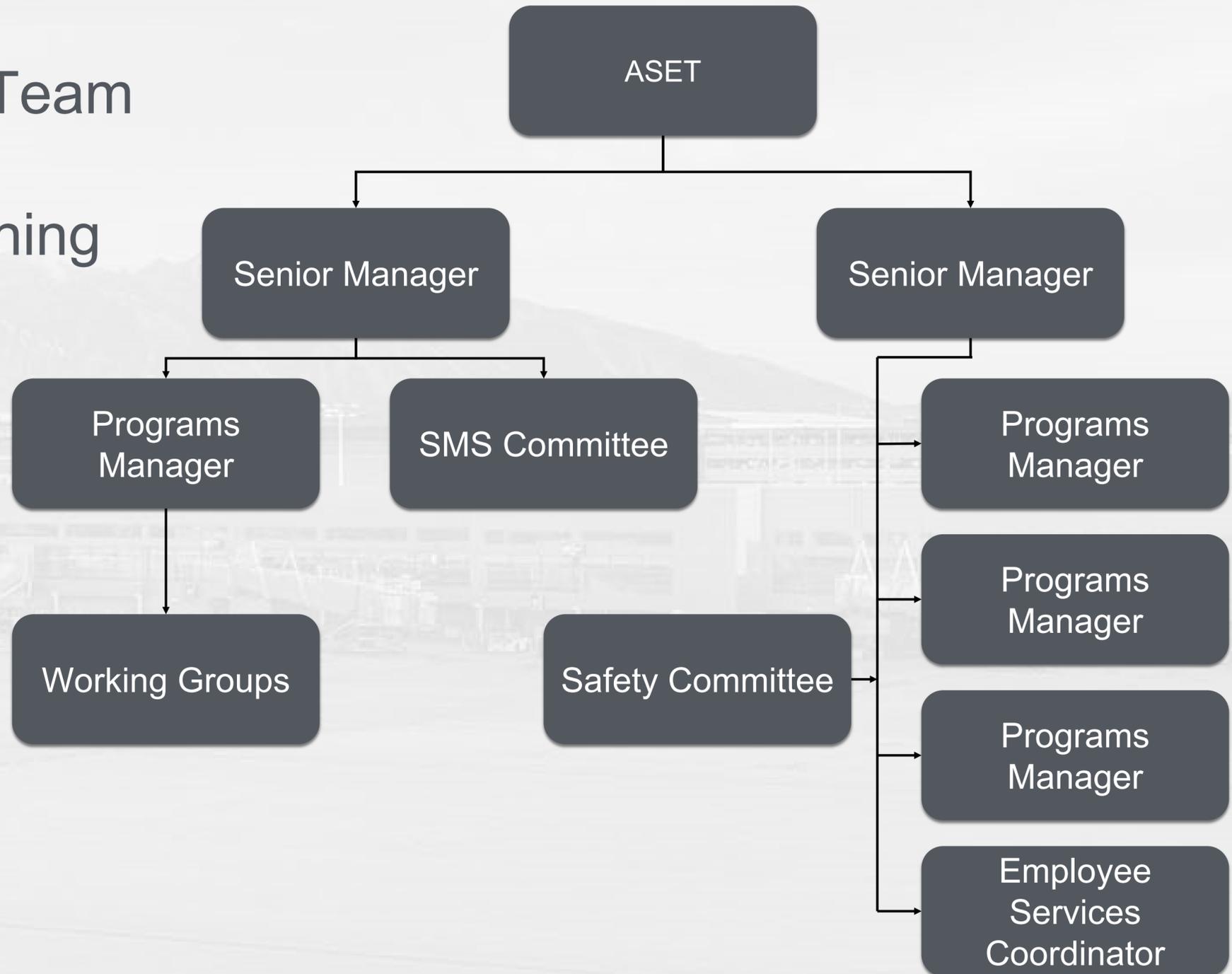


SLC Safety Organization



SLC SMS is a part of a larger Safety Team

Airport **Safety Engagement and Training**





ASET Responsibilities



- OSHA Programs
- Health and Wellness Programs
- Employee Committees
- Employee injuries, incidents, and near misses
- Employee orientation and training
- Employee engagement
- Employee appreciation
- AED, CPR, and Stop the Bleed Programs
- SMS Program
- SMS Committee
- SMS Working Groups





Introduction To Safety Management System





Safety Management System



Definition according to the FAA:

- SMS is the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of safety risk controls. It includes systematic procedures, practices, and policies for the management of safety risk. (FAA Order 8000.369)





Safety Management System



SMS Simplified:

- SMS is **not** intended to be a new safety management system; rather it builds upon an organization's existing processes.
- Includes necessary organizational structures which means everyone is involved.
- Goes Beyond prescriptive audits and checklist-based inspections to develop procedures and indicators that anticipate safety risks.





Approaches to Safety



Reactive (Traditional) Accident/serious incident investigation

Aviation system performs most of the time
as per design specifications (base line
performance)

Compliance based

Outcome oriented

Proactive (Evolving) Safety Management

Aviation system does not perform most of
the time as per design specifications
(*practical drift*)

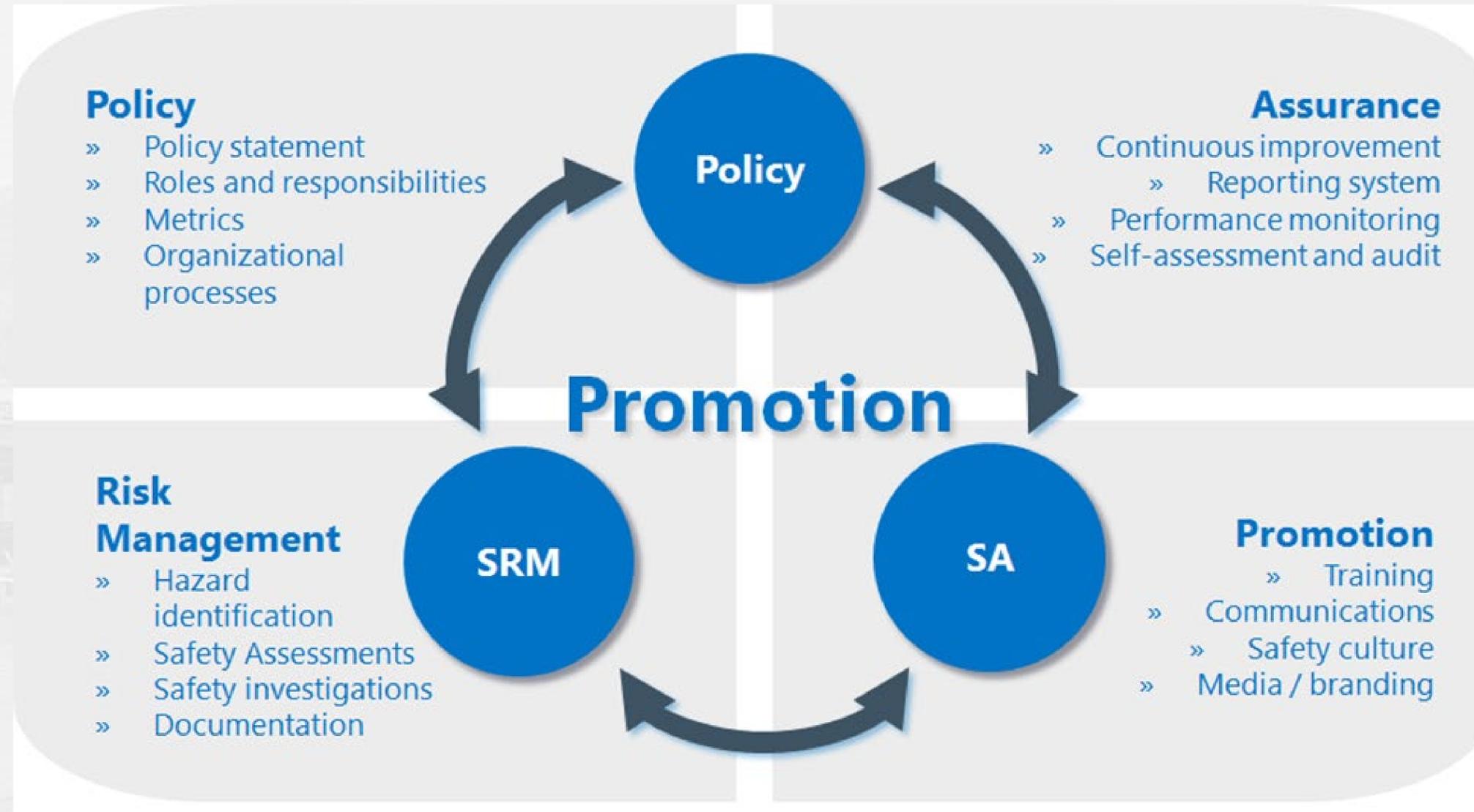
Performance based

Process oriented

Tracking and Trending – (*Incursions*)



Components of SMS





Safety Policy



Safety Policy provides the foundation or framework for SMS

- Documented commitment to safety
- Defines safety objectives
- Identifies organization's safety structure
- Management's Commitment to Safety Performance through SMS



Safety Management System (SMS)



SLCDA is committed to safety as demonstrated through a robust Safety Management System (SMS) program. Safety is at the core of what we do and the foundation of our organization.

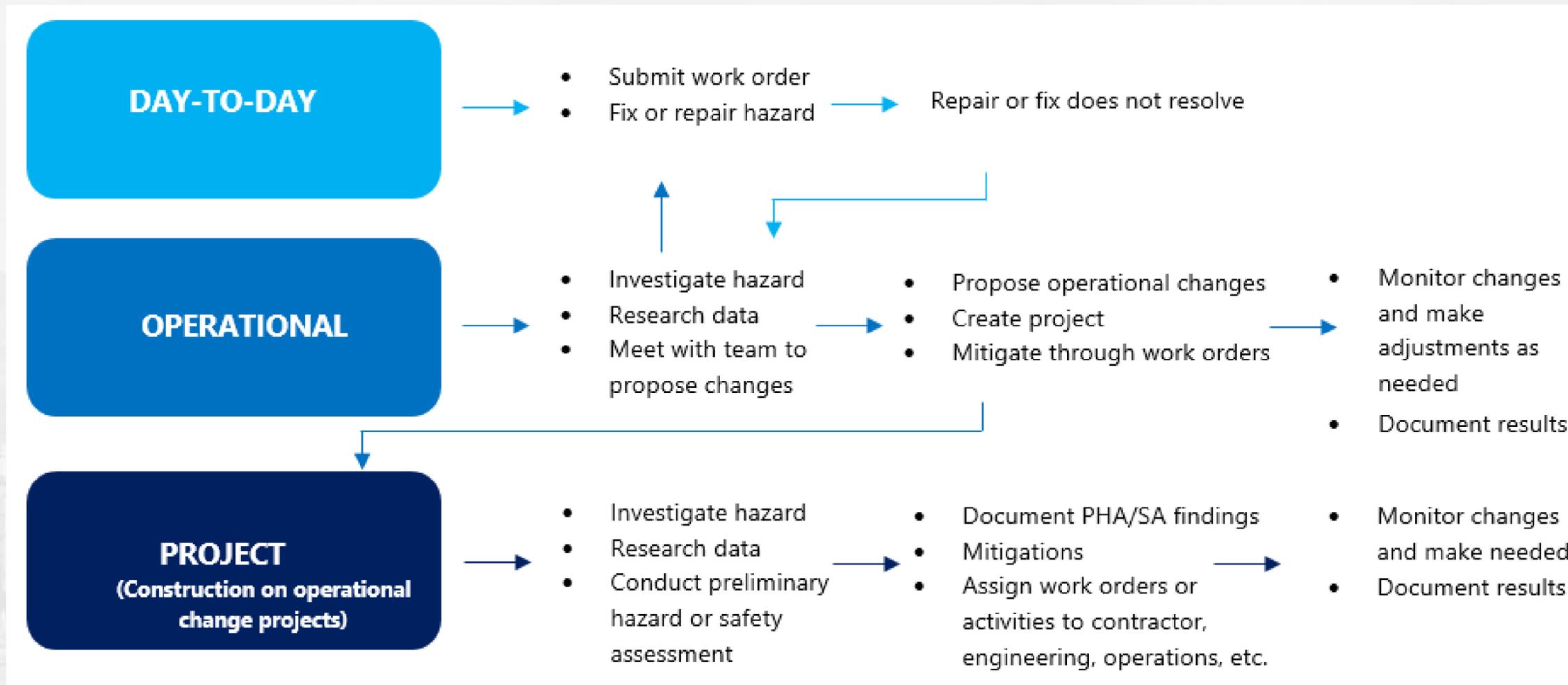
Through SMS we continually strive to do the following:

- Provide a safe and secure environment to our employees, tenants, airlines, business partners and passengers;
- Strive to reduce risk through reporting, tracking data, training, and safety promotion;
- Work towards complete accountability;
- Ensure hazards are identified, reported, analyzed and mitigated promptly;
- Furnish resources that support a culture of safety.

Bin



Safety Risk Management



Safety Risk Management provides a structured standard process to identify hazards, analyze and assess risks, design mitigation strategies, and track mitigations/hazards.



Safety Assurance



Safety Assurance provides tools and methods necessary to keep the SMS Program on track:

- Part 139 Self-inspections
- Incident Reports
- Hazard Reports
- Employee injuries, incidents, and near misses
- Work Orders
- Inspections and audits





Hazard Reporting – SLC-SMS-Website



Hazard Reporting Portal – Website – secured with a password: <https://slcairport.com/sms/>

SLC.gov Salt Lake City Directory

SLC INTERNATIONAL

Home » SMS

Safety Management System

Safety is one of Salt Lake City International Airport's core business functions. The Department of Airports is committed to implementing a safety management system (SMS) that enables its management, employees, the airlines, tenants and other business partners to operate in a safe environment. The Federal Aviation Administration defines a safety management system as a formalized approach to managing safety by developing an organization-wide safety policy; formal methods of identifying hazards and analyzing and mitigating risk; methods for ensuring continuous safety improvements; and organization-wide strategies to promote safety. Salt Lake City International Airport defines a safety management system as a data-driven, business-oriented approach to managing safety, including the necessary organizational structures, accountabilities, policies and procedures. It focuses on organizational safety rather than strictly conventional health and safety issues

port.com/sms

Who's accountable?

All levels of management, beginning with the aviation general manager, are accountable for delivering the highest level of safety performance.

SMS Confidential Reporting Form

The SMS confidential reporting program is designed to encourage employees to report existing and potentially hazardous situations at the airport while protecting their confidentiality and eliminating any fear of retribution. Confidential reports may be made by completing the online SMS confidential report form. This form can be completed 24 hours per day, seven days per week.

**** For emergencies and life threatening situations at Salt Lake City International Airport call emergency dispatch at 801-575-2911 immediately ****

Please enter password to access Salt Lake City International Airport SMS Confidential Reporting Form

password



Safety Promotion



Safety Promotion

establishes processes to create a positive safety culture:

- SMS training
- Newsletters
- Positive safety culture
- Media and branding





Summary



- Its important for an airport community to have a **culture of partnership** and information sharing that promotes operational efficiencies and safety.
- SMS at airports benefits **ALL** who use and operate at the airports.
- Our **collaboration** among airport tenants & SLCDA has benefited our SMS program and essentially the passengers who use our airports.





QUESTIONS?



THANK YOU

AGENDA: DISCUSSION ITEM (C)
DATE: 15 May 2024
TO: Airport Advisory Board
FROM: Bill Wyatt, Executive Director
SUBJECT: SLC Airport Redevelopment Program Economic Impact Analysis

Christine Richman, GSBS Consulting, will present an update on the Redevelopment Program Economic Impact Analysis (presentation on file).

Salt Lake City Airport Redevelopment Program Economic Impact Analysis

SLC Airport Advisory Board Meeting – May 15, 2024

History of Analysis

- Third in a series of analyses that:
 - Estimates impact of construction investment on Utah economy
 - Employment
 - GDP
 - Overall economic benefit
- Construction investment only not ongoing operations

Methodology

- Inputs are:
 - Actual ARP Expenditures 2013-2023
 - Budgeted ARP Expenditures 2024-2027
- Implan© Model used to estimate economic impact
- Estimates provided in 2024 Dollars

Terminology

DIRECT: Direct benefits are the expenditures made within the local economy from ARP activities.

INDIRECT: Indirect benefits include purchased goods and services from the other local industries. The impacts are calculated on the multiplier relationships between industrial classifications. The effects are payments made by the project to other business entities that are then used to pay employee wages, owner income and sales and property taxes to local and state jurisdictions.

INDUCED: Induced revenue benefits are generated by the expenditure of payments and salaries by individuals in the state of Utah.

2013 Analysis Results

- 2013-2024 Total Impact
 - 23,919 full-time jobs
 - \$1 Billion in wages/income
 - \$1.5 Billion to GDP
 - \$3 Billion in total economic output
- Average Annual Impact
 - 1,220 full-time jobs
 - \$55.2 Million in wages/income
 - \$76.5 Million to GDP
 - \$147.7 Million in total economic output

2018 Analysis Results

- 2013-2025 Total Impact
 - 43,148 full-time jobs
 - \$2.1 Billion in wages/income
 - \$3.4 Billion to GDP
 - \$5.5 Billion in total economic output
- Average Annual Impact
 - 3,319 full-time jobs
 - \$165,081,000 Million in wages/income
 - \$261,588,000 Million to GDP
 - \$421,773,000 Million in total economic output

2024 Analysis Results

- 2013-2027 Total Impact
 - 59,726 full-time jobs
 - \$3.9 Billion in wages/income
 - \$5.2 Billion to GDP
 - \$9.7 Billion in total economic output
- Average Annual Impact
 - 3,982 full-time jobs
 - \$257,508,451 Million in wages/income
 - \$350,799,612 Million to GDP
 - \$644,306,941 Million in total economic output

2024 Analysis Results

Top Ten Industries Impacted Statewide by Total Economic Output

Construction of new commercial structures, including farm structures

Architectural, engineering, and related services

Other concrete product manufacturing

Flat glass manufacturing

Construction of other new nonresidential structures

Brick, tile, and other structural clay product manufacturing

Other millwork, including flooring

Metal window and door manufacturing

Concrete pipe manufacturing

Wood windows and door manufacturing

Conclusions

- ARP is a significant economic catalyst
- Additional economic impacts from
 - Airport Operations
 - Visitors
 - Cargo
 - General Aviation
 - Off-airport businesses
- Business environment benefits
- ARP will have significant impacts both during construction and ongoing

Bottom Line

- For each \$100 invested the state of Utah benefits by

\$190

- For the total projected investment of \$5.1 Billion the benefit is

\$9,665,000,000



Advisory Board
Meeting

May 15, 2024

Media Clippings

<https://slairport.com/assets/pdfDocuments/AABoard/May2024ClippingPacket.pdf>

Compiled by the Communication & Marketing Dept.



