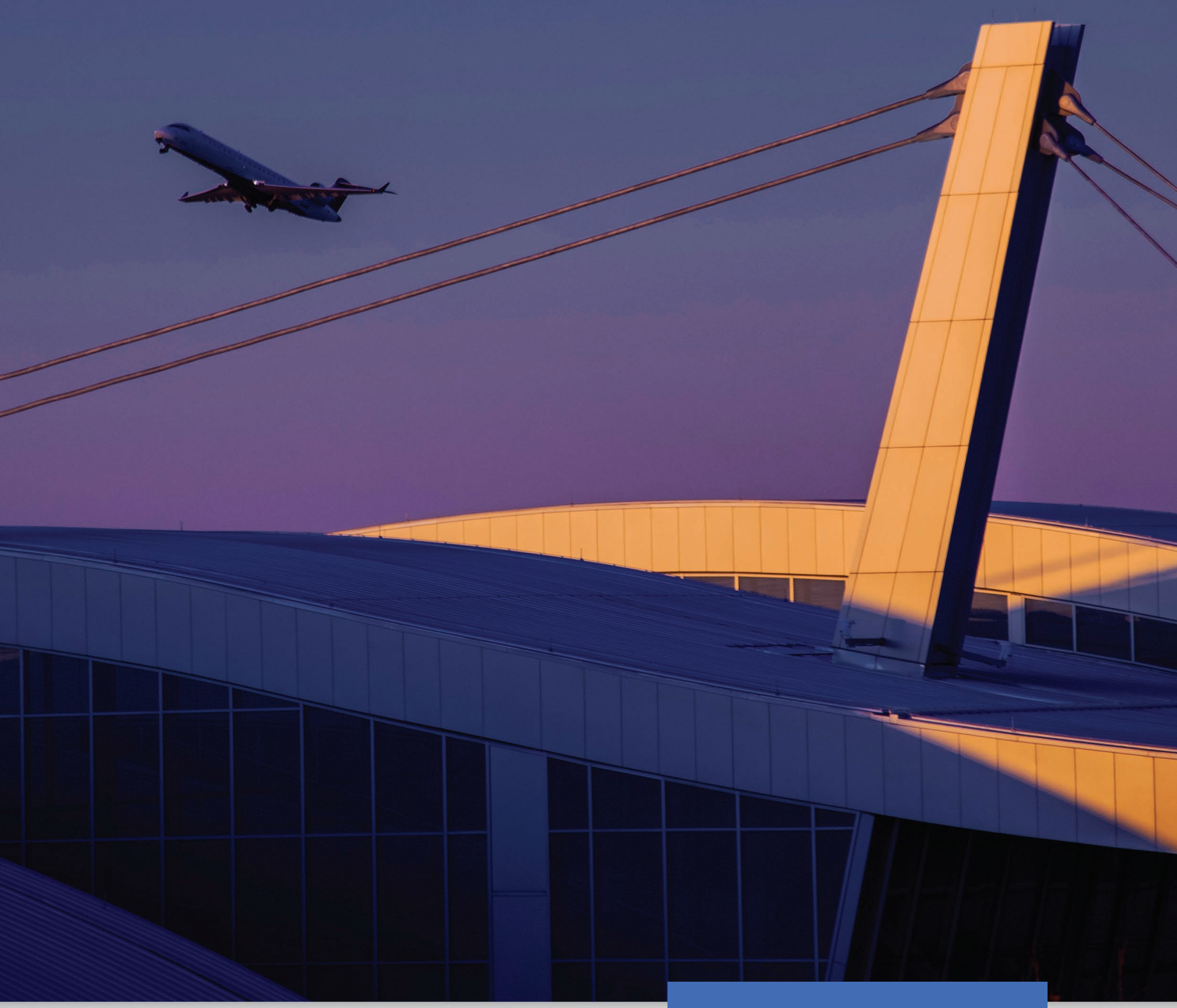
Raleigh-Durham International Airport



2020-21

Business Plan v2.0


RDU

OUR VISION

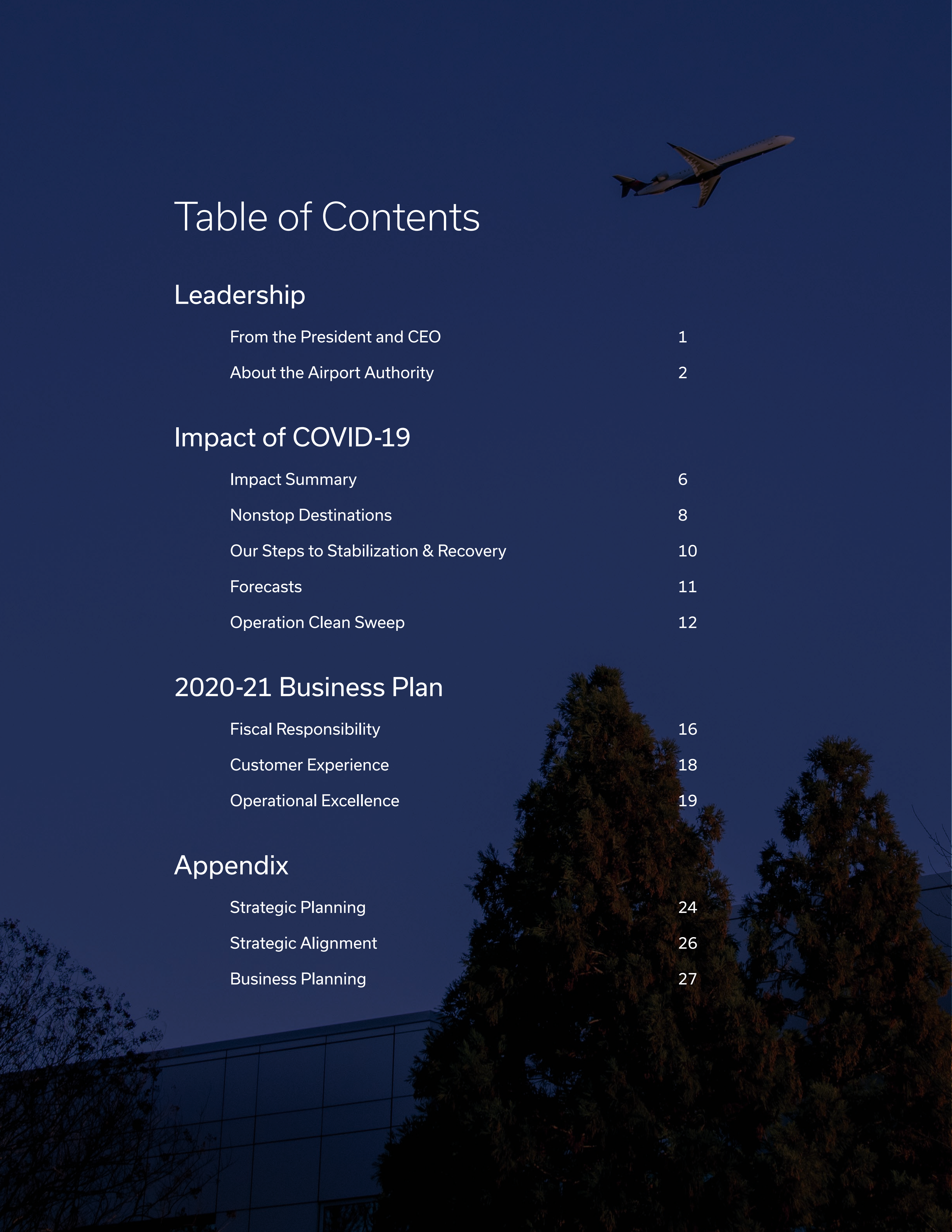
To deliver a world-class airport experience

OUR MISSION

To deliver excellent airport services, facilities and unparalleled customer service

OUR VALUES

Learning, Integrity, Team, Excellence, Respect



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From the President and CEO

The emergence of the global COVID-19 pandemic in March 2020 disrupted six years of consecutive passenger growth at Raleigh-Durham International Airport and forced the Raleigh-Durham Airport Authority to make difficult business decisions. In the weeks and months since, new health and safety best practices have changed airport operations and customer expectations. Our revised 2020-2021 business plan captures the Authority's actions to protect the health and safety of everyone who visits the airport, ensure financial solvency and recover from this catastrophic event.

COVID-19's chilling effect on air service caused immediate financial hardships for the airport and its business partners. RDU's passenger traffic reached a mid-April low of just 3.5 percent of traffic from a year earlier, and nonstop service to dozens of destinations was discontinued. In turn, the Authority's revenue sources – including parking, concessions and rental cars – experienced similar declines.

The Raleigh-Durham Airport Authority's effort to stabilize and ultimately recover from COVID-19 carries significant weight for the economic vitality of central and eastern North Carolina. According to N.C. Department of Transportation statistics, RDU produces a $12.6 billion economic impact, supports more than 86,000 jobs and generates $450 million in state and local taxes. RDU plays a significant role in the Research Triangle region's economy, as global connectivity is a major factor businesses consider when looking to enter or expand in the region.

Our revised 2020-2021 business plan represents how we aim to safely and responsibly recover and restore that economic vitality. The Authority considers three strategic focus areas – Customer Experience, Fiscal Responsibility and Operational Excellence – to develop and prioritize the major projects it will undertake. As you read our strategic and tactical plans, you will note we are deferring many of these projects, which allows us to sharpen our focus on accelerating the airport's recovery efforts. In some instances, we have added new tactics specifically designed to address COVID-19 impacts.

The development and execution of this business plan is made possible by Team RDU – employees and business partners who are rising to the challenge in new ways. You can learn about some of these efforts, such as Operation Clean Sweep, as you read this business plan.

Our motivation is to keep our employees, business partners and guests healthy, safe and confident when they come to the airport. As we recover from COVID-19 and guests return to travel, I am excited about RDU's role in making sure our community continues to enjoy healthy, safe global connections.

I look forward to seeing you at the airport again soon.

Sincerely,

Michael J. Landguth, A.A.E.
President and CEO

John Kane
Chairman, Wake County

Patrick Hannah, Esq.
Vice-Chairman, Durham County

Sepideh Saidi
Secretary, City of Raleigh

Robert D. Teer, Jr.
Treasurer, City of Durham

RDUAA Board Members

Richard Thompson
City of Raleigh

David Morgan
Durham County

David Kushner
Wake County

Napoleon Wallace
City of Durham

About the Airport Authority

Raleigh-Durham International Airport is governed by the Raleigh-Durham Airport Authority Board. The Authority Board is made up of eight representatives; two each are appointed from the City of Durham, Durham County, the City of Raleigh, and Wake County.

The General Assembly of North Carolina enacted legislation in 1939 enabling the cities of Raleigh and Durham and the counties of Wake and Durham to jointly establish, operate and maintain an airport and to appoint members to a board. This board was originally known as the Aeronautics Authority for the City of Raleigh, City of Durham, the County of Durham and the County of Wake. The enabling act further authorized the Aeronautics Authority to "act in an administrative capacity and be vested with the authority to control, lease, maintain, improve, operate and regulate the airport."

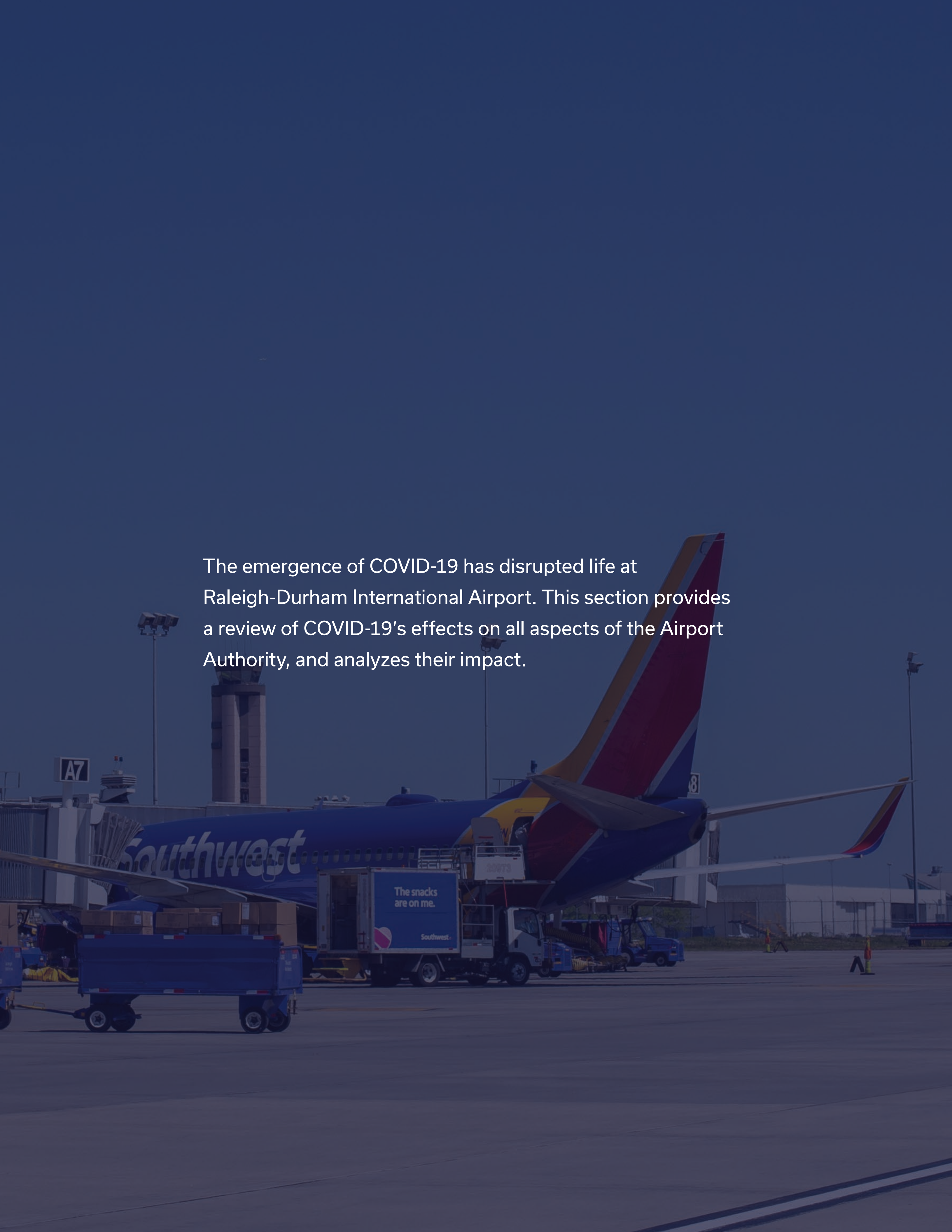
In 1945, the name changed to the Raleigh-Durham Airport Authority. Amendments to the Authority's enabling legislation have been enacted from time to time to better define and expand the Authority's powers to operate the Airport. The Authority is authorized to have its own police and firefighting units, whose jurisdictions extend approximately one mile outside the Airport's property boundaries.