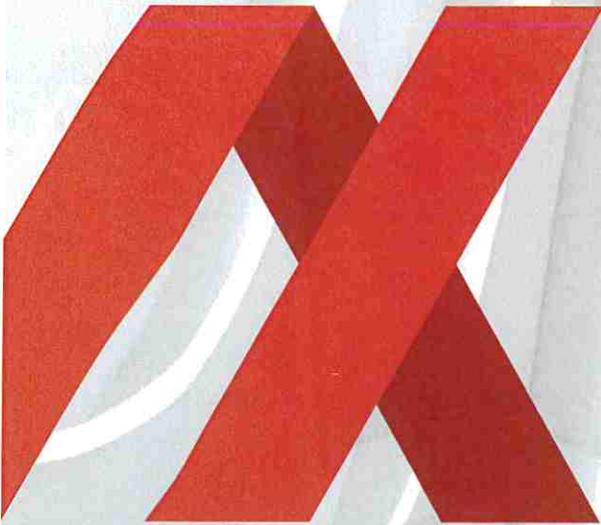
**May 2024
Media Clippings**

Advisory Board Meeting

Compiled by Communication & Marketing Dept.

SLCDA Airport Advisory Board May 2024			
Date	Media Outlet	Subject	Market Value
3/1/2024	Airport Experience News	Airport succession planning	
4/12/2024	The Salt Lake Tribune	Provo adds American	
4/12/2024	Fox 13	SLC Airport on-time performance	\$1,590.23
4/16/2024	Cranky Flier	Provo adds American	
4/17/2024	KUTV	Alaska Airlines flights grounded	\$1,312.96
4/17/2024	ABC4	Salt Lake Chamber economic report	\$366.08
4/17/2024	KSL	Salt Lake Chamber economic report	\$5,717.24
4/18/2024	Fox 13	Salt Lake Chamber economic report	\$1,465.43
4/21/2024	Travel Trade	Airports on Instagram	
4/22/2024	ABC4	Plane spotting at SLC Airport	\$237.15
4/22/2024	Fox 13	SLC Airport gets 9 electric trucks	\$1,040.16
4/23/2024	KSL	SLC Airport gets 9 electric trucks	\$7,845.53
4/29/2024	Utah Business	Utah's dynamic initiatives	
4/30/2024	Upgraded Points	Increases in airfares at airports	
5/1/2023	KSL	Phase 3 passenger boarding bridge	\$10,363.19
5/1/2023	Fox 13	Phase 3 passenger boarding bridge	\$456.72
5/1/2024	HOK	Redesigning of airports	
5/3/2024	KUTV	Bridge rehabilitation near airport	
5/3/2024	KSL	SLC airport muralist Daas	
5/3/2024	Fox 13	Bridge rehabilitation near airport	\$6,143.45
5/6/2024	Star Insider	Best and worst airports	
5/7/2024	ABC4	Bridge rehabilitation near airport	\$1,157.36
5/7/2024	Fox 13	Parking garage fee increase	\$8,043.51
5/7/2024	Fox 13	"Dirty Soda" shop to open at SLC	\$8,043.51
5/7/2024	Airways Magazine	Most-punctual airports	
5/8/2024	ABC4	Bridge rehabilitation near airport	\$441.68

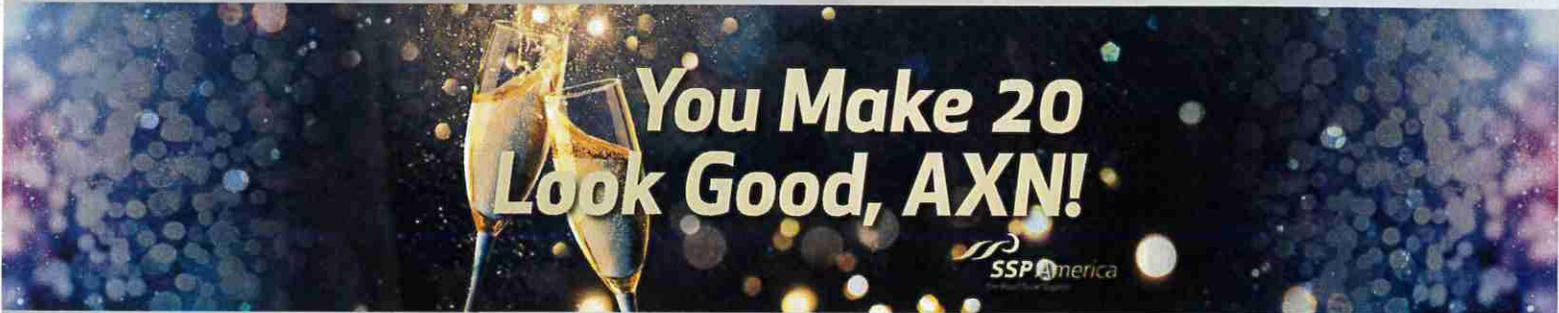
SLC Airport News



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CONUNDRUM

Airport Succession Planning Kicks Into High Gear As Retirement Rate Accelerates

BY SARAH BELING

As an increasing number of Baby Boomers approach retirement, the airport industry faces a significant wave of C-suite and executive level vacancies and must work quickly to fill them. Airport strategies vary but all understand the crucial nature of ensuring a smooth transition to new leadership. Now, with retirements coming fast and furious, airports are getting creative in planning for a new generation of leadership.

“One of my directors who’s probably within two or three years of retiring himself refers to it as ‘the silver tsunami,’” says Bill Wyatt, executive director of **Salt Lake City International Airport (SLC)** of the current uptick in C-suite retirements. For many airports, “I have a feeling historically that the military was in many cases kind of a hiring ground,” he adds, noting that many Vietnam War vets employed in the airport space are now in the process of retiring. “I think airports are probably a little more under the gun than most businesses or industry sectors,” says Wyatt.

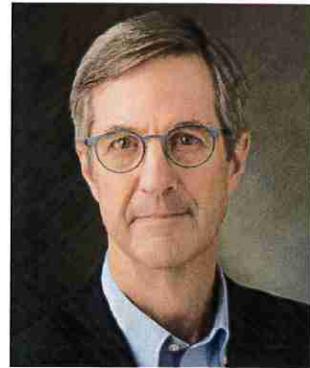
Austin-Bergstrom International Airport (AUS) is facing a executive talent squeeze. “Right now, more than 20% of the current department of aviation staff are eligible to retire immediately,” says Kevin Russell, deputy chief of talent. While

the pandemic accelerated retirement turnover across AUS, he adds, “we recently implemented a retention program that focuses on retaining existing staff — including our potential retirees — who we want to stay in the organization to pass on their knowledge and help train the new generation of AUS leaders.”

To combat staffing gaps, the AUS team has implemented a multi-pronged strategy that includes new senior leadership positions and a deputy C-Suite, a leadership development program available to all department of aviation employees to hone executive skills, a “Mentoring on the Fly” program that connects professionals for career guidance and advancement, as well as ample technical and soft-skills courses for interested staffers to bulk up their qualifications.

At **Phoenix Sky Harbor International Airport (PHX)**, Aviation Director Chad Makovsky notes that the combination of Baby Boomer retirements and pandemic turnover “is not an isolated incident within our sector,” but he says the airport has “seized this challenge as a chance to devise innovative recruitment strategies that will hopefully succeed in attracting and retaining fresh new talent.”

In addition to amping up recruitment



Above: Executives at Salt Lake City International Airport undergo an “informal but pretty intentional” cross training regimen to ensure they are well-rounded in their experience, says executive director Bill Wyatt.



Left: More than 20% of the current staff at Austin-Bergstrom International Airport are eligible to retire, according to Kevin Russell, deputy chief of talent. The airport recently implemented a retention program to shore up experienced talent.



Above: Succession planning must start at the top, says Aviation Director Chad Makovsky. Phoenix Sky Harbor International Airport is devising innovative recruitment strategies to boost talent acquisition efforts.

and educational engagement, the PHX team also prioritizes its internal employee development and retention, says Makovsky, adding that “succession planning must start at the top as leadership is essential to the success of employees and the organization as a whole.” PHX has maintained a robust portfolio of hiring, training and mentorship metrics, including “setting goals for DEI training significantly above established requirements,” he adds.

“It should also be mentioned that the aviation department has implemented comprehensive training programs that raise awareness about cultural differences, foster understanding, and promote an inclusive environment for everyone,” says Makovsky. “By actively encouraging diversity, the airport has cultivated a rich tapestry of talents, skills, and perspectives that enrich the workplace and contribute significantly to the airport’s success.”

The emphasis and care on hiring and training has paid off for PHX. After making successful hiring a key metric for the airport’s middle managers, it brought vacancy rates down by nearly 7% in one year.

For other airports, a “dual-prong” executive staffing program is the answer. Kelly Dawsey, vice president and chief human resources officer with the **Greenville-Spartanburg International Airport (GSP)**, says that their senior-level staff “are a combination of talent that has gained years of experience in the aviation industry coupled with talent that has limited aviation experience but brings a broad private industry and public sector background to compliment the aviation know how.” This combination “allows the executive team to be visionary with a goal of staying ahead of the curve,” she says.

Cross-Training Strategy

For C-suite positions in particular, it helps if an executive candidate is versatile.

At SLC, Wyatt and his team employ an “informal but pretty intentional” focus on cross-training that involves routinely checking in with directors and department heads to ensure that executives are well-rounded in their experience: “Somebody who’s in terminal operations is now in airfield operations and vice-versa to allow for that kind of cross-training,” Wyatt says.

SLC executives also gather on a quarterly basis to address needs and gaps. “It really gives me a chance to see people who I’m just not going to encounter on a day-to-day basis and get to know them a little bit and then get some input from their department or division director as well about who they are, how they’re doing...,” he says.

Makovksy agrees that cross-training is key to creating an airport workforce ready to step into a wide variety of positions. “Many divisions have taken steps to give employees opportunities to shadow others and to cross-train on various functions, and every leader in the organization is expected to identify and cultivate talent through individual development plans to support every employee’s professional growth,” he says.

The evidence of effectiveness is clear, adds Makovsky. “Three of the four executives in the director’s office have held long and tenured careers starting at entry-level positions with the city of Phoenix,” he says. Makovsky also actively works to connect staff to training from industry organizations like the **American Association of Airport Executives, Airports Council International –**

North America and Arizona Airports Association. Partnerships like the airport’s with AAAE, “are open to all staff,” says Makovsky, so that they “can get a broader understanding of the airport environment and exposure to areas that they might not traditionally be involved in.”

Russell says that at AUS, cross-training is focused on ensuring efficient operations and customer experience. “We are running a lean staff, and on high passenger traffic days [the airport employs an ‘all hands on deck’ philosophy where individuals throughout the department volunteer at the terminal to ensure operations run smoothly with passenger traffic, baggage flow and airport cleanliness,” he says.

Dawsey says the broadness of responsibilities at an airport can make cross-training difficult but GSP still makes it a priority, “either via a structured program or simply exposure to other areas strengthens the airport and the resources in the end.” Training staff on the holistic operations of the airport, “gives a line of sight to employees of their daily importance to the bottom-line operations,” says Dawsey. GSP also keeps its eye on potential future leaders, she adds. “Employees, via career pathing, have the opportunity each and



Above: Losing – or gaining – senior level executives to or from other airports is commonplace, notes Kelly Dawsey, chief human resources officer, Greenville-Spartanburg International Airport. The diversity of experience can be hugely beneficial to an organization.

every day to demonstrate their potential and have conversations with leaders on their individual goals,” she says. “If these goals take them to the C-suite or to the next level in their function path, GSP embraces initiative and growth in our employees.”

Airport leaders are also aware that many of their most talented employees want to experience more than one organization in their career. “It’s good to have diverse experiences and ideas that sometimes come from different airports,” says Russell of AUS. “We will typically welcome every employee we get from other airports and the knowledge and experience they bring. However, it does present a challenge when our employees leave for other airports.”

Dawsey notes that “airports need to be prepared either via strong succession planning or resource development programs to fill the gap,” as “talent either chooses to go to another airport or come to their airport.” Despite the risk of losing talented employees, Dawsey adds, “broadening experience and working in multiple airports/companies with varying different types of diversity from geographic locations to size of the organization can only strengthen the individual as a resource and pays off for the hiring airport.”

In Phoenix, many airport executives have worked in other city departments, Makovsky says. Others have worked for airlines or other airports, or have worked in various divisions with the department of aviation. In each of these cases, he says, “they bring different perspectives to their roles which continues to help the airport system innovate and thrive.”

Makovsky even cites himself as an airport professional who has worked in multiple organizations, having served multiple roles at PHX and a stint as the executive vice president of operations at the **Dallas/Fort Worth International Airport (DFW)**. The career variety has “brought additional perspective,” to share with his team, he says, and has enriched his team’s knowledge base.

The Pay Gap

One financial roadblock for successful retention is the pay gap between private and public sector positions, a challenge that airport directors acknowledge as an ongoing snag to hiring and retaining talent. “There are specific skill sets that are difficult to accommodate on a public agency compensation ladder,” says Wyatt. “[For example], I don’t know how many airports are able now to employ an electrical engineer, a mechanical engineer, and so on and so forth. Those are specialties which are just so much more highly compensated in the private sector that as you look down the road into the future, I think airports are increasingly going to have to find ways to contract for services that fall into that category.”

Russell agrees. “It is very difficult to attract and retain talent who would make more money in comparable positions as a consultant or in another private business or even at an airport authority,” he says. “However, we work hard to offer our employees benefits beyond pay, which are provided by the City of Austin. In addition to benefits, heeding the call of public service is a big part of our organization’s ethos.”

The disparity in compensation between the private and public sectors “has consistently posed a challenge,” adds Makovsky. The public sector “does not invariably possess the same degree of flexibility as the private sector when it comes to determining compensation, which is contingent upon internal hiring formulas, external market conditions, and profits,” he adds.

“However, our total compensation package including benefits remains competitive with our industry peers,” says Makovsky, noting that the city of Phoenix keeps careful tabs on industry compensation standards. “The findings of this research are currently being implemented and have already served to significantly improve our competitiveness in attracting motivated, engaged, and devoted employees,” he says.

And while airports are pushing through staffing challenges across departments and levels, the hiring environment has improved. “We opened our new airport in the middle of the pandemic and staffing was a challenge — airport-wide concession staffing, airport staffing, airline staffing — everything was hard,” Wyatt says. “And it has gotten a lot better.” Hiring and retaining the next wave of long-term executives, however, is “going to require some creativity in terms of contracting for some things that used to be done. And that’s always a challenge in the public sector, but I don’t see too many ways around that,” he says.

At AUS, Russell says hiring is the airports biggest focus currently. “We have to focus on reducing the vacancy rate, currently at about 24%, so as to reduce the amount of forced overtime and the burden on existing staff,” he says. “Once our numbers increase we can refocus on career development to ensure sustainability for the airport’s future.”

At GSP, leadership development is the priority, says Dawsey, noting “Leaders carry big roles at the airport and equipping them is essential to the future growth and success ensuring achievement of the future vision.” ■

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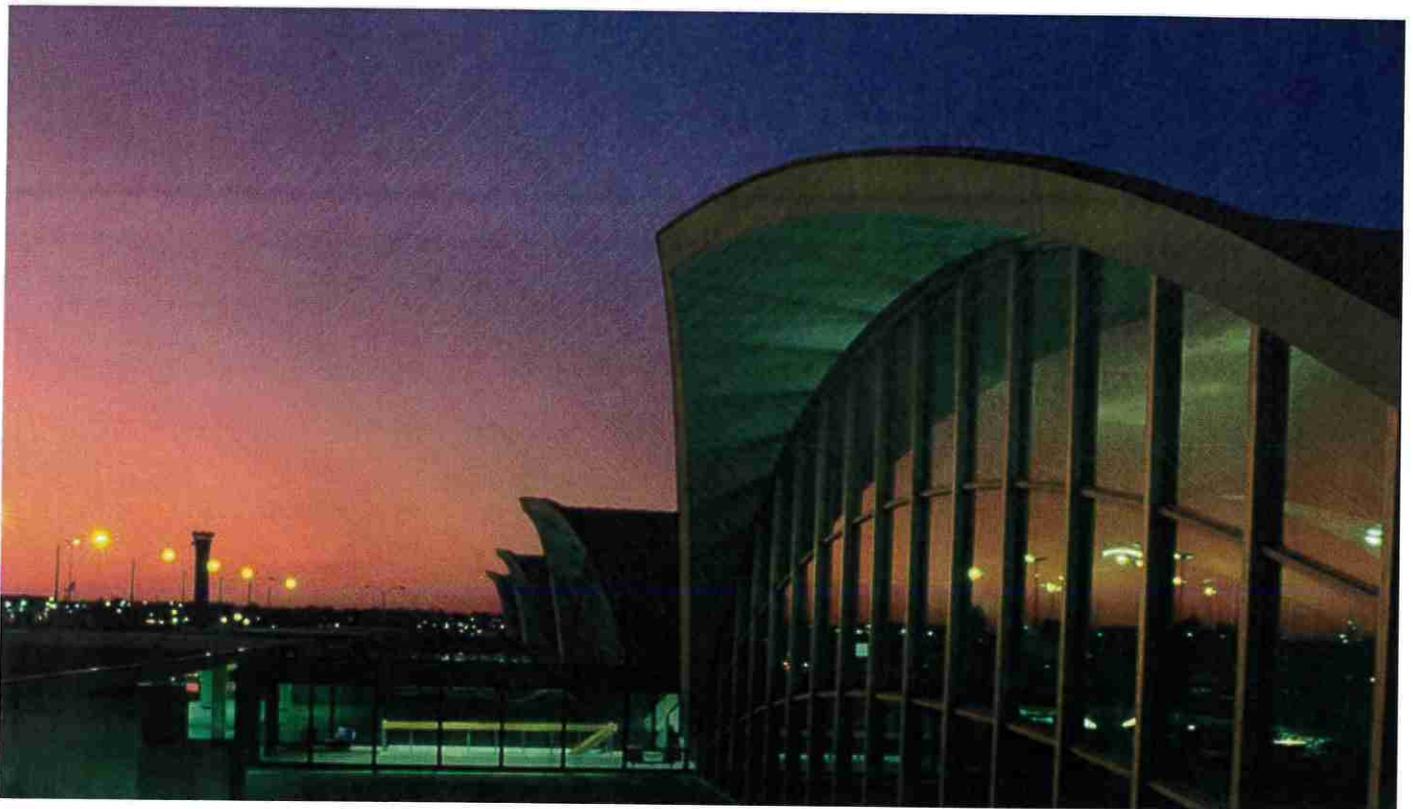
From the St. Louis Business Journal:

<https://www.bizjournals.com/stlouis/news/2024/05/01/lambert-redesign-rebrand-st-louis-global-audience.html>

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How a redesigned St. Louis Lambert International Airport could rebrand the region for a global audience



In 2023, St. Louis Lambert International Airport welcomed nearly 15 million passengers. That's 15 million opportunities to tell our story.



By Eli Hoisington – HOK
May 1, 2024

Those of us who live in St. Louis know our region has a remarkable story to tell. Yet too often, the story we want to share doesn't reach its audience or — worse — someone else tells our story with a negative focus that doesn't accurately reflect what our region has to offer.

When it comes to helping improve St. Louis' brand for a global audience, there are several initiatives we could seize upon: continuing efforts to revitalize downtown, developing new businesses and better promoting our region's art and culture. What I want to focus on, however, is our airport.

In 2023, St. Louis Lambert International Airport welcomed nearly 15 million passengers. That's 15 million opportunities to tell our story.

Lambert is the first place these millions of people experience when visiting St. Louis, and its distinctive set of glowing arches are what say "home" to many of us returning from a trip away. We cannot overstate Lambert's role in shaping first impressions of our city and region.

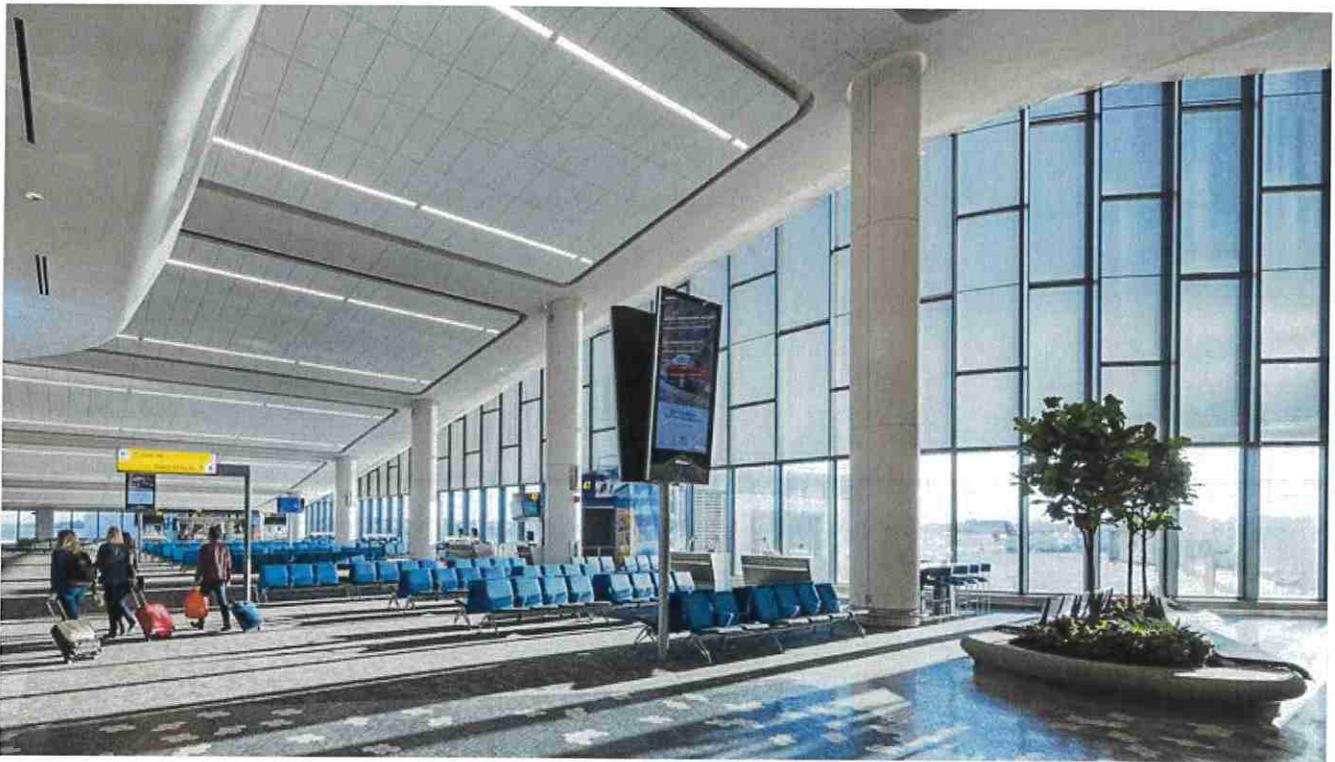
Creating a distinctive welcome for passengers

I travel frequently to touch base with the people in HOK's 26 offices around the world, and I can honestly say that I love our airport. I also agree with and understand the need to update its design. I'm excited about the plan to transform Lambert into a modern, single terminal supported by the smaller, ancillary projects needed for a leading-edge facility. Not only will a streamlined new terminal make our airport more efficient and flexible, but it will provide a fresh opportunity to rebrand the first impression of St. Louis for millions of arriving passengers.

Creating a unique sense of place is a vital component of airport design. Arriving passengers should know immediately where they are and what makes that place special. Simplicity of experience and creating a pleasant arrival environment are two other areas this new design can address.

Over the past decade-plus, HOK has had the good fortune to work with three other airports in similar need of something completely new: first at Indianapolis, then in New York’s LaGuardia Terminal B and most recently at Salt Lake City. Each of these airports uses planning and architecture to create a strong sense of place that elevates the passenger experience. We also worked on the terminal planning to achieve a simple and intuitive flow, creating a space for passengers to truly “arrive” – beyond just disembarking from the plane.

Each of these projects helped create a new moment for their cities and an important civic experience representative of the city and region they belong to. The same could hold true for St. Louis. Here’s how:



LaGuardia Airport Terminal B

PHOTO COURTESY OF JEFF GOLDBERG

LaGuardia Terminal B – From worst to first

Anyone who has traveled through LaGuardia Airport’s Terminal B in the last few years has witnessed the overhaul of what was considered one of the worst airports in the nation. Today, passengers arriving in New York via LaGuardia walk through soaring, light-filled concourses instead of the former dark, cramped corridors.

Pedestrian bridges connecting Terminal B's headhouse to its island concourses serve as an architectural nod to New York – a city of islands and bridges. The dual pedestrian bridges also do something simple yet profound: They elevate passengers up and above the taxiways to provide views of where they are going, toward the street and baggage claim, and the iconic Manhattan skyline beyond. The terminal's retail and dining "neighborhoods" feature storied New York brands like Bowery Bay Shops, Brooklyn Diner, Gotham Newsstand, FAO Schwarz and Shake Shack.

Lush indoor green spaces, modeled after New York City's urban pocket parks, provide passengers with quiet resting places. Artwork throughout further enhances the passenger experience, with *The New York Times* comparing the terminal's art programming to the city's finest galleries.

Since opening its first gates in 2019, LaGuardia's Terminal B has been recognized by numerous international outlets as the world's best new terminal. I can envision a future when Lambert's new terminal achieves the same accolades and what that would mean for our region.



Salt Lake City International Airport

PHOTO COURTESY OF BRUCE DAMONTE

Salt Lake City International Airport – Mountain high

The all-new Salt Lake City International Airport tells another story. It is a fitting example of how a new, consolidated terminal – like the one proposed for Lambert – can transform the passenger experience and help tell a region’s story.

The airport’s design celebrates Utah’s natural beauty and reputation as an outdoor recreation hub. Floor-to-ceiling windows provide expansive views of the nearby Wasatch Mountains. A unique art installation of undulating sculptural ribbons mimics Utah’s red rock canyons and alpine peaks.

The long, linear airside concourse is simple and intuitive to navigate. At its midpoint is the “family room” with clear visual connections to amenities, gates and the airport entry. In that family room area, the dining and retail options are adjacent and easily accessible, highlighting Utah’s food and culture. I can visualize many of these concepts translating to the new terminal concept at Lambert and how our food scene, culture and amenities could be part of an intuitive layout similar to what we achieved at Salt Lake City.



Indianapolis International Airport

Indianapolis International Airport – A Midwest success

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: Nate Foy/Airways

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DALLAS – In today's competitive aviation industry, punctuality reigns supreme. Whether jetting off for business or leisure, travelers prioritize airlines and airports that consistently deliver on-time performance, ensuring a smooth and stress-free travel experience. Airlines and airports that consistently demonstrate operational excellence stand out from the crowd, attracting passengers who value their punctuality and efficiency.

Based on data compiled by Cirium, a leading aviation analytics company, this article delves into the airlines and airports that excelled in on-time performance during March 2024. We'll navigate through regional rankings for airlines, highlighting the most punctual carrier in a respective region, alongside their OTP, and total flights operated.

Additionally, we'll explore the most punctual airports categorized by size, revealing the champions of punctuality across various traffic volumes.

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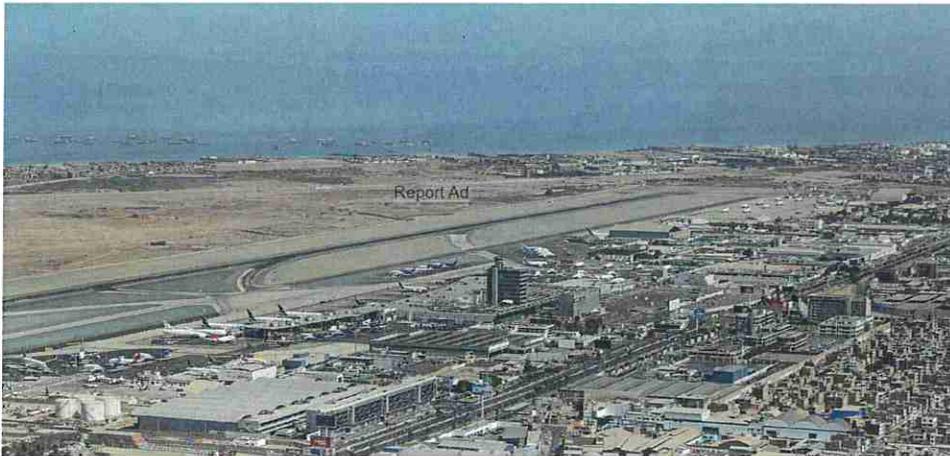


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7	Indonesia AirAsia (QZ)	86.00%	98.41%	3,526	
8	ADVERTISEMENT AirAsia (AK)	85.33%	99.86%	13,251	ADVERTISEMENT
9	Norwegian Air Sweden (D8)	84.62%	99.72%	3,977	
10	Iberia Express (I2)	84.01%	99.59%	3,660	



Jorge Chavez International Airport, Lima. Photo: Ministerio de Defensa del Perú

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Most Punctual Airports in March 2024

Whether you're rushing to catch a connecting flight or simply want a smooth journey, knowing which airports consistently maintain on-time departures can make all the difference. Alongside the most punctual airlines by region, Cirium also compiles comprehensive rankings of airports based on their on-time departure performance across various categories, shedding light on the most punctual global airports.

At the top of the global leaderboard sits the Jorge Chavez International Airport (LIM) in Lima, Peru, with an on-time departure rate of 89.41%. Serving as a crucial hub in South America, this airport excels in ensuring timely departures for its passengers.

16	Washington Dulles International Airport (IAD)	84.14%	17,295
17	Detroit Metropolitan Wayne County Airport (DTW)	84.09%	23,874
18	Abu Dhabi International Airport (AUH)	83.79%	11,729
19	O'Hare International Airport (ORD)	83.17%	58,035
20	Kempegowda International Airport (BLR)	83.03%	21,576

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JA391A All Nippon Airways Airbus A380-800 arriving at HNL. Photo: Daniel Gorun/Airways

Large Airports

Large airports, defined as those serving between the 75th and 100th percentile by total flights served, with an actual gate departure coverage of 80% or better, also showcased remarkable punctuality in March.

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Once again, the Jorge Chavez International Airport (LIM) leads the pack with an on-time departure rate of 89.41%. Other notable airports include the Daniel K. Inouye International Airport (HNL) in Honolulu, Hawaii, and the King Khalid International Airport (RUH) in Saudi Arabia making it to the top in this category.

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On-Time Ranking	Airports	On-Time Departure	Total Flights
1	Jorge Chavez International Airport (LIM)	89.41%	13,979
2	Daniel K. Inouye International Airport (HNL)	87.87%	13,848
3	King Khalid International Airport (RUH)	87.32%	18,144
4	Arturo Merino Benitez Airport (SCL)	86.95%	13,353
5	Benito Juarez International Airport (MEX)	85.93%	25,094
6	Oslo Airport Gardermoen (OSL)	85.84%	15,670
7	Istanbul Airport (IST)	85.63%	35,725

8	International Airport (ATH)	85.46%	15,033	
9	Vienna International Airport (VIE)	85.17%	16,558	
10	Chennai International Airport (VIE)	85.09%	12,034	
11	Stockholm Arlanda Airport (ARN)	84.98%	13,596	
12	Copenhagen Airport (CPH)	84.95%	16,772	
13	Sabiha Gokcen International Airport (SAW)	84.81%	17,989	
14	Ei Dorado International Airport (BOG)	84.70%	28,922	
15	Minneapolis-St. Paul International Airport (MSP)	84.64%	25,718	
16	Salt Lake City International Airport (SLC)	84.27%	20,312	
17	Washington Dulles International Airport (IAD)	84.14%	17,295	
18	Detroit Metropolitan Wayne County Airport (DTW)	84.09%	23,874	
19	Abu Dhabi International Airport (AUH)	83.79%	11,729	
20	LaGuardia Airport (LGA)	83.52%	29,278	

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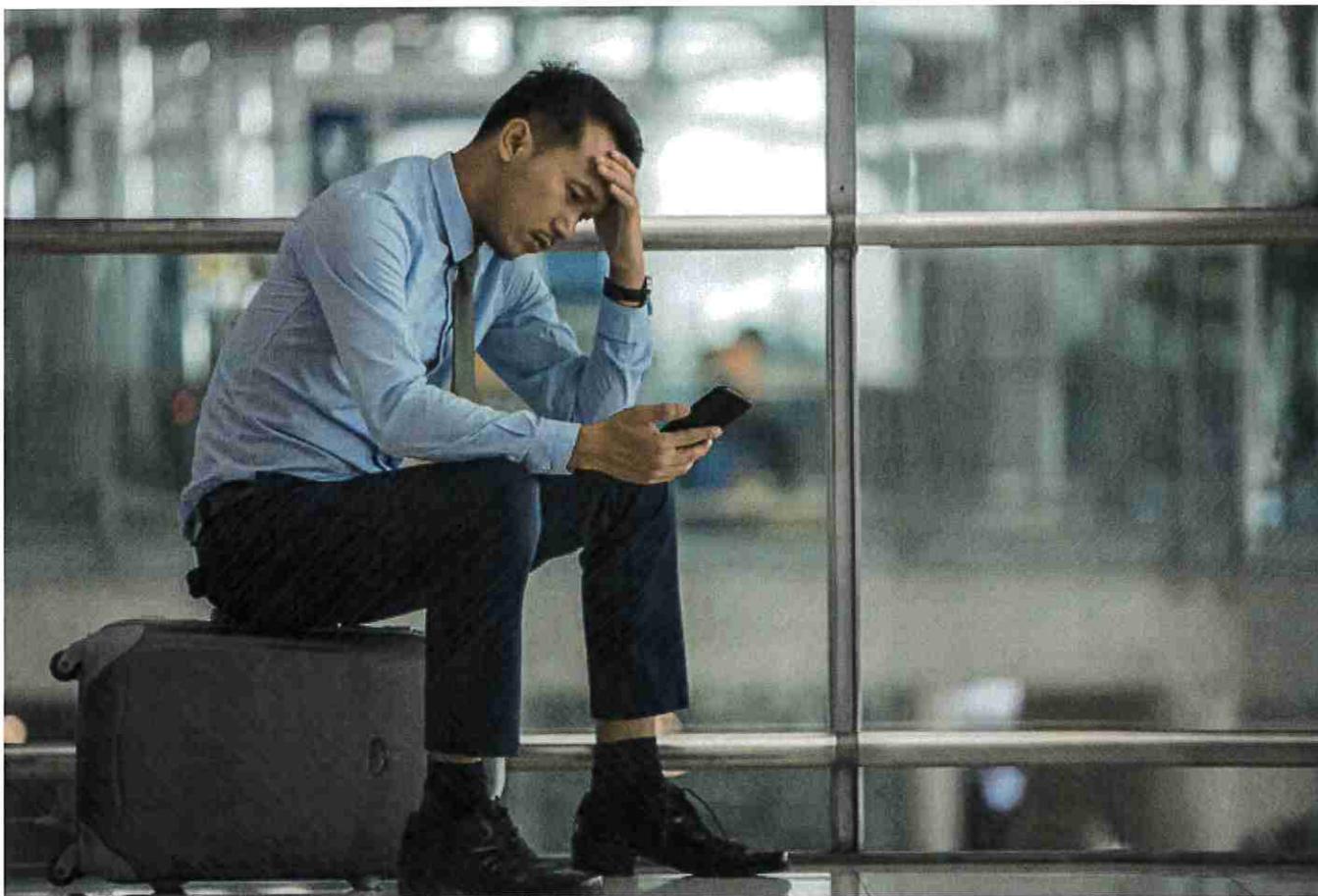
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15 Airports Seeing the Biggest Increases in Airfares

It will cost you more on average to travel into or out of these airports.

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[Alex Miller](#) • April 30, 2024



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Editor's Note: This story originally appeared on [Upgraded Points](#).

After pandemic-era safety restrictions and protocols upended worldwide air travel, the airline industry is finally returning to normalcy. Airline passenger traffic [in the U.S.](#) decreased an astounding 96% in April 2020 compared with the year prior, impacting not only commercial travel but all of the industries that support it.

Nearly four years later, America's appetite for air travel has rebounded and the industry is returning to business as usual. COVID-19-related public health protocols have been rescinded, international air travel restrictions are easing, and domestic passenger volume surpassed pre-pandemic levels in 2023.

However, while air travel conditions have improved, high ticket prices remain a major concern for travelers in 2024.

The cost of a round-trip flight decreased significantly at the onset of the pandemic, reflecting a reduced demand from travelers during the uncertain times.