The Authority Board meets on the third Thursday of each month. During these meetings, the Authority Board considers items on the agenda as well as any other matters deemed appropriate for discussion at that time.

The Authority Board leads RDU in investing in tomorrow, elevating our region, delivering unparalleled service and providing a world-class experience, while planning for the future and connecting our passengers worldwide.

IMPACT OF COVID-19

The emergence of COVID-19 has disrupted life at Raleigh-Durham International Airport. This section provides a review of COVID-19's effects on all aspects of the Airport Authority, and analyzes their impact.



Impact Summary

Air Service

Passenger traffic bottomed out in mid-April at 96.5% below 2019 levels. Since then, traffic has steadily increased to 90% below pre-COVID levels with Memorial Day marking the busiest travel day since mid-March. The number of destinations served has decreased from 57 non-stop routes and five international destinations to 22 non-stop routes and zero international destinations. Passenger traffic is expected to remain low until travel restrictions are lifted and the economy begins to recover.

Finance

The impact of the COVID-19 pandemic on passenger traffic has reduced revenue for airports to levels that are unprecedented and unsustainable. Nearly all airport revenue sources take a hit when passenger traffic declines including parking, concessions and rental cars. Our business partners are suffering from the lack of passenger traffic and asking the airport for financial relief.

RDU is implementing cost-saving measures by consolidating operations, pausing construction projects and reducing external contracts. Half the annual budget, nearly $160 million, is on hold including $110 million in capital projects and $20 million in operational expenses. This "survival budget" allows us to keep the lights on and prepare for recovery during the drastic downturn in air travel.

RDU will receive $49.6 million in CARES Act funds, which accounts for about 17% of the airport's total annual budget and will help pay for debt service and Authority personnel.

Our motivation is to keep our employees, business partners and guests healthy, safe and confident when they come to the airport.

Operations

When coronavirus first appeared, RDU quickly responded to protect the health and safety of everyone at the airport. We created a coronavirus information webpage on RDU.com and launched an educational campaign to build awareness of personal hygiene practices and social distancing guidance to reduce of the spread of the virus. We also increased the scope and frequency of our cleaning regimen including increased disinfection and cleaning of bathrooms and shuttle buses, along with frequently touched surfaces.

Remote parking lots are temporarily closed with parking consolidated in the terminal decks, which sit nearly empty with recent occupancy rates of about seven percent. The few terminal stores and restaurants that remain open are all operating with modified hours.

Fly Confident. Fly RDU.

RDU is taking action to protect the health and safety of everyone who visits the airport. The new measures include enhanced cleaning and disinfecting, hand sanitizing stations, sneeze guards, signage and other safety measures to help protect passengers and prevent the spread of illness. We promote appropriate distancing, good hygiene and recommend that all guests and staff wear a face covering at the airport, in accordance with public health guidance. Visit the Fly Confident. Fly RDU. webpage on RDU.com for more information.

Forecast

The timing and duration of recovery is unknown. It took six years for airline capacity to recover after 9/11 and for airlines to become profitable, and another two years for the average fare to return to pre-terrorist attack levels. Many experts believe the coronavirus pandemic is more detrimental to the aviation industry than the 2001 terrorist attacks and will take longer to recover from. The general consensus is that it will take three to five years for passenger traffic to reach 80 percent of pre-COVID-19 levels.


Ticketing
2
AIR CANADA
UNITED


Travel Safe
Maintain Distance


Men
Women
C8
C9
C10
C11
C12
C15
Gates C9, C11
Gates C13 - C25
Gates C10, C12
Grab one here before you Board!