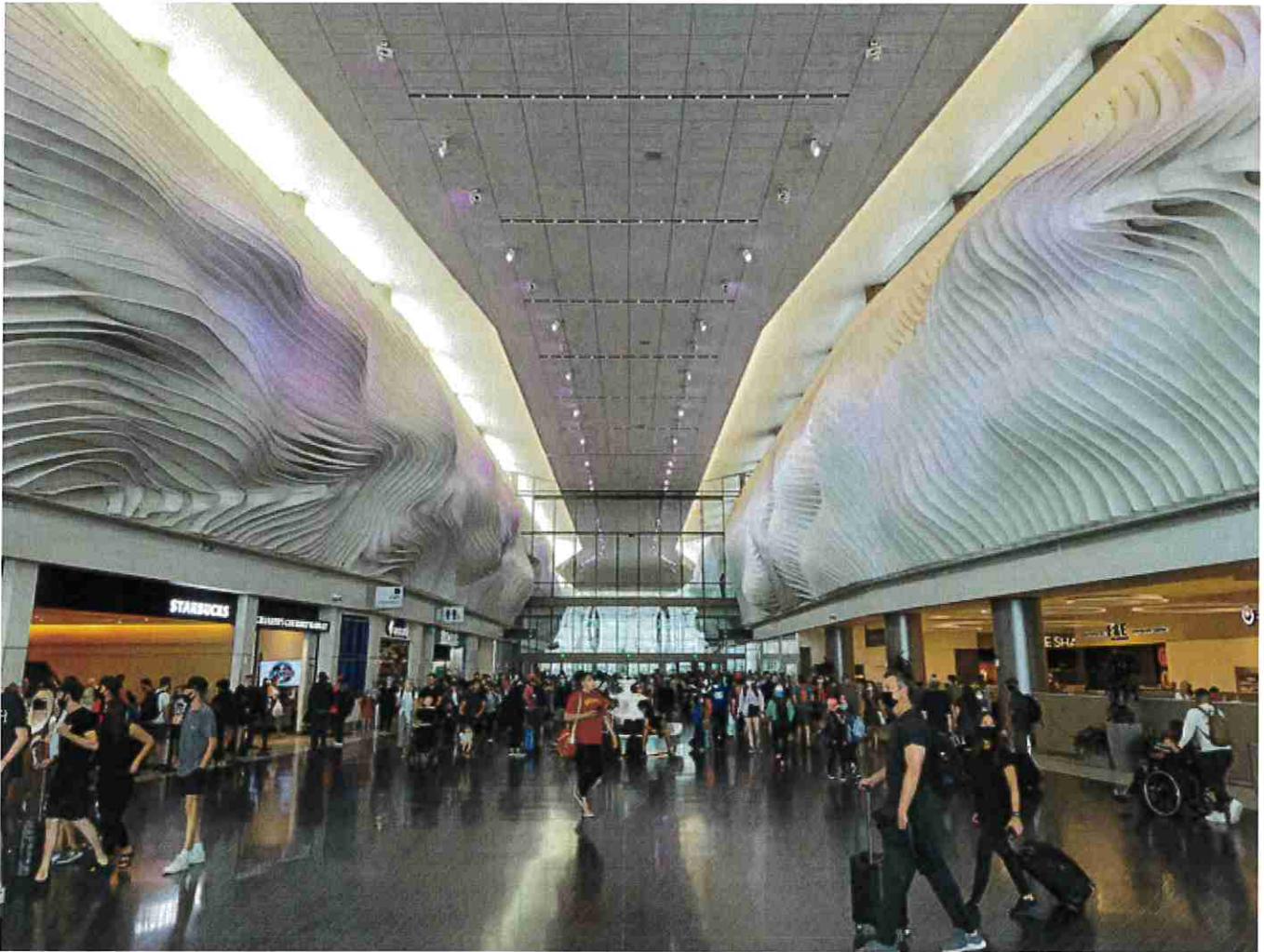
Airfares stabilized in 2023, but some airports saw their average round-trip ticket price significantly rise, with small hub airports seeing the biggest year-over-year increases.

The following is a breakdown of airfare changes for large airports in the U.S. The analysis was conducted by Upgraded Points using data from the U.S. Bureau of Transportation Statistics. For more information on the data, see the methodology section at the end.

Don't Miss

Jeff Bezos-backed real estate investment company breaks down how retail investors can acquire single-family rentals with as little as \$100 and why their inventory of properties sell out within 24 hours. [Sign up today!](#)

2. Salt Lake City International (SLC)



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- **Percentage Change in Average Ticket Price (2022-2023): 6.0%**
- **Total Change in Average Ticket Price (2022-2023): \$29.79**
- **Average Ticket Price (2023): \$527.26**
- **Average Ticket Price (2022): \$497.47**

AIRPORTS GLOBAL

Top 15 Airports shared on Instagram the most each day



By **Kanchan Nath**
TD Editor

On Apr 21, 2024



With airports marking the start of a new adventure for many travellers, the tour experts at Explore Worldwide have revealed which airports around the world are getting tagged the most in passengers' social media posts each day.

In their latest research, Explore analysed data for over 130 of the world's largest and busiest airports to determine the number of times each airport's location tag is included in Instagram posts per day.

The primary location tag for each airport, as well as a number of secondary locations (such as popular bars, shops and terminals within the airport) were analysed to reveal which airport gets the most daily Instagram tags, creating a ranking of social media's most famous airports around the world.

The 15 Airports shared on Instagram the most each day:

Rank	Airport	Country	Registered locations	Est. Post per day
1	Santiago de Compostela Airport	Spain	42	187
2	Taipei Taoyuan International Airport	Taiwan	18	184
3	Hong Kong International Airport	Hong Kong	43	163
4	London Heathrow Airport	UK	39	122
5	Los Angeles International Airport	USA	33	121
6	Singapore Changi Airport	Singapore	31	108

7	Bangkok Don Mueang International Airport	Thailand	24	90
8	Miami International Airport	USA	15	81
9	Suvarnabhumi Airport	Thailand	41	72
10	San Francisco International Airport	USA	17	70
11	O'Hare International Airport	USA	9	69
12	Salt Lake City International Airport	USA	30	53
13	John F. Kennedy International Airport	USA	15	44
14	Incheon International Airport	South Korea	25	40
15	Manchester Airport	UK	38	40

1. Santiago de Compostela Airport

Topping the list of is Galicia's Santiago de Compostela Airport, which has an incredibly high number of 187 daily posts on Instagram. It's one of three airports located in Europe in the top 15, along with the UK's London Heathrow

Miscellaneous News

Utah's dynamic initiatives for future prosperity

by Derek Miller, President & CEO, Salt Lake Chamber / April 29, 2024 /

This story appears in the April issue of Utah Business. [Subscribe here.](#)

Utah's landscape is ever-changing and ever-evolving, bringing new opportunities, initiatives, projects and challenges. To move things forward; together, we can take charge of our destiny and meet the demands of the New Utah. Through these initiatives, we can further shape Utah into the place we want to live, work, play and thrive for many years to come. Here are some of the things happening:

2034 Winter Olympics

Utah has the opportunity to host the 2034 Winter Olympic Games, a prospect that holds tremendous potential for the state. The event would attract individuals from all over the globe, boosting tourism revenue before, during and after the games. It would create jobs for businesses, increase consumer spending and drive tax revenue. Investments in infrastructure and facilities would stimulate economic growth and development.

SLC International Airport

The evolution of the Salt Lake City International Airport has been monumental. Our airport was constructed over 50 years ago and has served the people of Utah as it does today. With so many more travelers arriving and departing every single day, changes were needed to meet the demands of the modern travel industry, security needs and safety regulations. The new design is easy to use, more efficient and sustainable. It is more seamless, but it also enhances Utah's connectivity, making it a hub for business, tourism and residency.

Big League Utah

Utah hopes to make a home for Major League Baseball. This venture would bring significant economic and cultural benefits to the state, creating jobs and increasing tourism. Visitors will come to visit the ballpark and enjoy the many other attractions Utah has to offer. It will be a place where family and friends can enjoy wholesome entertainment during the warm Utah months.

Utah Transit Authority (UTA)

The UTA plays a pivotal role in fostering a robust and healthy economy in Utah. There are new projects in the works to improve transit services in effective ways. You can review the 2030 strategic plan on UTA's [website](#). By providing alternative options to drive access to jobs, health care, education and essential services. The economic benefits extend further as UTA services improve and increase property values.

Additional opportunities for economic growth and prosperity can be found in our booming tech world and environment. The New Utah depends not only on the initiatives themselves but on how we implement them. It is imperative that we, as businesses, government, communities and individuals working together, we can build a better Utah for the future.

I-80 from Salt Lake City airport to be closed for several days during construction

by Danielle MacKimm, KUTV Fri, May 3rd 2024 at 12:25 PM



FILE - Salt Lake City International Airport construction. (Photo: Eddie Collins, KUTV)

SALT LAKE CITY (KUTV) — Eastbound I-80 from the Salt Lake City International Airport will be closed for several days beginning Friday.

Utah Department of Transportation authorities said that all eastbound I-80 traffic from the airport will be restricted from May 3 through early the following week.



Crews will be conducting bridge construction work during the closure period.

ALSO: Drivers warned to expect delays of up to an hour during US-89 closure in Davis County

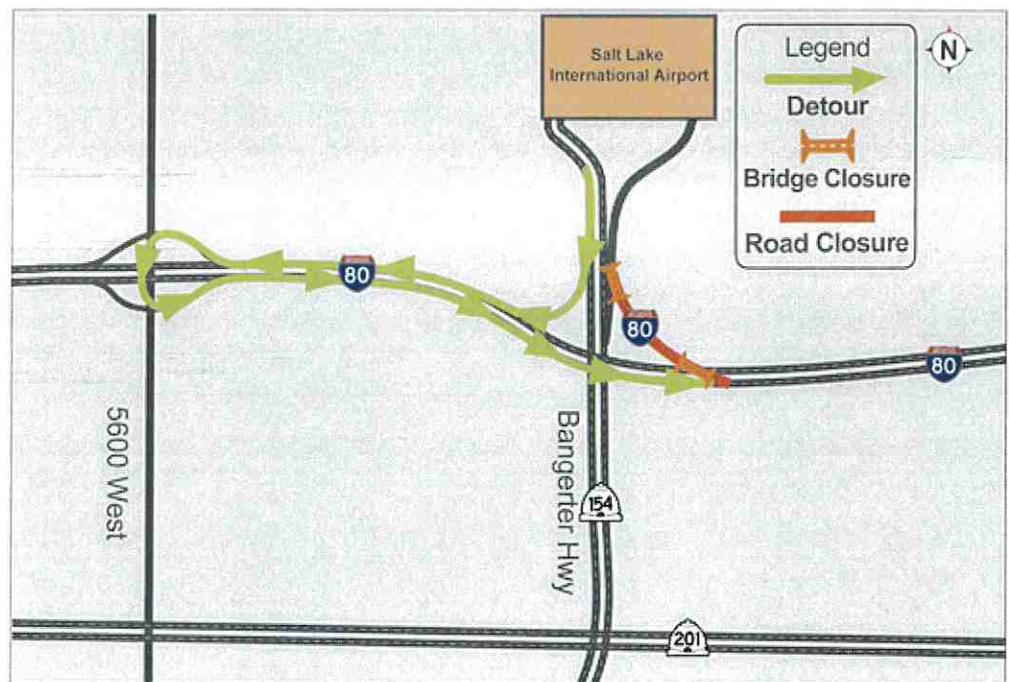
Eastbound I-80 traffic from the airport will be detoured to 5600 West.

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Big Change Leaves Utah Drivers Furious

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Eastbound I-80 to be closed for several days due to bridge construction. (Photo: Utah Department of Transportation)

Travelers have been advised to expect delays when exiting the airport.

Officials did not provide a specific date for reopening.



South Salt Lake's Mural Fest is back and literally bigger than ever

SOUTH SALT LAKE — DAAS first came to Utah when he was hired to paint a large mural inside Salt Lake City International Airport when the new facility opened in 2020.

The Austin, Texas-based artist stuck around the state for about a month, taking in all it had to offer — visiting cities like Park City and Moab, and traveling to Zion National Park. He also happened to come across a series of murals scattered throughout South Salt Lake during this time, which is when he first learned about the city's Mural Fest.

Dozens of murals depicting all sorts of topics from nature, humanity and history have popped up across the city since the event debuted in 2018. So when DAAS came across a call for submissions last year, he put together his resume — [highlighting the many murals he's painted all over the world](#) — with the hope that he could add to the city's growing public art collection.

But the event has become so competitive that even an artist with his credentials missed the cut. An undeterred DAAS applied again and this time South Salt Lake selected him, assigning him to paint the south side of South Salt Lake City Hall, the event's largest mural in square footage to date.

"I don't know how I was so lucky to get that. It's a pretty big honor," he told KSL.com on Wednesday.

DAAS and 13 others beat out a record-setting field of 880 artists vying for a spot in this year's event, [which takes place on Saturday](#).

The free event — from 4 p.m. to 8 p.m. — gives people an opportunity to view the new murals during a self-guided tour and meet the artists behind them. There's also an event headquarters near the 300 East S-Line station, which will feature food trucks, music and other activities.

"The murals are really changing the face of our city and it's happening at a time where we're having organic development and businesses moving into the neighborhood, as well," said Lesly Allen, executive director of the South Salt Lake Arts Council. "It's bringing people into the neighborhood and revitalizing South Salt Lake. ... We are definitely known for our murals now."

This year's event, in its seventh year, is the biggest yet — and not just because it features the largest mural so far. The field was increased to 14 this time around — the most in one year — to chip away at a shortage that has formed in recent years.

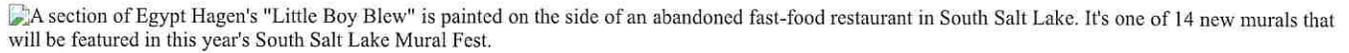
The South Salt Lake Arts Council launched Mural Fest in 2018 with a plan to add 100 murals to the city in 10 years as a way to draw people into a downtown square that's beginning to emerge around 2100 South and State Street. However, because of the [COVID-19 pandemic](#) and other factors, the city fell behind on its annual goal of 10 new pieces.

It helped that there were hundreds of artists to choose from, including applicants from Canada, Mexico and Senegal, as well as plenty of in-state and out-of-state talent. But that ultimately created a new form of stress.

"That was a really big undertaking," Allen said. "Narrowing it down to 14 artists was an impossible task."

Once the field was set, the council [handed out assignments to the winning muralists](#).

Egypt Hagen, [an artist based in Arizona](#), landed a now-vacant fast-food restaurant building by State Street and I-80. Like DAAS, Hagen reapplied to South Salt Lake after missing the 2023 event. She decided to focus on the concept rooted in humanity.

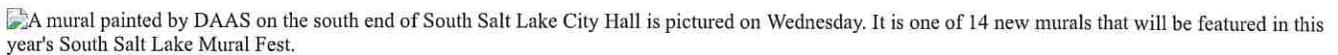
A section of Egypt Hagen's "Little Boy Blew" is painted on the side of an abandoned fast-food restaurant in South Salt Lake. It's one of 14 new murals that will be featured in this year's South Salt Lake Mural Fest.

A section of Egypt Hagen's "Little Boy Blew" is painted on the side of an abandoned fast-food restaurant in South Salt Lake. It's one of 14 new murals that will be featured in this year's South Salt Lake Mural Fest. (Photo: Carter Williams, KSL.com)

Her piece is called "Little Boy Blew," featuring a child playing a trumpet on a gold backdrop with vivid color schemes painted throughout the side of the building. A pair of birds flutter out of the instrument. The whole thing is meant to represent the "inner child" and this idea that life shouldn't always be taken so seriously, she explains.

"I think the goal is to inspire people and bring people together through art. The fact that they're giving us artists an opportunity to do this and express ourselves and give free art to the public — it means a lot," she told KSL.com on Wednesday, shortly after she wrapped up her mural.

Several other murals feature wildlife or other nods to nature, including the large mural at city hall.

A mural painted by DAAS on the south end of South Salt Lake City Hall is pictured on Wednesday. It is one of 14 new murals that will be featured in this year's South Salt Lake Mural Fest.

A mural painted by DAAS on the south end of South Salt Lake City Hall is pictured on Wednesday. It is one of 14 new murals that will be featured in this year's South Salt Lake Mural Fest. (Photo: Carter Williams, KSL.com)

DAAS wasn't nervous about receiving the city's top building, but he also felt a responsibility to do something that could highlight the community. He reflected on the month he spent in Utah and what the state has to offer, then merged that into a creative visualization.

"I wanted to mimic, in an abstract way, the way that the hills and the mountains kind of flow across the landscape. That's something that I felt I could represent visually and also bring a much of colors that would be bright and elevating to the mind," he said. "I also wanted to take a building that might seem intimidating ... and kind of brighten it up so people who are visiting that space come in there maybe in a better mood."

South Salt Lake will now have 66 murals with the works that will be completed by Saturday, boosting its claim to having the highest concentration of public murals in the state. The event hasn't only attracted artists from across the world, but also U.S. cities interested in replicating the concept, Allen said.

The program will last for at least three more years, as the city seeks to reach 100 paintings. Its future is unclear after that.

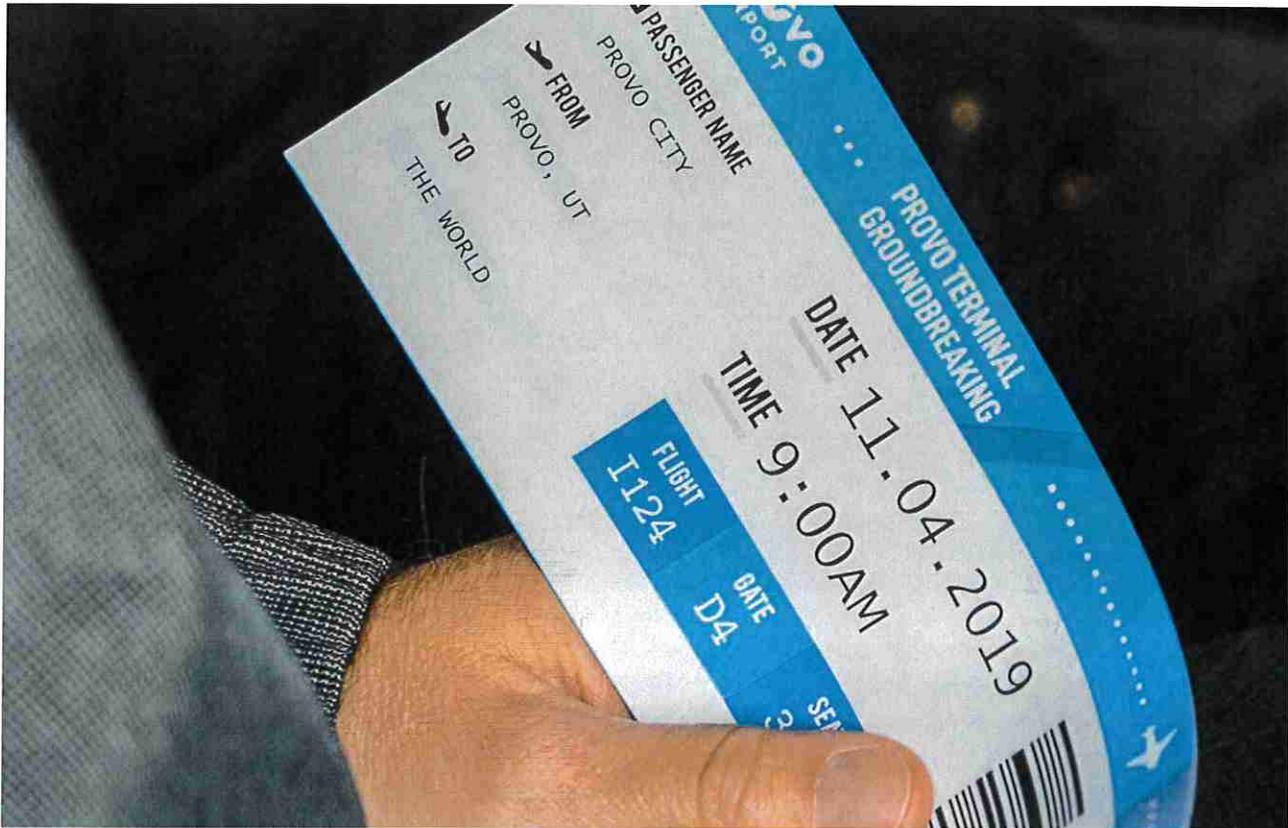
Mural Fest is also creating a new generation of muralists, as its legacy takes shape. Emmaline Russell, who lives by the South Salt Lake-Millcreek border, was selected to be an apprentice this year as she learns the craft. She said she's inspired by the growth of public art in South Salt Lake and across the Wasatch Front.