December 2019

57 Nonstop Destinations

with 5 International Destinations

Albany
Atlanta
Austin
Baltimore-Washington
Boston
Buffalo
Charlotte
Chicago-Midway
Chicago-O'Hare
Cincinnati
Cleveland
Columbus
Dallas-Fort Worth
Dallas-Love Field
Denver
Detroit
Fort Lauderdale
Fort Myers
Hartford
Houston-Bush
Houston-Hobby
Islip
Indianapolis
Jacksonville
Kansas City
Las Vegas
Los Angeles
Miami
Minneapolis
Nashville
Newark
New Orleans
New York-Kennedy
New York-LaGuardia
Orlando-International
Orlando-Sanford
Philadelphia
Phoenix
Pittsburgh
Portland, Maine
Punta Gorda
Salt Lake City
San Francisco
San Juan
Seattle
St. Louis
St. Pete-Clearwater
Syracuse
Tampa
Trenton
Washington-Dulles
Washington-Reagan

Cancun, Mexico
London-Heathrow, UK
Montreal, Canada
Paris-Charles De Gaulle, France
Toronto-Pearson, Canada

June 2020

22 Nonstop Destinations

with NO International Destinations

Atlanta
Baltimore-Washington
Boston
Charlotte
Chicago-Midway
Chicago-O'Hare
Dallas-Fort Worth
Denver
Detroit
Fort Lauderdale
Houston-Bush

Miami
Minneapolis
Nashville
Newark
Orlando-International
Philadelphia
Phoenix
Punta Gorda
Seattle
Washington-Dulles
Washington-Reagan

Our Steps to Stabilization and Recovery

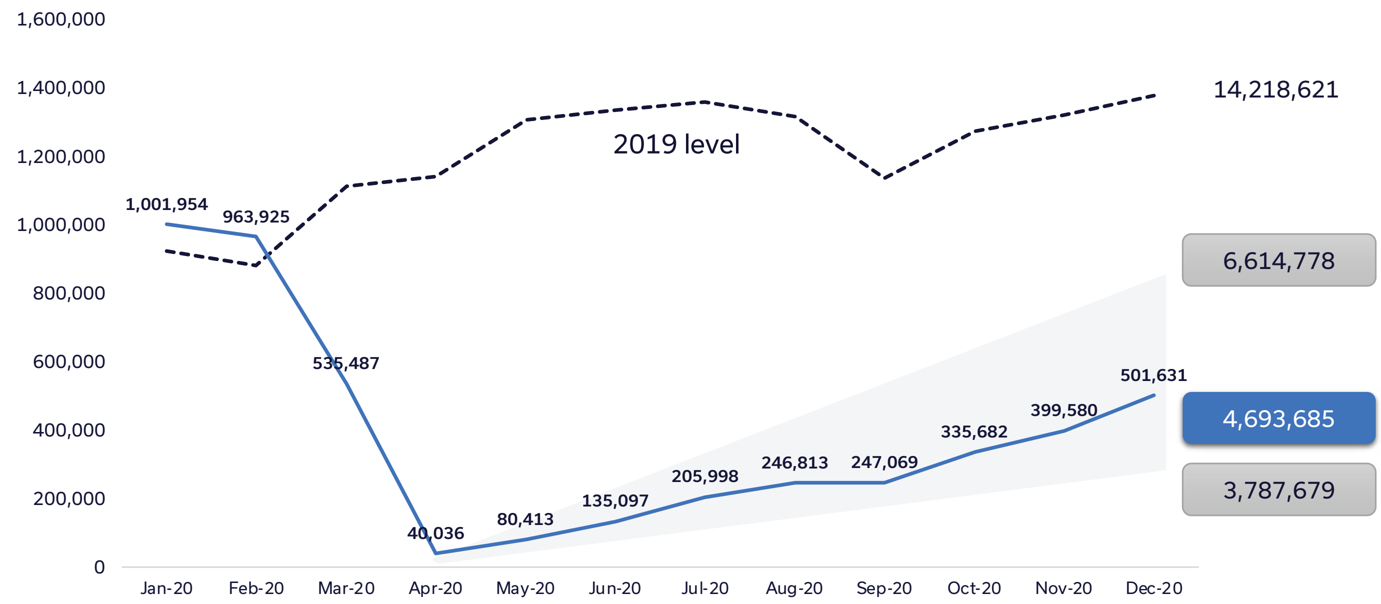
The Authority's revised 2020-2021 business plan lays out our strategy to predict, prepare for and pursue a successful stabilization and recovery of passenger volume, air service, airport operations and revenue generation. This multi-step approach prepares us to develop and implement an informed tactical plan for the fiscal year.