"I think art has an important place in our daily lives," she said. "Passing murals, in addition to the beautiful mountain views, really makes my day better."

×

American becomes latest commercial airline to fly out of growing Provo airport

The carrier will begin offering daily flights out of Provo this fall.



(Leah Hogsten | The Salt Lake Tribune) Provo Municipal Airport will offer three new daily direct flights this fall.

By Jordan Miller | April 12, 2024, 6:00 a.m.



More flights are coming to the growing Provo Municipal Airport as a third commercial airline announced it will offer daily flights to two major travel hubs starting this fall.

Beginning Oct. 7, two daily American Airlines flights will head to Dallas Fort Worth International Airport, and one daily flight will go to Phoenix Sky Harbor International Airport.

The airline joins Allegiant Air, which flies to seven destinations from Provo, and Utah-based Breeze Airways, which recently announced new direct flights from Provo to Dallas.

The Provo airport began to offer commercial flights in 2011, after Rep. John Curtis — who previously served two terms as Provo’s mayor before he was elected to Congress — supported a new radar system at the airport.

From 2010 to 2021, Utah County’s population grew by about 32 percent, according to data from the University of Utah’s Kem C. Garnder Policy Institute.



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“American Airlines is proud to offer service for the first time to Provo, connecting residents year-round to our expansive network,” said Nate Gatten, American Airlines’ executive vice president.

To the north, Salt Lake City International Airport will continue to serve as a [Delta Air Lines](#) hub until at least mid-2044, following a landmark December 2022 deal between the carrier and the city. The airline accounts for about 70% of Salt Lake City’s outbound flights.

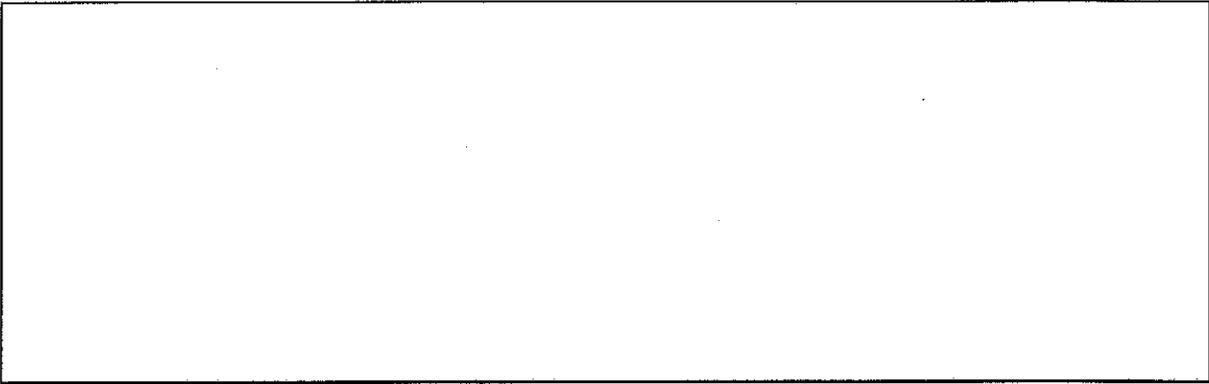
A Delta representative declined to comment on the Provo airport announcement.



jordanm@sltrib.com

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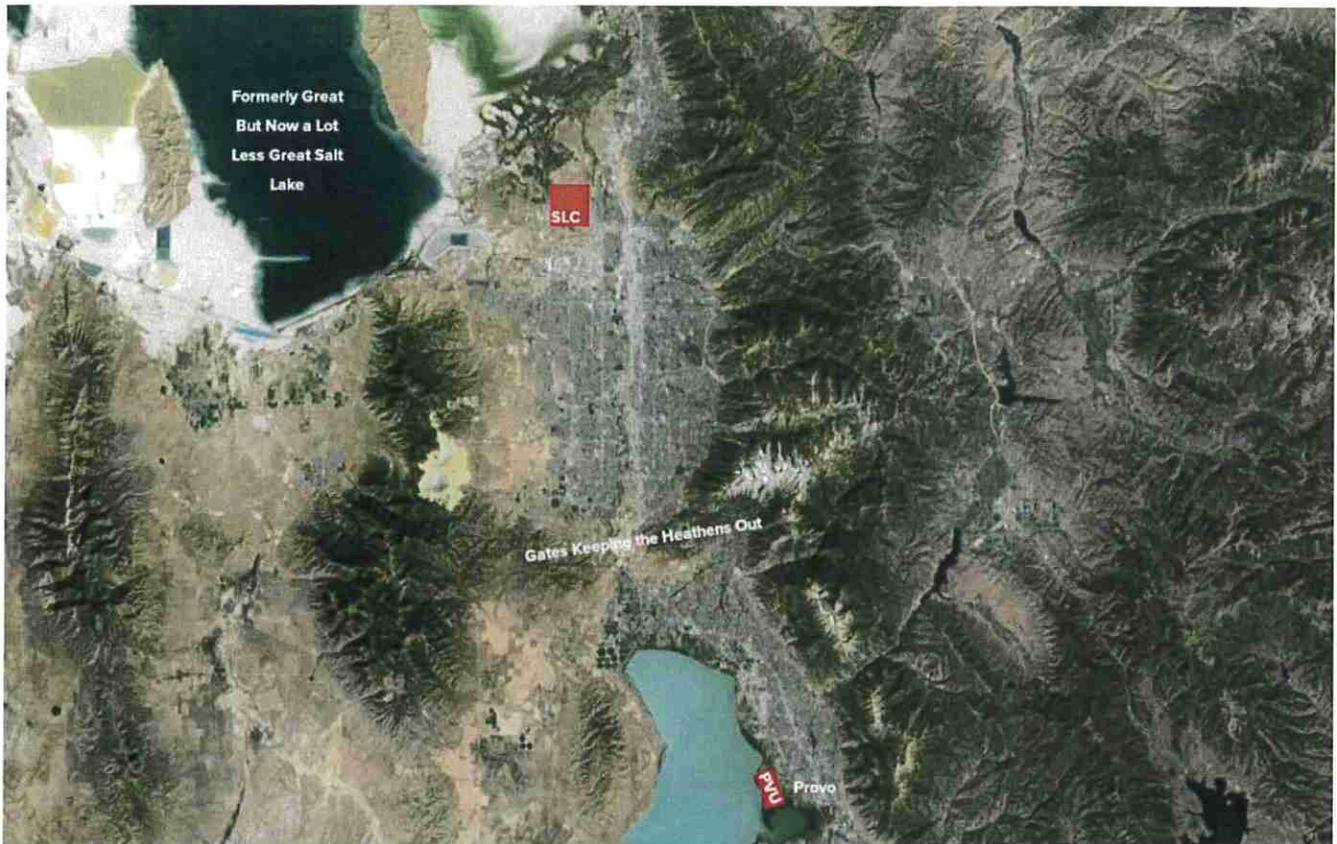
Provo is American's Future

CF on Apr 16, 2024 - 40 Comments

■ American

American has decided to add a new dot to its route map. The winner is... Provo, Utah. This might sound like it's coming from left field, but this is exactly the kind of market that American is trying to serve with its small-city strategy. And regardless of whether this is the right strategy to pursue or not, American is the right network airline to serve a market like this.

Provo might seem like an odd decision. After all, the city lies less than an hour south of Salt Lake City's airport where there is ample service. Further, Provo is a college town — hello, BYU — which means it's not exactly known for high-dollar revenue opportunities. But that's missing the bigger picture.



First and most importantly, the gates between Salt Lake and Provo erected to keep the heathens out just really slow things down. Plus, when you get to SLC, it's another 17-hour walk to get to the gate if your flight is on the B concourse.

The main issue, however, is that Salt Lake City is a big Delta hub, and so for another airline to make a dent, it needs to offer something unique. Flying to Provo is most definitely unique and gives people a reason to fly American if they live in that region.

The area south of the heathen gates is apparently known as Silicon Slopes. I first heard the term when Breeze CEO David Neeleman said that to me when he was talking about his airline's expanding presence at the airport. It does appear to be a real thing with several tech companies setting up shop in the area.

With all of this coming together, you'd think airlines would have taken a swing at Provo in the past — and some have, sort of — but it's only been ultra low-cost operators until now. The big issue had been the airport's tiny and inadequate terminal. In July 2022, a brand new 4-gate terminal opened — expandable to 10 gates — which really opened up the opportunity to any interested airline.

Frontier had flown a daily flight in from Denver until Jan 2013, and then Allegiant took over and slowly increased flying to around 2x daily. In 2021 it ramped up to more than 3x daily but that was it only until the new terminal opened.

Once the terminal opened, service boomed. Allegiant decided to base airplanes there and grew to 5-6x daily flights going to about a dozen destinations. Most of those are 2x weekly, but Orange County flies 1x daily while Phoenix/Mesa is at 12x weekly. Both have strong Mormon connections.

Breeze moved in as well at that point. It now flies 2x weekly to both Phoenix and Dallas/Fort Worth along with 4-5x weekly to San Francisco and 2x daily to Orange County. As you can tell, Orange County is the place to be.

That has been the extent of the service so far, but now American will enter the market with 2x daily to Dallas/Fort Worth and 1x daily to Phoenix. These are markets that are served already, but that's not the point. These are American's hubs, so connectivity is the key here. Allegiant and Breeze don't have that, but American sure does.

American will serve the market with its secret weapon, the 65-seat CRJ-700. As I wrote previously, American has the ability to put a nearly unlimited number of 65-seaters into its fleet. That is not the case for Delta and United thanks to pilot scope clause restrictions. It makes all too much sense for American to take these airplanes and put them in untested markets like Provo, because it might actually work.

If the market works well, then American can upgauge. If it doesn't, well, it didn't hurt to give it a try. It has the regional fleet to be able to experiment like that while others don't.

I honestly don't know how well this market will do, but it does give people south of Salt Lake a reason to fly American if they normally would have just flown Delta from SLC. There is some money there with the tech companies in the region, and American can connect those people around the world.

It's a small market, and the impact on American's bottom line will not be large, but as long as it contributes anything to the bottom line, American will presumably be happy.

Get Cranky in Your Inbox!



Advisory Board
Meeting

May 15, 2024

Information

CONSTRUCTION REPORT

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SALT LAKE CITY DEPARTMENT OF AIRPORTS

May 8, 2024



DEPARTMENT OF
AIRPORTS

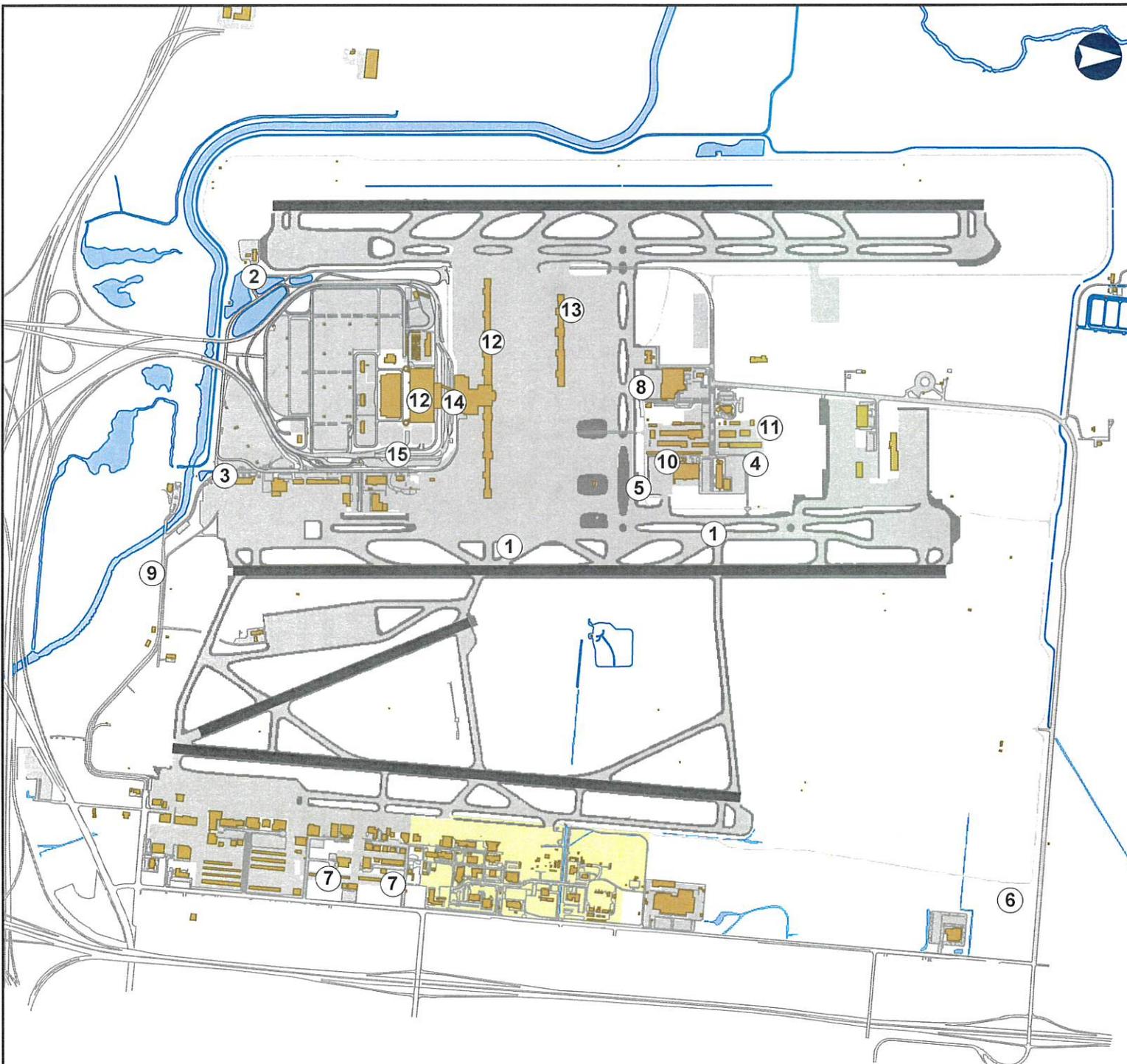
2023 - 2024 Project Legend

Airfield

1. Gylcol E. and Intermediate E. Pumpstation Rehabilitation
2. Pumpstation #9 Renovations
3. Electrical Vehicle Charging Stations (FY23)
4. Equipment Storage Bldg.
5. Taxiway F Reconstruction (G-F1)
6. Runway Deicer Fluid Tanks
7. Demo Row 21 & FAA FMP Pavement Restoration
8. Skywest Hangar Taxilane Reconstruction

Landside

9. Electrical & Communication Duct Bank AOC to Gate 7
10. Replace PVC Roof - NS1
11. Replace PVC Roof - NS14
12. Toilet Carriers Upgrades
13. Concourse B Maintenance T.I.
14. Terminal Fronts, Access Road & G.T. Lot Improvement
15. Skywest Hangar Taxilane Reconstruction



SALT LAKE CITY INTERNATIONAL AIRPORT
CONSTRUCTION PROGRAM
2023/2024 Construction Schedule

ID	Task Name	Start	Finish	March 2024	April 2024	May 2024	June 2024	July 2024	August 2024
1	Project Title	Mon 5/1/23	Mon 4/21/25						
2	(1) Glycol E. & Intermediate E. Pumpstation Rehabilitation	Mon 8/21/23	Fri 6/28/24						
3	(2) Pump Station #9 Renovations	Tue 8/8/23	Fri 3/14/25						
4	(3) Electrical Vehicle Charging Stations (FY23)	Mon 9/25/23	Fri 2/28/25						
5	(4) Equipment Storage Building	Mon 9/25/23	Mon 4/21/25						
6	(5) T/W F Reconstruction (G-F1)	Mon 4/22/24	Wed 9/18/24						
7	(6) Electrical & Communication Duct Bank from AOC to Gate 7	Mon 5/1/23	Fri 5/31/24						
8	(7) Replace PVC Roof - NS1	Mon 7/31/23	Thu 4/18/24						
9	(8) Replace PVC Roof - NS14	Mon 7/31/23	Thu 4/18/24						
10	(9) Toilet Carriers Upgrades	Mon 9/11/23	Fri 5/3/24						
11	(10) Concourse B Maintenance T.I.	Wed 1/24/24	Fri 7/12/24						
12	(11) Terminal Front Access Road & GT Lot Improvements	Mon 3/25/24	Sat 8/10/24						
13	(12) Runway Deicer Fluid Tanks	Mon 4/22/24	Thu 10/17/24						
14	(13) Demo Row 21 & FAA FMP & Pavement Restoration	Mon 4/15/24	Sat 7/27/24						
15	(14) Skywest Hangar Taxilane Reconstruction	Mon 4/22/24	Fri 6/28/24						
16	(15) Ground Trans. Restrooms & Charging Stations Infrastructure	Mon 4/15/24	Mon 7/29/24						
17	(16) SVRA Hangar Access Road	Mon 4/29/24	Tue 7/2/24						
18	(17) TVY Water and Sewer Improvements	Mon 4/22/24	Fri 9/20/24						