Developed Contingency Plans → Activated the EOC & JIC for Coordination → Re-baselined Operating & Capital Budgets → Reduced Contractor Dependencies → Leveraged Technologies for Remote Collaboration → Implemented Robust Staff & Stakeholders Communications → Developed Critical Policies & Procedures → Analyzed Industry Models → Developed Pandemic Passenger Processing Plan → Analyzed Operational Staffing Requirements → Implemented Operation Clean Sweep → Revised the FY 20-21 Business Plan → Developed Contingency Plans

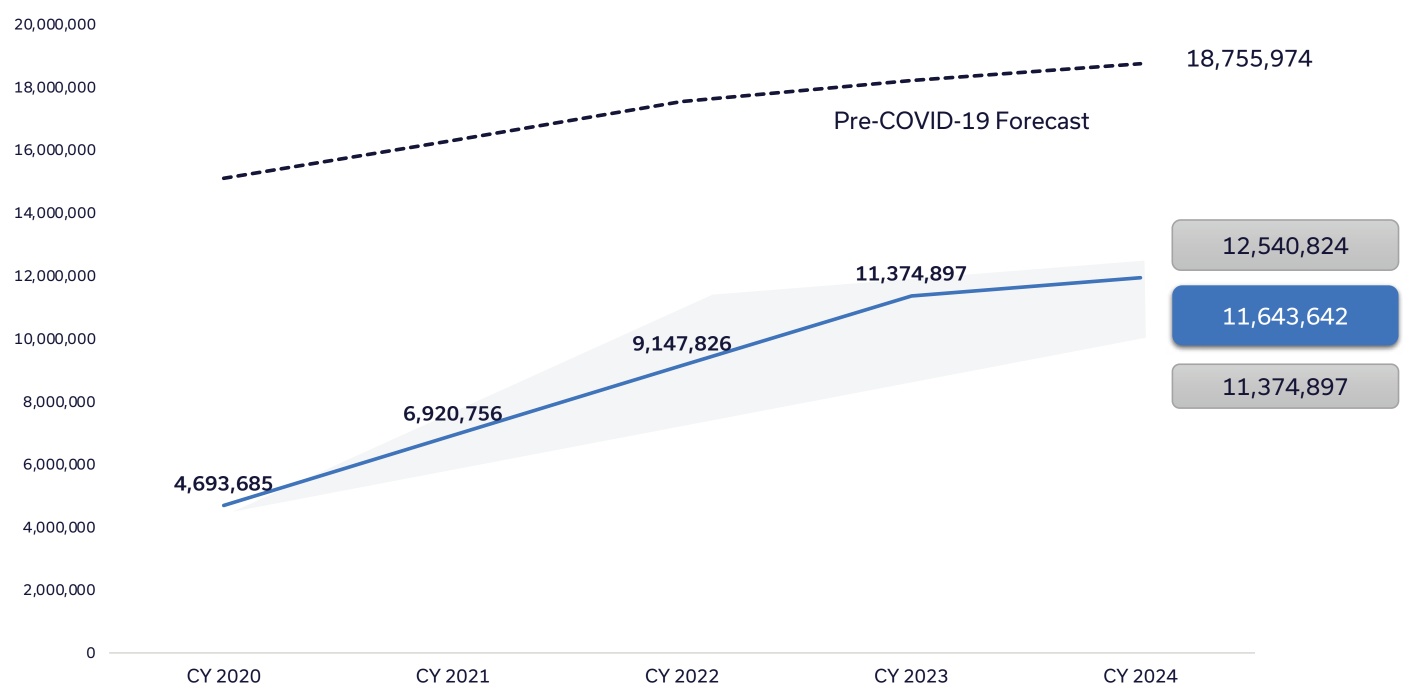
Forecasts

As early as March, the Airport Authority began consulting multiple forecasting models to better understand COVID-19's impacts to air service, both now and looking toward the future. These forecasts indicate a range of total annual passenger volume projections, as well as the Authority's composite model, indicated in blue.

RDU CY 2020 Total Passenger Forecast



RDU 5-Year Total Traffic Forecast



*Model assumes 5% annual growth after reaching 50% of 2018 levels

Operation Clean Sweep

With airports around the world experiencing a prolonged traffic slowdown due to the onset of COVID-19, the Authority has worked to uncover cost savings in a variety of ways -- including temporarily halting work to some consultants and contractors. Authority staff are being asked to assist with low or no-cost work that maintains or improves the airport during the slowdown period.

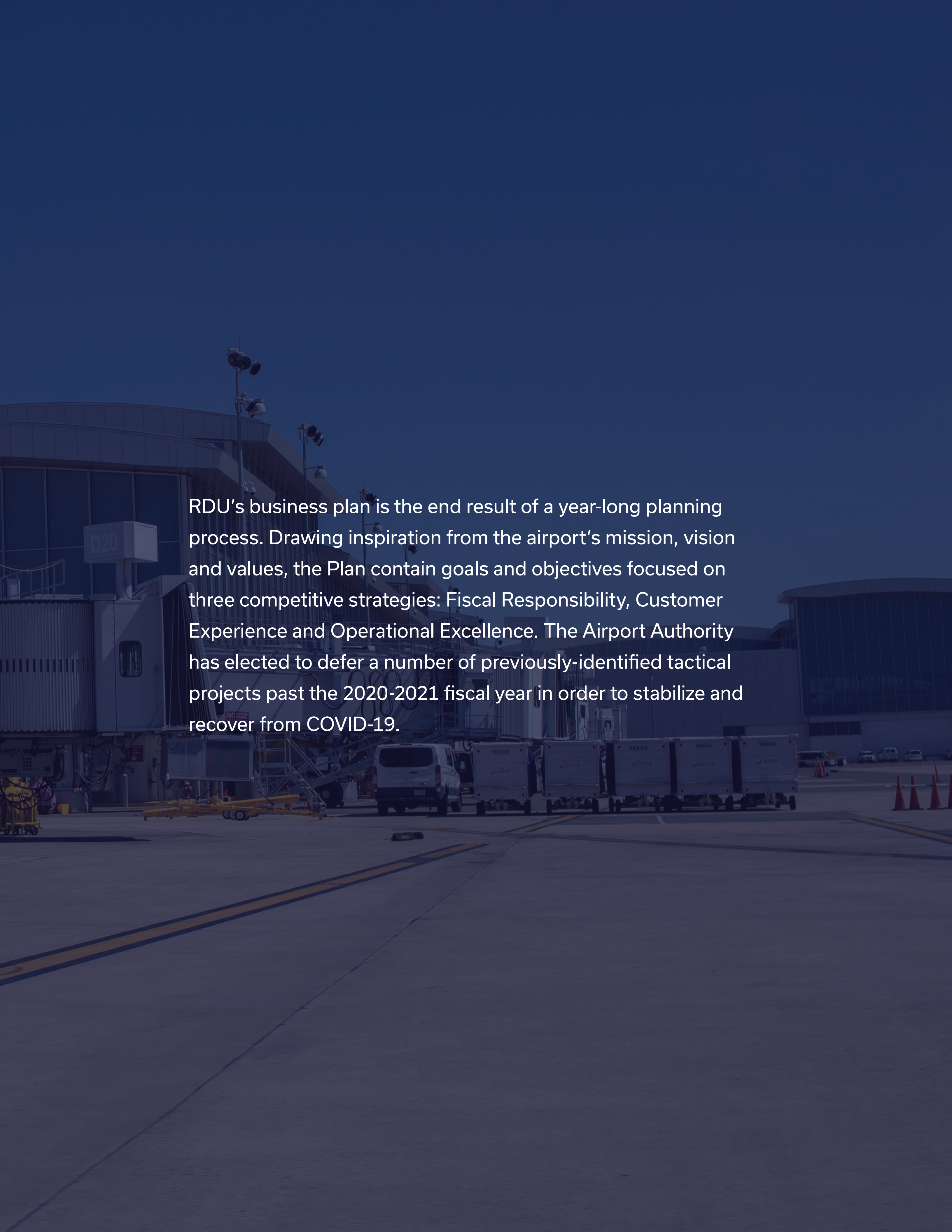
RDU's Project Management Office began organizing our new campaign, Operation Clean Sweep, in March. Each week Authority staff from virtually every division and department have volunteered their time with six teams:

- Campus and Grounds
- Documentation & Data Collection
- Inventory and Organization
- Operational Asset Management Support
- Painting
- Studies & Assessments

The Authority is in the process of transitioning Operation Clean Sweep from an all-volunteer staffing model to assigned staffing as part of its return-to-work efforts.


FIRE EXTINGUISHER
Assistance
PUSH FOR HELP
Code Blue
FIRE EXTINGUISHER

2020-21 BUSINESS PLAN



RDU's business plan is the end result of a year-long planning process. Drawing inspiration from the airport's mission, vision and values, the Plan contain goals and objectives focused on three competitive strategies: Fiscal Responsibility, Customer Experience and Operational Excellence. The Airport Authority has elected to defer a number of previously-identified tactical projects past the 2020-2021 fiscal year in order to stabilize and recover from COVID-19.

COMPETITIVE STRATEGY

FISCAL RESPONSIBILITY

GOAL—Operate a Fiscally Sound Airport

OBJECTIVE 1

Improve The Overall Financial Position

Tactic 1: Financial Strategic Planning
Tactic 2: New Lease Accounting Standard and Financial Disclosure Project - DEFERRED

OBJECTIVE 2

Maintain an Exemplary Level of Risk Management, Controls and Governance

Tactic 1: Enterprise Risk Management Project

OBJECTIVE 3

Promote Efficiencies and Reduce Costs

Tactic 1: Business Intelligence (BI) Program
Tactic 2: Implement Operation Clean Sweep (OCS)

OBJECTIVE 4

Enhance and Diversify Revenue-Generating Products and Services

Tactic 1: Terminal 2 Food Program Redevelopment - DEFERRED
Tactic 2: eCommerce Platform
Tactic 3: General Aviation Corporate Campus Development