Project: Microsoft Project (latest)
Date: Tue 5/7/24

CONSTRUCTION

**SALT LAKE CITY DEPARTMENT OF AIRPORTS
CONSTRUCTION PROJECT STATUS 2023 - 2024**

#	PROJECT NAME	ENGINEER'S ESTIMATE	BID AMOUNT	APPROVED CHANGE ORDERS TO DATE	% OF COST INCREASE TO DATE	STATUS	CONTRACTOR
CONSTRUCTION							
1	Glycol E. and Intermediate E. Pumpstation Rehab.	\$ 794,862	\$ 358,508	\$ 30,451	8.49%	on schedule	IPW LLC
2	Pump Station #9 Renovations	\$ 956,629	\$ 2,255,819			on schedule	Crescent Construction
3	Electrical Vehicle Charging Stations (FY23)	\$ 570,367	\$ 620,745	\$ 5,000	0.81%	on schedule	Apex Electric LLC
4	Equipment Storage Building	\$ 4,482,931	\$ 4,070,100	\$ 136,277	3.35%	on schedule	Paulsen Construction
5	Taxiway F Reconstruction (G-F1)	\$ 11,347,940	\$ 11,197,743			on schedule	Granite Construction
6	Electrical & Communication Duct Bank AOC to Gate 7	\$ 3,371,053	\$ 3,517,988	\$ 240,393	6.83%	on schedule	Americom Technology LLC
7	Replace PVC Roof Membrane on NS1	\$ 676,591	\$ 415,600			complete	Heritage Roofing
8	Replace PVC Roof Membrane on NS14	\$ 203,656	\$ 185,850			complete	Heritage Roofing
9	Toilet Carriers Upgrades	\$ 2,213,106	\$ 1,387,841	\$ 64,073	4.62%	complete	Paulsen Construction
10	Concourse B Maintenance T.I.	\$ 2,151,320	\$ 1,248,800	\$ 23,042	1.85%	on schedule	AIS Commercial
11	Terminal Front Access Road & GT Lot Improvements	\$ 2,646,450	\$ 2,814,272			on schedule	Acme Construction
12	Runway Deicer Fluid Tanks	\$ 798,375	\$ 956,004			on schedule	Slider Construction
13	Demo Row 21 & FAA FMP & Pavement Restoration	\$ 2,488,790	\$ 2,367,777			on schedule	Granite Construction
14	Skywest Hangar Taxilane Reconstruction	\$ 772,270	\$ 664,880			on schedule	Staker Parson Companies
15	Ground Transportation Restroom & Charging Stations	\$ 695,364	\$ 628,223			on schedule	Paulsen Construction
16	SVRA Hangar Access Road	\$ 372,615	\$ 339,132			on schedule	Sunset Mountain Machinery
17	TVY Water and Sewer Improvements	\$ 9,815,980	\$ 10,158,015			on schedule	Hughes General Contractors
	Total	\$ 44,358,299	\$ 43,187,297	\$ 499,236	1.16%		
Engineer's estimate and Bid amount is based on construction cost only.							

-CONSTRUCTION REPORT

CONSTRUCTION

- (1) **Glycol East and Intermediate East Pumpstation Rehabilitation** - Construction in the Glycol East station has been completed with only a few minor punch list items remaining. Modifications to the Intermediate East Pumpstation began on April 29, 2024 starting with the demolition and removal of the pumps. Substantial completion for this project is anticipated for June 30, 2024.
- (2) **Pump Station #9 Renovations** - Construction for this project is on hold due to long lead equipment items. Anticipated completion for this project is March 14, 2025.
- (3) **Electrical Vehicle Charging Stations (FY23)** - The ground penetrating radar scan has been completed. Ground boring will begin the week of May 13, 2024. Due to long lead equipment items, substantial completion is anticipated for February 28, 2025.
- (4) **Equipment Storage Building** - The roof framing and decking work is nearing completion. Final underground sitework (utility connections) is currently taking place. The project is approximately 50% complete. Substantial completion is anticipated for April 2025.
- (5) **Taxiway F Reconstruction (G-F1)** - Demolition continues on the existing concrete taxiway with removal of the concrete scheduled over the next two weeks. Once removed, the remaining base material will be reconditioned with imported fill in preparation for the new concrete to be placed. The electrical contractor is continuing to install the eight-way concrete duct bank. Substantial completion is anticipated for September 18, 2024.
- (6) **Electrical & Communication Duct Bank from AOC to Gate 7** - The Contractor has begun with the finish grading as of May 1, 2024. Project completion is anticipated for May 31, 2024.
- (7) **Replace PVC Roof Membrane on NS1** - Substantial completion for this project was issued on April 18, 2024. The Contractor is currently working on punch list items.
- (8) **Replace PVC Roof Membrane & Greenhouse Panels on NS14** - Substantial completion for this project was issued on April 18, 2024. The Contractor is currently working on punch list items.
- (9) **Toilet Carriers Upgrades** - Substantial completion for this project was issued on April 24, 2024. The Contractor is currently working on punch list items.
- (10) **Concourse B Maintenance T.I.** – The Contractor is currently placing insulation and sheet rock. Mechanical and plumbing work is nearing completion. CMU wall installation will begin the week of May 13, 2024. Substantial completion for this project is anticipated for July 12, 2024.
- (11) **Terminal Front Access Road & GT Lot Improvements** - The Contractor is placing road base material for the new concrete curb and gutter along the east side of the project between the A and B traffic lanes. This extension will enhance the passenger pick-up zone to the east between the A and B lanes. Additionally, the Contractor is preparing the concrete forms to place the concrete traffic barrier wall on the south side of the A lanes. Meanwhile, concrete pavement is being demolished on the north edge of the B lanes, and the roadway subgrade is being prepared for the installation of new concrete road pavement. Substantial completion is anticipated for August 10, 2024.
- (12) **Runway Deicer Fluid Tanks** - The Contractor was issued a construction notice to proceed on May 6, 2024, beginning with excavation work. Substantial completion is anticipated for October 17, 2024.

- (13) **Demo Row 21 & FAA FMP & Pavement Restoration** - A construction notice to proceed was issued on April 15, 2024. The Contractor is installing new electrical equipment and preparing for the demolition of the Row 21 T-hangars this week. Substantial completion is scheduled for July 27, 2024.
- (14) **Skywest Hangar Taxilane Reconstruction** - The contract has been awarded to Staker Parson Companies. Contract documents have been executed. A construction notice to proceed will be issued on May 20, 2024 with a substantial completion date of June 28, 2024.
- (15) **Ground Transportation Restrooms & Charging Stations Infrastructure** - The apparent low bidder is Paulsen Construction. Contract documents have been executed. A construction notice to proceed will be issued on May 13, 2024 with substantial completion on July 28, 2024.
- (16) **SVRA Hangar Access Road** - The Contractor mobilized on May 1, 2024, and has begun excavating unclassified material for the new access road. The project completion date is July 2, 2024.
- (17) **TVY Water and Sewer Improvements** - The Contractor was issued a notice to proceed on April 22, 2024. Construction has started with clearing, grubbing and installation of the new fence. Submittals are also being prepared for review and approval by SLCDA. Substantial completion is anticipated for September 20, 2024.



**SALT LAKE CITY INTERNATIONAL AIRPORT
AIR TRAFFIC STATISTICS AND ACTIVITY REPORT
THREE MONTHS ENDED MARCH 2024**

	March 2024	CHANGE	Year to date 2024	CHANGE	12 MO ROLLING Ending 03/2024	CHANGE
PASSENGERS						
<i>DOMESTIC</i>						
Enplaned - Local	721,779	-13.29%	2,293,381	-0.77%	8,958,522	2.44%
Enplaned - Connections	526,799	53.31%	1,144,201	26.06%	4,642,432	6.39%
Less International	-62,249		-158,706		-662,203	
Enplaned	1,186,329	6.53%	3,278,876	7.09%	12,938,751	3.81%
Deplaned - Local	722,461	-12.60%	2,343,341	-0.59%	9,150,643	3.67%
Deplaned - Connection	526,799	53.31%	1,144,201	26.06%	4,642,432	6.39%
Less International	-63,440		-169,590		-667,827	
Deplaned	1,185,820	6.97%	3,317,952	7.02%	13,125,248	4.75%
TOTAL DOMESTIC	2,372,149	6.75%	6,596,828	7.05%	26,063,999	4.28%
<i>INTERNATIONAL</i>						
Enplaned	62,249	-0.25%	158,706	1.08%	662,203	2.58%
Deplaned	63,440	2.97%	169,590	3.06%	667,827	1.01%
TOTAL INTERNATIONAL	125,689	1.35%	328,296	2.09%	1,330,030	1.79%
TOTAL PASSENGERS	2,497,838	6.46%	6,925,124	6.81%	27,394,029	4.16%
LANDED WEIGHT						
Air Carriers	1,368,284,066	8.24%	3,916,107,695	8.85%	15,214,925,898	6.11%
Cargo Carriers	89,046,841	-6.74%	247,883,458	-6.70%	1,026,179,474	-15.82%
TOTAL LANDED WEIGHT (LBS)	1,457,330,907	7.19%	4,163,991,153	7.78%	16,241,105,372	4.39%
MAIL						
Enplaned	442,898	-77.01%	1,408,713	-75.45%	11,203,382	-61.39%
Deplaned	234,283	-85.39%	872,301	-80.49%	6,344,150	-65.65%
TOTAL MAIL (LBS)	677,181	-80.82%	2,281,014	-77.66%	17,547,532	-63.05%
CARGO						
Enplaned	13,083,053	-9.66%	38,717,484	-4.12%	162,121,261	-11.42%
Deplaned	13,838,733	-6.50%	40,756,481	-0.14%	169,337,124	-12.65%
TOTAL CARGO (LBS)	26,921,786	-8.07%	79,473,965	-2.12%	331,458,385	-12.05%
MAIL & CARGO						
Enplaned	6,542	-9.65%	19,359	-4.12%	81,061	-11.42%
Deplaned	6,919	-6.51%	20,378	-0.14%	84,669	-12.65%
TOTAL MAIL & CARGO (TONS)	13,461	-8.07%	39,737	-2.12%	165,730	-12.05%
AIRCRAFT OPERATIONS						
Passenger Aircraft	21,578	6.45%	62,254	8.02%	239,750	2.73%
All-Cargo Aircraft	1,296	-10.99%	3,900	-3.32%	16,024	-10.29%
General Aviation	5,320	-12.34%	16,220	-10.67%	61,297	-8.46%
Military	293	12.69%	808	16.43%	4,677	61.61%
TOTAL AIRCRAFT OPERATIONS	28,487	1.54%	83,182	3.31%	321,748	0.20%

**SALT LAKE CITY INTERNATIONAL AIRPORT
PASSENGER TRAFFIC REPORT
THREE MONTHS ENDED MARCH 2024**

	March 2023	March 2024	% CHANGE	Year to date 2023	Year to date 2024	% CHANGE	12 MO ROLLING Ending 03/2024	% CHANGE
ENPLANED PASSENGERS								
AEROMEXICO	1,874	4,709	151.3%	6,123	10,912	78.2%	26,731	-10.3%
AIR CANADA	-	-	0.0%	380	-	-100.0%	7,831	-1.5%
ALASKA	14,013	15,366	9.7%	36,866	40,881	10.9%	175,722	14.3%
Horizon Air / Alaska	146	12	-91.8%	146	12	-91.8%	12	-99.6%
Skywest / Alaska	14,013	9,098	-35.1%	31,736	23,657	-25.5%	96,302	-31.6%
AMERICAN	55,726	61,853	11.0%	161,736	188,640	16.6%	615,291	7.4%
Envoy Air	119	-	-100.0%	195	487	149.7%	4,093	629.6%
American/Mesa Air	2,230	-	-100.0%	6,225	-	-100.0%	235	-98.6%
Republic	-	-	0.0%	-	-	0.0%	-	0.0%
SkyWest (American)	4,129	9,731	135.7%	12,884	27,158	110.8%	77,327	69.2%
DELTA	685,138	704,445	2.8%	1,855,866	1,909,720	2.9%	7,934,816	3.5%
SkyWest (Delta Connection)	129,405	138,488	7.0%	354,606	391,107	10.3%	1,592,503	-9.1%
EUROWINGS DISCOVER	-	-	0.0%	-	-	0.0%	7,700	-27.7%
FRONTIER	20,439	33,146	62.2%	59,142	83,865	41.8%	296,320	45.1%
JETBLUE	29,238	28,801	-1.5%	79,354	79,261	-0.1%	305,916	2.0%
KLM ROYAL DUTCH AIRLINES	1,045	-	-100.0%	1,045	-	-100.0%	29,934	-2.0%
SOUTHWEST	135,040	143,287	6.1%	379,282	399,836	5.4%	1,473,964	6.2%
SPIRIT	19,476	16,517	-15.2%	51,997	57,527	10.6%	224,455	27.9%
SUN COUNTRY	46	586	1173.9%	126	948	652.4%	3,246	119.6%
UNITED	39,878	65,749	64.9%	116,375	176,313	51.5%	499,448	77.1%
Mesa Airlines (United Express)	-	429	100.0%	57	1,531	2586.0%	11,468	-30.7%
Republic Airways (United)	-	-	0.0%	-	-	0.0%	-	0.0%
SkyWest (United Express)	24,008	15,910	-33.7%	64,583	45,057	-30.2%	216,401	-29.7%
Charters	87	451	418.4%	154	670	335.1%	1,239	-9.1%
West Coast Charters	-	0	0.0%	-	0	0.0%	0	0.0%
TOTAL ENPLANED PASSENGERS	1,176,050	1,248,578	6.2%	3,218,878	3,437,582	6.8%	13,600,954	3.8%
AeroMexico	3,089	8,083	161.7%	9,697	20,000	106.2%	44,413	9.4%
AIR CANADA	-	-	0.0%	385	-	-100.0%	7,942	-3.1%
ALASKA AIR	12,982	14,816	14.1%	36,125	40,926	13.3%	172,330	10.7%
Horizon Air / Alaska	136	1	-99.3%	136	1	-99.3%	1	-100.0%
Skywest / Alaska	9,801	9,398	-4.1%	27,854	24,285	-12.8%	97,002	-28.2%
AMERICAN	53,927	58,035	7.6%	159,336	184,438	15.8%	614,486	8.2%
Envoy Air (American)	154	-	-100.0%	222	484	118.0%	4,351	724.1%
Mesa Air	2,283	-	-100.0%	6,177	-	-100.0%	226	-98.7%
Republic	-	-	0.0%	-	-	0.0%	-	0.0%
SkyWest (American)	4,057	9,776	141.0%	12,257	26,726	118.0%	107,542	140.2%
DELTA	696,673	715,804	2.7%	1,917,603	1,962,551	2.3%	8,060,787	4.2%
SkyWest (Delta Connection)	129,388	135,694	4.9%	354,819	386,975	9.1%	1,600,404	-9.6%
EUROWINGS DISCOVER	-	-	0.0%	-	-	0.0%	8,074	-31.4%
FRONTIER	19,864	32,729	64.8%	58,773	85,370	45.3%	300,192	46.0%
JETBLUE	28,667	29,960	4.5%	79,133	79,229	0.1%	309,111	4.0%
KLM ROYAL DUTCH AIRLINES	1,172	-	-100.0%	1,172	-	-100.0%	31,938	-12.9%
SOUTHWEST	128,103	136,578	6.6%	370,738	393,042	6.0%	1,474,937	7.1%
SPIRIT	17,733	16,734	-5.6%	50,870	57,820	13.7%	229,258	30.4%
SUN COUNTRY	126	497	294.4%	165	787	377.0%	2,482	84.8%
UNITED	38,189	64,004	67.6%	114,501	177,856	55.3%	499,120	78.8%
Mesa Airlines / United Express	-	310	100.0%	59	1,366	2215.3%	11,579	-35.5%
Republic Airways (United)	-	-	0.0%	-	-	0.0%	-	0.0%
SkyWest (United Express)	23,758	15,896	-33.1%	64,860	44,577	-31.3%	215,105	-29.8%
Charters	89	945	961.8%	89	1,109	1146.1%	1,795	-5.1%
West Coast Charters	-	-	0.0%	-	-	0.0%	-	0.0%
TOTAL DEPLANED PASSENGERS	1,170,191	1,249,260	6.8%	3,264,971	3,487,542	6.8%	13,793,075	4.6%
TOTAL PASSENGERS*	2,346,241	2,497,838	6.5%	6,483,849	6,925,124	6.8%	27,394,029	4.2%
INTERNATIONAL - ENPLANED								
AEROMEXICO	1,874	4,709	151.3%	6,123	10,912	78.2%	26,731	-10.3%
AIR CANADA	-	-	0.0%	380	-	-100.0%	7,831	-1.5%
DELTA	56,199	50,927	-9.4%	145,613	130,246	-10.6%	540,070	-2.0%
SkyWest (Delta Connection)	3,289	6,613	101.1%	3,852	17,548	355.6%	49,923	223.5%
EUROWINGS DISCOVER	-	-	0.0%	-	-	0.0%	7,700	-27.7%
KLM ROYAL DUTCH AIRLINES	1,045	-	-100.0%	1,045	-	-100.0%	29,934	-2.0%
Charters	-	-	0.0%	-	-	0.0%	-	0.0%
TOTAL ENPLANED INTERNATIONAL	62,407	62,249	-0.3%	157,013	158,706	1.1%	662,189	2.6%
AEROMEXICO	3,089	8,083	161.7%	9,697	20,000	106.2%	44,413	9.4%
AIR CANADA	-	-	0.0%	385	-	-100.0%	7,942	-3.1%
DELTA	54,353	49,146	-9.6%	149,723	132,627	-11.4%	526,383	-3.4%
SkyWest (Delta Connection)	2,998	6,211	107.2%	3,570	16,963	375.2%	49,073	163.1%
EUROWINGS DISCOVER	-	-	0.0%	-	-	0.0%	8,074	-31.4%
KLM ROYAL DUTCH AIRLINES	1,172	-	-100.0%	1,172	-	-100.0%	31,938	-12.9%
Charters	-	-	0.0%	-	-	0.0%	-	0.0%
TOTAL DEPLANED INTERNATIONAL	61,612	63,440	3.0%	164,547	169,590	3.1%	667,823	1.0%
TOTAL INTERNATIONAL PASSENGERS	124,019	125,689	1.3%	321,560	328,296	2.1%	1,330,012	1.8%

*Includes International

**SALT LAKE CITY INTERNATIONAL AIRPORT
THREE MONTHS ENDED MARCH 2024
Based on Total Enplanements**

MARKET SHARE

	March 2023	MARKET SHARE	March 2024	MARKET SHARE	Year to date 2023	MARKET SHARE	Year to date 2024	MARKET SHARE	12 MO ROLLING Ending 03/2023	12 MO ROLLING Ending 03/2024	MARKET SHARE
AEROMEXICO	1,874	0.16%	4,709	0.38%	6,123	0.19%	10,912	0.32%	29,817	26,731	0.20%
ALASKA	28,172	2.40%	24,476	1.96%	68,748	2.14%	64,550	1.88%	297,257	272,036	2.00%
AMERICAN	62,204	5.29%	71,584	5.73%	181,040	5.62%	216,285	6.29%	635,970	696,946	5.12%
DELTA	814,543	69.26%	842,933	67.51%	2,210,472	68.67%	2,300,827	66.93%	9,420,197	9,527,319	70.05%
EUROWINGS DISCOVER	-	0.00%	-	0.00%	-	0.00%	-	0.00%	10,654	7,700	0.06%
FRONTIER	20,439	1.74%	33,146	2.65%	59,142	1.84%	83,865	2.44%	204,210	296,320	2.18%
JETBLUE	29,238	2.49%	28,801	2.31%	79,354	2.47%	79,261	2.31%	299,874	305,916	2.25%
KLM ROYAL DUTCH	1,045	0.09%	-	0.00%	1,045	0.03%	-	0.00%	30,541	29,934	0.22%
SOUTHWEST	135,040	11.48%	143,287	11.48%	379,282	11.78%	399,836	11.63%	1,388,179	1,473,964	10.84%
SPIRIT	19,476	1.66%	16,517	1.32%	51,997	1.62%	57,527	1.67%	175,468	224,455	1.65%
SUN COUNTRY	46	0.00%	586	0.05%	126	0.00%	948	0.03%	1,478	3,246	0.02%
UNITED	63,886	5.43%	82,088	6.57%	181,015	5.62%	222,901	6.48%	606,305	727,317	5.35%
Charters	87	0.01%	451	0.04%	154	0.00%	670	0.02%	1,363	1,239	0.01%
TOTAL ENPLANEMENTS	1,176,050	100%	1,248,578	100%	3,218,878	100%	3,437,582	100%	13,109,262	13,600,954	100%

PERCENT CHANGE YOY

	March 2023	March 2024	PERCENT CHANGE	YTD 2023	YTD 2024	PERCENT CHANGE	12 MO ROLLING Ending 03/2023	12 MO ROLLING Ending 03/2024	PERCENT CHANGE
AEROMEXICO	1,874	4,709	151.28%	6,123	10,912	78.21%	29,817	26,731	-10.35%
ALASKA	28,172	24,476	-13.12%	68,748	64,550	-6.11%	297,257	272,036	-8.48%
AMERICAN	62,204	71,584	15.08%	181,040	216,285	19.47%	635,970	696,946	9.59%
DELTA	814,543	842,933	3.49%	2,210,472	2,300,827	4.09%	9,420,197	9,527,319	1.14%
EUROWINGS DISCOVER	-	-	#DIV/0!	-	-	#DIV/0!	10,654	7,700	-27.73%
FRONTIER	20,439	33,146	62.17%	59,142	83,865	41.80%	204,210	296,320	45.11%
JETBLUE	29,238	28,801	-1.49%	79,354	79,261	-0.12%	299,874	305,916	2.01%
KLM ROYAL DUTCH	1,045	-	0.00%	1,045	-	0.00%	30,541	29,934	-1.99%
SOUTHWEST	135,040	143,287	6.11%	379,282	399,836	5.42%	1,388,179	1,473,964	6.18%
SPIRIT	19,476	16,517	-15.19%	51,997	57,527	10.64%	175,468	224,455	27.92%
SUN COUNTRY	46	586	1173.91%	126	948	652.38%	1,478	3,246	119.62%
UNITED	63,886	82,088	28.49%	181,015	222,901	23.14%	606,305	727,317	19.96%
Charters	87	451	418.39%	154	670	335.06%	1,363	1,239	-9.10%
TOTAL ENPLANEMENTS	1,176,050	1,248,578	6.2%	3,218,878	3,437,582	6.8%	13,109,262	13,600,954	3.8%

**SALT LAKE CITY INTERNATIONAL AIRPORT
LANDING ACTIVITY
THREE MONTHS ENDED MARCH 2024**

	March 2023	March 2024	CHANGE	Year to date 2023	Year to date 2024	CHANGE	12 MO ROLLING Ending 03/2024	% CHANGE
TOTAL NUMBER OF LANDINGS								
SCHEDULED CARRIERS								
AEROMEXICO	22	48	118.2%	73	103	41.1%	281	-18.8%
AIR CANADA	-	-	0.0%	4	-	-100.0%	68	-28.4%
ALASKA	92	103	12.0%	273	299	9.5%	1,198	4.7%
Horizon Air / Alaska	2	1	-50.0%	2	1	-50.0%	1	-97.6%
Skywest / Alaska	142	143	0.7%	416	386	-7.2%	1,469	-28.6%
AMERICAN	332	365	9.9%	962	1,163	20.9%	3,770	6.9%
Mesa Air (American)	12	-	-100.0%	68	-	-100.0%	3	-98.6%
Envoy Air (American)	2	1	-50.0%	3	9	200.0%	63	687.5%
Republic/ (American)	-	-	0.0%	-	-	0.0%	-	0.0%
SkyWest (American)	63	161	155.6%	214	437	104.2%	1,304	72.7%
DELTA	4,744	4,793	1.0%	13,345	13,467	0.9%	55,612	5.8%
SkyWest (Delta Connection)	2,181	2,262	3.7%	6,172	6,630	7.4%	26,934	-10.2%
EUROWINGS DISCOVER	-	-	0.0%	-	-	0.0%	36	-23.4%
FRONTIER	123	212	72.4%	356	591	66.0%	1,867	45.5%
JETBLUE	197	214	8.6%	549	601	9.5%	2,292	15.2%
KLM ROYAL DUTCH AIRLINES	3	-	-100.0%	3	-	-100.0%	90	-4.3%
SOUTHWEST	1,026	1,068	4.1%	2,932	3,078	5.0%	12,129	10.7%
SPIRIT	120	102	-15.0%	322	366	13.7%	1,458	28.1%
SUN COUNTRY	5	7	40.0%	8	14	75.0%	75	63.0%
UNITED	262	455	73.7%	795	1,287	61.9%	3,696	86.3%
Mesa / United Express	-	6	100.0%	1	21	2000.0%	170	-32.5%
Republic Airways Holdings	-	-	0.0%	-	-	0.0%	-	0.0%
SkyWest (United Express)	371	266	-28.3%	1,000	763	-23.7%	3,504	-25.7%
Trans States	-	-	0.0%	-	-	0.0%	-	0.0%
SUBTOTAL SCHEDULED CARRIERS:	9,699	10,207	5.2%	27,498	29,216	6.2%	116,020	2.4%
CHARTER CARRIERS								
ALLEGiant AIR	2	10	400.0%	2	10	400.0%	13	-7.1%
BOMBARDIER BUSINESS JETS	101	250	147.5%	344	871	153.2%	1,415	83.8%
BOUTIQUE AIR	-	-	0.0%	-	-	0.0%	-	0.0%
DELTA PRIVATE JETS	-	-	0.0%	-	-	0.0%	-	0.0%
EXECUTIVE JET MANAGEMENT	-	-	0.0%	-	-	0.0%	-	0.0%
FLIGHT OPTIONS	-	-	0.0%	-	-	0.0%	-	0.0%
KALITTA CHARTERS	2	2	0.0%	5	12	140.0%	21	23.5%
KEYLIME AIR	-	-	0.0%	-	3	100.0%	-	-100.0%
NETJETS	314	319	1.6%	939	997	6.2%	2,308	-5.3%
SUNSET AVIATION	-	-	0.0%	-	-	0.0%	-	0.0%
SWIFT AIR	-	-	0.0%	-	-	0.0%	-	0.0%
SUN COUNTRY	-	-	0.0%	-	-	0.0%	-	0.0%
XOJET	19	-	-100.0%	33	25	-24.2%	74	-51.6%
OTHER CHARTER	-	1	100.0%	1	2	100.0%	11	266.7%
SUBTOTAL CHARTER CARRIERS:	438	582	32.9%	1,324	1,920	45.0%	3,842	13.0%
CARGO CARRIERS								
21 AIR LLC	0	21	100.0%	0	29	100.0%	29	100.0%
ABX AIR INC	2	-	-100.0%	2	4	100.0%	10	-16.7%
AIRNET 11 LLC	7	6	-14.3%	13	23	76.9%	81	32.8%
ALPINE AVIATION	209	178	-14.8%	568	579	1.9%	2,391	3.6%
AMERIFLIGHT	23	22	-4.3%	62	67	8.1%	293	12.7%
AMERIJET INTERTIONAL	-	-	0.0%	5	27	440.0%	40	-75.8%
CORPORATE AIR (BILLINGS)	130	132	1.5%	355	376	5.9%	1,533	2.4%
EMPIRE	20	17	-15.0%	52	51	-1.9%	208	0.5%
FEDERAL EXPRESS	133	141	6.0%	376	381	1.3%	1,557	-5.3%
GEM AIR	35	30	-14.3%	92	95	3.3%	349	-36.4%
GLOBAL CROSSING AIRLINES	3	-	-100.0%	3	-	-100.0%	108	3500.0%
NORTHERN AIR CARGO	24	-	-100.0%	71	17	-76.1%	91	-69.5%
SWIFT AIR	4	-	-100.0%	12	5	-58.3%	36	-29.4%
UPS	136	101	-25.7%	369	284	-23.0%	1,292	-20.8%
WESTERN AIR EXPRESS	-	-	0.0%	26	-	-100.0%	-	-100.0%
OTHER CARGO	-	-	0.0%	6	3	-50.0%	7	-53.3%
SUBTOTAL CARGO CARRIERS:	726	648	-10.7%	2,012	1,941	-3.5%	8,025	-10.2%
TOTAL LANDINGS	10,863	11,437	5.3%	30,834	33,077	7.3%	127,887	1.8%
TOTAL LANDED WEIGHT								
SCHEDULED CARRIERS								
AEROMEXICO	2,085,556	5,951,566	185.4%	6,920,254	13,289,950	92.0%	30,163,994	-8.0%
AIR CANADA	-	-	0.0%	616,000	-	-100.0%	10,472,000	-28.3%
ALASKA	14,225,100	15,944,500	12.1%	42,069,400	45,961,000	9.3%	184,640,300	6.6%
Horizon Air / Alaska	149,914	74,957	-50.0%	149,914	74,957	-50.0%	74,957	-97.6%
Skywest / Alaska	10,643,894	10,718,851	0.7%	31,182,112	28,933,402	-7.2%	110,111,833	-28.6%
AMERICAN	53,639,002	60,159,432	12.2%	155,915,652	190,231,718	22.0%	617,520,648	9.7%
Envoy Air (American)	149,900	74,950	-50.0%	224,850	674,550	200.0%	4,721,850	691.0%
American/Mesa Air	901,200	-	-100.0%	5,084,400	-	-100.0%	220,500	-98.6%
Republic (American)	-	-	0.0%	-	-	0.0%	-	0.0%
SkyWest (American)	4,451,550	11,033,450	147.9%	14,608,300	30,765,650	110.6%	91,692,800	79.4%
DELTA	737,004,068	760,786,126	3.2%	2,085,850,542	2,144,829,174	2.8%	8,734,064,031	5.3%
SkyWest (Delta Connection)	156,004,185	169,528,403	8.7%	442,296,361	496,587,770	12.3%	1,963,970,069	-6.4%

**SALT LAKE CITY INTERNATIONAL AIRPORT
LANDING ACTIVITY
THREE MONTHS ENDED MARCH 2024**

	March 2023	March 2024	CHANGE	Year to date 2023	Year to date 2024	CHANGE	12 MO ROLLING Ending 03/2024	% CHANGE
EUROWINGS DISCOVER	-	-	0.0%	-	-	0.0%	14,634,400	-23.8%
FRONTIER	17,519,674	31,676,824	80.8%	50,769,088	87,210,290	71.8%	276,454,250	50.5%
JETBLUE	28,352,675	30,489,438	7.5%	78,646,356	85,784,709	9.1%	325,997,302	15.0%
KLM ROYAL DUTCH AIRLINES	1,274,634	-	-100.0%	1,274,634	-	-100.0%	38,496,950	-4.1%
SOUTHWEST	141,425,800	147,939,600	4.6%	405,614,400	425,001,100	4.8%	1,661,332,800	11.3%
SPIRIT	17,063,760	17,356,100	1.7%	45,787,756	61,377,972	34.0%	216,672,960	33.9%
SUN COUNTRY	714,400	1,024,100	43.4%	1,153,300	2,048,200	77.6%	10,938,300	64.2%
UNITED	39,018,500	66,362,200	70.1%	117,413,800	186,726,800	59.0%	540,988,900	87.1%
Mesa / United Express	-	449,700	100.0%	75,000	1,574,500	1999.3%	12,687,520	-32.9%
Republic Airways Holdings	-	-	0.0%	-	-	0.0%	-	0.0%
SkyWest (United Express)	25,829,691	17,954,690	-30.5%	70,841,729	51,100,575	-27.9%	241,224,369	-27.0%
SUBTOTAL SCHEDULED CARRIERS:	1,250,453,503	1,347,524,887	7.8%	3,556,493,848	3,852,172,317	8.3%	15,087,080,733	6.0%
CHARTER CARRIERS								
ALLEGiant AIR	279,986	1,407,647	402.8%	279,986	1,407,647	402.8%	1,833,138	-7.7%
AMERISTAR	-	-	0.0%	-	-	0.0%	-	-100.0%
BOEING COMMERCIAL AIRPLANE	-	-	0.0%	-	-	0.0%	-	0.0%
BOMBARDIER	3,607,357	9,207,458	155.2%	12,266,614	31,014,539	152.8%	49,700,687	83.7%
BOUTIQUE AIR	-	-	0.0%	-	-	0.0%	-	0.0%
DELTA PRIVATE JETS	-	-	0.0%	-	-	0.0%	-	0.0%
EXECUTIVE JET MANAGEMENT	-	-	0.0%	-	-	0.0%	-	0.0%
FLIGHT OPTIONS	-	-	0.0%	-	-	0.0%	-	0.0%
KALITTA CHARTERS	31,300	30,600	-2.2%	77,900	442,720	468.3%	623,740	-0.2%
KEYLIME AIR	-	43,651	100.0%	-	119,026	100.0%	119,026	-34.8%
MIAMI AIR	-	-	0.0%	-	-	0.0%	-	0.0%
NETJETS	8,900,487	10,069,823	13.1%	27,180,477	30,232,566	11.2%	68,104,314	-3.4%
SIERRA PACIFIC	-	-	0.0%	110,000	220,000	100.0%	660,000	200.0%
SUN COUNTRY	-	-	0.0%	-	-	0.0%	-	0.0%
SWIFT AIR	-	-	0.0%	-	-	0.0%	-	0.0%
VIRGIN AMERICA	-	-	0.0%	-	-	0.0%	-	0.0%
XOJET	838,200	-	-100.0%	1,517,400	795,000	-47.6%	2,914,800	-50.8%
OTHER CHARTER	-	-	0.0%	-	-	0.0%	-	0.0%
SUBTOTAL CHARTER CARRIERS:	13,657,330	20,759,179	52.0%	41,432,377	64,231,498	55.0%	123,955,705	16.3%
CARGO CARRIERS								
21 AIR LLC	0	5,943,000	100.0%	-	8,207,000	100.0%	8,207,000	100.0%
ABX AIR INC	555,000	-	-100.0%	555,000	1,099,000	98.0%	2,731,000	-17.7%
AIRNET 11	107,800	92,500	-14.2%	201,700	356,100	76.5%	1,253,300	32.5%
ALPINE AVIATION	2,886,500	2,429,000	-15.8%	7,870,800	7,985,500	1.5%	33,102,700	3.5%
AMERIFLIGHT	370,300	354,200	-4.3%	998,200	1,077,500	7.9%	4,655,900	11.2%
AMERIJET INTERNATIONAL	-	-	0.0%	1,360,000	7,344,000	440.0%	10,880,000	-75.8%
AMERISTAR	-	-	0.0%	381,400	163,400	-57.2%	245,100	-78.1%
ATLAS AIR	-	-	0.0%	-	-	0.0%	1,913,000	100.0%
CORPORATE AIR (BILLINGS)	1,105,000	1,122,000	1.5%	3,017,500	3,196,000	5.9%	13,030,500	2.4%
EMPIRE	941,360	837,641	-11.0%	2,447,536	2,475,438	1.1%	9,813,540	0.7%
FEDEX EXPRESS	44,266,900	47,327,600	6.9%	125,805,000	126,475,100	0.5%	516,111,100	-7.5%
GEM AIR	297,500	255,000	-14.3%	782,000	807,500	3.3%	2,882,900	-38.2%
GLOBAL CROSSING AIRLINES	514,557	-	-100.0%	514,557	-	-100.0%	19,348,134	3660.2%
KALITTA AIR LLC	-	-	0.0%	-	652,000	100.0%	652,000	100.0%
NORTHERN AIR CARGO	3,511,200	-	-100.0%	9,166,200	2,057,000	-77.6%	11,036,300	-69.9%
SWIFT AIR	530,000	-	-100.0%	1,682,000	720,000	-57.2%	5,184,000	-29.0%
UPS	40,366,880	30,685,900	-24.0%	110,489,840	84,971,800	-23.1%	389,022,460	-22.7%
WESTERN AIR EXPRESS	-	-	0.0%	340,000	-	-100.0%	-	-100.0%
OTHER CARGO	-	-	0.0%	-	-	0.0%	-	0.0%
SUBTOTAL CARGO CARRIERS:	95,452,997	89,046,841	-6.7%	265,611,733	247,587,338	-6.8%	1,030,068,934	-15.7%
TOTAL LANDED WEIGHT	1,359,563,830	1,457,330,907	7.2%	3,863,537,958	4,163,991,153	7.8%	16,241,105,372	4.4%

**SALT LAKE CITY INTERNATIONAL AIRPORT
CARGO ACTIVITY REPORT
THREE MONTHS ENDED MARCH 2024**

	March 2023	March 2024	CHANGE	Year to date 2023	Year to date 2024	CHANGE	12 MO ROLLING Ending 03/2024	% CHANGE
ENPLANED CARGO								
PASSENGER CARRIERS								
ALASKA	8,616	9,471	9.92%	18,791	27,667	47.24%	136,571	33.65%
Horizon Air / Alaska	-	-	0.00%	-	-	0.00%	-	-100.00%
Skywest / Alaska	8,616	491	-94.30%	12,491	1,423	-88.61%	8,914	-67.07%
AMERICAN	10,994	4,115	-62.57%	27,461	15,054	-45.18%	58,761	-36.08%
American Eagle/Republic	-	-	0.00%	-	-	0.00%	-	0.00%
Envoy Air (American)	-	-	0.00%	-	-	0.00%	-	0.00%
Mesa	196	-	-100.00%	251	-	-100.00%	-	-100.00%
SkyWest (American)	594	720	21.21%	1,833	2,801	52.81%	8,909	51.98%
DELTA	792,296	652,119	-17.69%	2,333,343	2,503,977	7.31%	9,082,208	1.75%
EW DISCOVER GMBH	-	-	-	-	-	-	181,535	100.00%
FRONTIER	-	-	0.00%	-	-	0.00%	-	0.00%
KLM ROYAL DUTCH	16,133	-	-100.00%	16,133	-	-100.00%	655,822	-27.39%
SOUTHWEST	495,123	274,052	-44.65%	1,167,048	907,602	-22.23%	4,817,302	3.24%
UNITED	785	663	-15.54%	12,416	11,140	-10.28%	60,814	-49.41%
Others	-	-	0.00%	-	7,706	100.00%	7,706	-88.01%
CARGO CARRIERS								
21 AIR LLC	-	454,992	100.00%	-	606,988	100.00%	606,988	100.00%
FEDEX EXPRESS*	7,590,666	7,635,127	0.59%	21,863,818	21,408,022	-2.08%	86,739,436	-10.01%
GEM AIR	20,879	20,651	-1.09%	50,404	51,275	1.73%	189,258	-56.73%
GLOBAL CROSSING	-	-	0.00%	-	-	0.00%	26,306	100.00%
SWIFT AIR	6,303	-	-100.00%	16,040	60,906	279.71%	234,014	43.43%
UPS	4,340,065	3,347,456	-22.87%	12,268,381	10,413,014	-15.12%	49,062,007	-16.25%
MISC CARGO	1,191,296	683,196	-42.65%	2,591,185	2,699,909	4.20%	10,244,710	-18.26%
TOTAL ENPLANED CARGO (LBS)	14,482,562	13,083,053	-9.66%	40,379,595	38,717,484	-4.12%	162,121,261	-11.42%
DEPLANED CARGO								
PASSENGER CARRIERS								
ALASKA	10,854	9,266	-14.63%	17,253	22,971	33.14%	186,522	-6.00%
Horizon Air / Alaska	-	-	0.00%	-	-	0.00%	-	-100.00%
Skywest / Alaska	2,719	1,942	-28.58%	12,467	3,950	-68.32%	23,287	-33.74%
AMERICAN	32,922	21,339	-35.18%	89,080	69,599	-21.87%	315,138	-27.10%
American Eagle/Republic	-	-	0.00%	-	-	0.00%	-	0.00%
Envoy	-	-	0.00%	-	26	100.00%	281	100.00%
Mesa (American)	559	-	-100.00%	559	-	-100.00%	-	-100.00%
SkyWest (American)	438	672	53.42%	1,186	3,131	164.00%	6,650	82.49%
DELTA	1,127,672	938,569	-16.77%	3,165,913	3,780,725	19.42%	13,076,901	0.82%
SkyWest (Delta Connection)	-	-	0.00%	-	-	0.00%	-	0.00%
EW DISCOVER GMBH	-	-	0.00%	-	-	0.00%	131,425	100.00%
KLM ROYAL DUTCH	22,721	-	-100.00%	22,721	-	-100.00%	825,399	-46.73%
SOUTHWEST	382,218	363,401	-4.92%	997,971	1,039,805	4.19%	4,301,628	3.03%
UNITED	4,146	5,414	30.58%	67,699	88,517	30.75%	383,244	47.48%
Others	637	-	-100.00%	4,462	-	-100.00%	1,060	-98.48%
CARGO CARRIERS								
21 AIR LLC	-	877,122	100.00%	-	1,123,206	100.00%	1,123,206	100.00%
FEDEX EXPRESS*	7,594,759	7,283,646	-4.10%	21,060,718	20,483,826	-2.74%	87,135,066	-9.15%
GEM AIR	1,185	865	-27.00%	3,090	2,254	-27.06%	13,767	-81.51%
GLOBAL CROSSING	-	-	0.00%	-	-	0.00%	18,597	100.00%
SWIFT AIR	97,818	-	-100.00%	273,642	92,161	-66.32%	939,598	-25.35%
UPS	4,869,324	4,015,923	-17.53%	13,783,202	11,971,644	-13.14%	54,873,612	-17.46%
MISC CARGO	653,308	320,574	-50.93%	1,313,368	2,074,666	57.97%	5,981,743	-42.63%
ABX AIR	75,976	-	-100.00%	75,976	119,217	56.91%	289,972	-41.10%
TOTAL DEPLANED CARGO (LBS)	14,801,280	13,838,733	-6.50%	40,813,331	40,756,481	-0.14%	169,337,124	-12.65%
TOTAL CARGO LBS	29,283,842	26,921,786	-8.07%	81,192,926	79,473,965	-2.12%	331,458,385	-12.05%

*FEDEX EXPRESS includes mail



Salt Lake City
Department of Airports

COMPARISON OF ON TIME OPERATIONS
January 2024

ARRIVALS

Airport	Flights	% On Time	Rank
MSP MINNEAPOLIS-ST. PAUL INTL	9,543	79.4	1
SLC SALT LAKE CITY INTL	9,466	78.7	7
LAX LOS ANGELES INTL	15,333	78.6	3
ATL HARTSFIELD-JACKSON ATLANTA INTL	26,340	78.1	4
EWR NEWARK LIBERTY INTERNATIONAL	11,474	76.7	5
PHX PHOENIX SKY HARBOR INTL	15,562	76.7	6
SAN SAN DIEGO LINDBERGH FIELD	7,146	76.1	7
DEN DENVER INTL	24,497	75.9	8
CLT CHARLOTTE DOUGLAS	19,130	75.5	9
LAS LAS VEGAS MCCARRAN INTL	15,053	75.4	10
JFK NEW YORK JFK INTL	9,467	74.8	11
BWI BALTIMORE/WASHINGTON INTL	7,552	74.4	12
IAD WASHINGTON DULLES	5,613	74.2	13
LGA NEW YORK LAGUARDIA	12,837	73.4	14
PHL PHILADELPHIA INTL	8,424	72.6	15
BNA NASHVILLE INTL	7,585	71.8	16
DTW DETROIT METRO WAYNE CNTY	9,609	71.5	17
IAH HOUSTON GEORGE BUSH	12,883	71.5	18
BOS BOSTON LOGAN INTL	10,234	71.3	19
DCA RONALD REAGAN NATIONAL	11,718	71.2	20
SEA SEATTLE-TACOMA INTL	13,145	71.0	21
TPA TAMPA INTL	6,823	70.7	22
MDW CHICAGO MIDWAY	5,882	70.2	23
AUS AUSTIN	6,789	69.6	24
SFO SAN FRANCISCO INTL	10,297	69.0	25
MCO ORLANDO INTL	14,304	68.8	26
FLL FT. LAUDERDALE	8,447	68.3	27
MIA MIAMI INTL	10,210	67.4	28
DFW DALLAS-FT. WORTH REGIONAL	23,761	66.8	29
ORD CHICAGO O HARE	23,002	66.4	30
AVERAGES	12,404		

DEPARTURES

Airport	Flights	% On Time	Rank
LAX LOS ANGELES INTL	15,228	80.8	1
MSP MINNEAPOLIS-ST. PAUL INTL	9,438	80.0	2
SLC SALT LAKE CITY INTL	9,459	78.7	3
ATL HARTSFIELD-JACKSON ATLANTA INTL	26,315	78.4	4
SAN SAN DIEGO LINDBERGH FIELD	7,075	78.3	5
PHX PHOENIX SKY HARBOR INTL	15,378	77.9	6
JFK NEW YORK JFK INTL	9,471	76.3	7
TPA TAMPA INTERNATIONAL	6,822	76.0	8
IAD WASHINGTON DULLES	3,988	75.9	9
LAS LAS VEGAS MCCARRAN INTL	14,942	75.9	10
PHL PHILADELPHIA INTL	6,943	75.4	11
LGA NEW YORK LAGUARDIA	12,700	75.2	12
BOS BOSTON LOGAN INTERNATIONAL	10,134	74.8	13
EWR NEWARK LIBERTY INTERNATIONAL	10,176	74.0	14
SFO SAN FRANCISCO INTL	10,133	73.8	15
DCA RONALD REAGAN NATIONAL	11,486	73.1	16
AUS AUSTIN	6,692	72.3	17
CLT CHARLOTTE DOUGLAS	16,378	72.0	18
DTW DETROIT METRO WAYNE CNTY	9,473	71.5	19
BNA NASHVILLE INTL	7,556	70.7	20
MCO ORLANDO INTL	14,296	70.6	21
IAH HOUSTON GEORGE BUSH	8,933	69.7	22
DEN DENVER INTERNATIONAL	23,361	68.8	23
DFW DALLAS-FT. WORTH REGIONAL	23,570	68.2	24
SEA SEATTLE-TACOMA INTL	11,751	67.9	25
MIA MIAMI INTL	10,214	67.4	26
MDW CHICAGO MIDWAY	5,886	67.2	27
ORD CHICAGO O HARE	20,321	66.4	28
BWI BALTIMORE/WASHINGTON INTL	7,551	66.1	29
FLL FT. LAUDERDALE	8,460	64.9	30
AVERAGES	11,804		

ON TIME ARRIVAL PERFORMANCE AT SLC
By Carrier

Air Carrier	Flights	% On Time
NK SPIRIT	131	84.0%
F9 FRONTIER	188	83.0%
DL DELTA	6,443	81.3%
UA UNITED	679	74.1%
WN SOUTHWEST	1,038	74.1%
AA AMERICAN	567	72.3%
B6 JETBLUE	194	68.0%
AS ALASKA	226	60.2%
	9,466	91.3%

Source: DOT Air Travel Consumer Report

SALT LAKE CITY DEPARTMENT OF AIRPORTS

(An Enterprise Fund of Salt Lake City Corporation)

Statements of Revenues, Expenses, and Changes in Fund Net Position (Unaudited)

(Amounts in Thousands)

<i>for the nine month period ended March,</i>	2024	2023
Operating Revenues		
Airline revenue	\$ 127,672	\$ 111,032
Terminal concessions	21,319	8,044
Landside concessions	87,043	76,916
Lease revenue	8,759	7,864
General aviation	3,249	3,089
State aviation tax	2,688	2,285
Other revenue	4,801	4,291
Operating revenues	255,531	213,521
Less airline revenue sharing	(10,504)	(11,664)
Total operating revenues	245,027	201,857
Operating Expenses		
Salaries and benefits	49,758	44,816
Materials and supplies	15,157	15,471
Maintenance contracts	18,369	14,957
Charges and services	22,567	22,334
Utilities	5,753	6,079
Inter-governmental	18,342	14,146
Other expenses	4,934	6,495
Total operating expenses before depreciation	134,880	124,298
Operating Income Before Depreciation	110,147	77,559
Depreciation Expense	124,922	110,535
Operating Loss	(14,775)	(32,976)
Non-Operating Revenues (Expenses)		
Passenger facility charges	37,643	36,003
Customer facility charges	12,350	10,864
Interest income	57,280	20,813
Interest expense	(106,613)	(96,686)
Bond issuance costs	(2,327)	(70)
Other revenue (expenses), net	222	286
Net non-operating loss	(1,445)	(28,790)
Capital Contributions		
Contributions and grants	57,852	28,225
Total capital contributions	57,852	28,225
Net Position		
Increase (decrease) in net position	41,632	(33,541)
Net Position, beginning of period	1,413,245	1,409,761
Net Position, end of period	\$ 1,454,877	\$ 1,376,220

SALT LAKE CITY DEPARTMENT OF AIRPORTS

(An Enterprise Fund of Salt Lake City Corporation)

Operating Revenues and Expenditures to Budget (Unaudited)

(Amounts in Thousands)

	Jul 2023 - Mar 2024 ACTUALS	Jul 2023 - Mar 2024 BUDGET	SURPLUS/ DEFICIT	PERCENT CHANGE
Revenues				
Landing Fees	\$ 47,220	\$ 47,008	\$ 212	0.5%
Fuel Farm	1,822	1,977	(155)	-7.8%
Aircraft Remain Overnight Fees	267	306	(39)	-12.7%
Cargo Bldg & Ramp Use Fees	1,714	1,507	207	13.7%
Security Charges to TSA	97	231	(134)	-58.0%
Extraordinary Service Charges	58	65	(7)	-10.8%
Passenger Boarding Bridges	1,446	1,524	(78)	-5.1%
Tenant Telephone Fees	38	44	(6)	-13.6%
Terminal Rents	73,440	84,160	(10,720)	-12.7%
General Aviation Hangars	798	831	(33)	-4.0%
FBO Hangars / Fuel Oil Royalty	519	650	(131)	-20.2%
Flight Kitchens	2,203	2,082	121	5.8%
Other Buildings & Office Space	5,672	4,519	1,153	25.5%
Food Service & Vending	13,026	12,498	528	4.2%
News / Gift Shops	7,864	7,426	438	5.9%
Car Rental	30,377	28,802	1,575	5.5%
Leased Site Areas	4,589	4,204	385	9.2%
Auto Parking / Ground Transportation	56,666	51,380	5,286	10.3%
Advertising	430	512	(82)	-16.0%
State Aviation Fuel Tax	2,688	2,371	317	13.4%
Military	118	118	-	0.0%
Glycol Recycling Sales	408	375	33	8.8%
ARFF Training	-	126	(126)	-100.0%
Auxiliary Airport Fuel Sales	1,932	1,478	454	30.7%
Other	2,139	698	1,441	206.4%
Less: Airline Revenue Sharing	(10,504)	(9,786)	(718)	7.3%
Total Operating Revenues	245,027	245,106	(79)	0.0%
Expenses				
Salaries & Wages	37,917	37,253	(664)	-1.8%
Employee Benefits	12,524	16,438	3,914	23.8%
Maintenance Supplies	8,026	8,060	34	0.4%
Automotive Supplies	4,938	4,203	(735)	-17.5%
Other Supplies	2,192	3,062	870	28.4%
Insurance Premiums	3,087	3,472	385	11.1%
Janitorial Service	13,255	15,741	2,486	15.8%
Maintenance Contracts	5,113	6,171	1,058	17.1%
Other Contractual Services	11,718	14,794	3,076	20.8%
Professional & Tech Services	10,848	13,246	2,398	18.1%
Utilities	5,753	5,352	(401)	-7.5%
Administrative Service Fees	4,262	4,114	(148)	-3.6%
Aircraft Rescue Fire Fighting	5,325	5,325	-	0.0%
Police Services	8,755	8,755	-	0.0%
Other Expenses	1,839	1,802	(37)	-2.1%
Contingency Reserve	8	750	742	98.9%
Operating Expenses Before Capitalized Salaries	135,560	148,538	12,978	8.7%
Capitalized Salaries	680	680	-	0.0%
Total Operating Expenses	134,880	147,858	12,978	8.8%
Operating Income	\$ 110,147	\$ 97,248	\$ 12,899	13.3%

SALT LAKE CITY DEPARTMENT OF AIRPORTS

(An Enterprise Fund of Salt Lake City Corporation)

Operating Revenues and Expenditures to Prior Year (Unaudited)

(Amounts in Thousands)

	Jul 2023 - Mar 2024	Jul 2022 - Mar 2023	DOLLAR CHANGE	PERCENT CHANGE
Revenues				
Landing Fees	\$ 47,220	\$ 37,689	\$ 9,531	25.3%
Fuel Farm	1,822	1,485	337	22.7%
Aircraft Remain Overnight Fees	267	315	(48)	-15.2%
Cargo Bldg & Ramp Use Fees	1,714	1,394	320	22.9%
Security Charges to TSA	97	177	(80)	-45.1%
Extraordinary Service Charges	58	48	10	20.8%
Passenger Boarding Bridges	1,446	1,295	151	11.6%
Tenant Telephone Fees	38	44	(6)	-13.2%
Terminal Rents	73,440	68,295	5,145	7.5%
General Aviation Hangars	798	786	12	1.6%
FBO Hangars / Fuel Oil Royalty	519	657	(138)	-21.0%
Flight Kitchens	2,203	1,959	244	12.4%
Other Buildings & Office Space	5,672	4,274	1,398	32.7%
Food Service & Vending	13,026	6,284	6,742	107.3%
News / Gift Shops	7,864	1,355	6,509	480.3%
Car Rental	30,377	27,234	3,143	11.5%
Leased Site Areas	4,589	3,863	726	18.8%
Auto Parking / Ground Transportation	56,666	49,645	7,021	14.1%
Advertising	430	405	25	6.1%
State Aviation Fuel Tax	2,688	2,285	403	17.6%
Military	118	157	(39)	-24.7%
Glycol Recycling Sales	408	341	67	19.6%
Auxiliary Airport Fuel Sales	1,932	1,646	286	17.4%
Other	2,139	1,888	251	13.3%
Less: Airline Revenue Sharing	(10,504)	(11,664)	1,160	-9.9%
Operating Revenues	245,027	201,857	43,170	21.4%
Expenses				
Salaries & Wages	37,917	31,888	6,029	18.9%
Employee Benefits	12,524	13,591	(1,067)	-7.9%
Maintenance Supplies	8,026	9,757	(1,731)	-17.7%
Automotive Supplies	4,938	3,755	1,183	31.5%
Other Supplies	2,192	1,959	233	11.9%
Insurance Premiums	3,087	2,673	414	15.5%
Janitorial Service	13,255	9,946	3,309	33.3%
Maintenance Contracts	5,113	5,011	102	2.0%
Other Contractual Services	11,718	10,842	876	8.1%
Professional & Tech Services	10,848	11,493	(645)	-5.6%
Utilities	5,753	6,079	(326)	-5.4%
Administrative Service Fees	4,262	916	3,346	365.4%
Aircraft Rescue Fire Fighting	5,325	5,374	(49)	-0.9%
Police Services	8,755	7,856	899	11.4%
Other Expenses	1,839	3,822	(1,983)	-51.9%
Contingency Reserve	8	-	8	0.0%
Operating Expenses Before Capitalized Salaries	135,560	124,962	10,598	8.5%
Capitalized Salaries	680	664	16	2.4%
Total Operating Expenses	134,880	124,298	10,582	8.5%
Operating Income	\$ 110,147	\$ 77,559	\$ 32,588	42.0%