GOAL—Develop and Maintain Business Processes and Supporting Documentation

OBJECTIVE 1

Develop, Adopt and Maintain Up-To-Date Written Policies and Procedures

Tactic 1: Policy & Procedure Initiative

OBJECTIVE 2

Embrace Industry Best Practices and Focus on Continuous Improvement

Tactic 1: Enterprise Resource Planning (ERP) Improvement Program

OBJECTIVE 3

Ensure Training, Implementation and Compliance with Adopted Policies and Procedures

Tactic 1: Mandatory Training Implementation

COMPETITIVE STRATEGY

CUSTOMER EXPERIENCE

GOAL—Cultivate Mutually Beneficial Business and Community Partnerships

OBJECTIVE 1

Inform and Engage Customers, Community and Business Stakeholders

Tactic 1: RDU Brand Project - DEFERRED

GOAL—Provide Products and Services That Exceed Customer Expectations

OBJECTIVE 1

Develop Business Plans for Facilities and Services

Tactic 1: Parking Improvements Business Plan Development
Tactic 2: Parking Guidance System - DEFERRED
Tactic 3: Ground Transportation Plan Development

OBJECTIVE 2

Maintain, Enhance and Expand Flight Choices and Destinations as Determined by Travel Demand and Community Support

Tactic 1: Five Year Air Service Development Plan
Tactic 2: Air Service Incentive Plan

COMPETITIVE STRATEGY

OPERATIONAL EXCELLENCE

GOAL—Deliver and Maintain World-Class Facilities

OBJECTIVE 1

Create and Implement a Comprehensive Asset Management Program

Tactic 1: Runway 5L/23R Pavement Preservation Program
Tactic 2: Terminal 1 Airline Operations Space Buildout
Tactic 3: Common Use Transformation Program - Touchless Technology
Tactic 4: T Hangar Area Pavement Repair Project - DEFERRED
Tactic 5: Ramp Information Display System (RIDS) Replacement - DEFERRED
Tactic 6: Parking Garage Mechanical Systems Upgrade
Tactic 7: International Drive Rehabilitation - DEFERRED
Tactic 8: Fuel Farm Facility Improvement Program - DEFERRED
Tactic 9: New Aircraft Rescue & Fire Fighting (ARFF) Facility and Airport Operations Center/Emergency Operations Center Planning - DEFERRED

GOAL—Deliver and Maintain World-Class Facilities (cont.)

OBJECTIVE 2

Implement Vision 2040

Tactic 1: 5L-23R Replacement Program—Environmental
Tactic 2: Taxiway B Reconstruction—Phase 2 Design
Tactic 3: Taxiway D Rehabilitation—Design
Tactic 4: Consolidated Rental Car (CONRAC) Program and Ground Transporation Center - DEFERRED
Tactic 5: Park Economy 3 Expansion Program - DEFERRED
Tactic 6: West Remain Overnight (RON) Apron Construction - DEFERRED
Tactic 7: Terminal 2 Landside Expansion Program - DEFERRED
Tactic 8: Terminal 1 Gate Expansion Program - DEFERRED
Tactic 9: Federal Inspection Service (FIS) Facilities Expansion Program - DEFERRED
Tactic 10: Terminal 2 Security Checkpoint Expansion - DEFERRED
Tactic 11: Aviation Parkway / National Guard Drive Interchange - DEFERRED
Tactic 12: John Brantley Blvd. Reconfiguration (CONRAC) - DEFERRED
Tactic 13: North Cargo Apron Reconstruction Program—Design
Tactic 14: Taxiway E Reconstruction
Tactic 15: 5R-23L Repairs
Tactic 16: Taxiway C & J Rehabilitation—Design

OBJECTIVE 3

Allocate and Align Resources to Achieve Success

Tactic 1: Maintenance, Reliability and Inventory Improvement Project

GOAL—Invest in Talent that can Respond to Changing Business Needs

OBJECTIVE 1

Attract, Develop and Retain High-Performing Employees

Tactic 1: Full Cycle Recruitment / Staffing - DEFERRED
Tactic 2: Draft and Execute "Runway to Recovery" Communications Plan

OBJECTIVE 2

Foster a Workplace that Emphasizes Communication, Collaboration, Consensus Building and Commitment to Achieve Organizational Goals

Tactic 1: Airport Operations Center (AOC) Fifth Floor Buildout - DEFERRED
Tactic 2: Performance Management Tool Enhancement - DEFERRED

GOAL—Operate a Safe, Secure and Environmentally Responsible Airport

OBJECTIVE 1

Deploy Resources to Ensure Safety and Security

Tactic 1: Cyber Security Program
Tactic 2: Advanced Surveillance Program (ASP)
Tactic 3: Emergency Communications System Upgrade - DEFERRED
Tactic 4: Enhanced Security Gates - DEFERRED
Tactic 5: Perimeter Fencing Program - DEFERRED

OBJECTIVE 2

Promote Environmentally Sustainable Practices

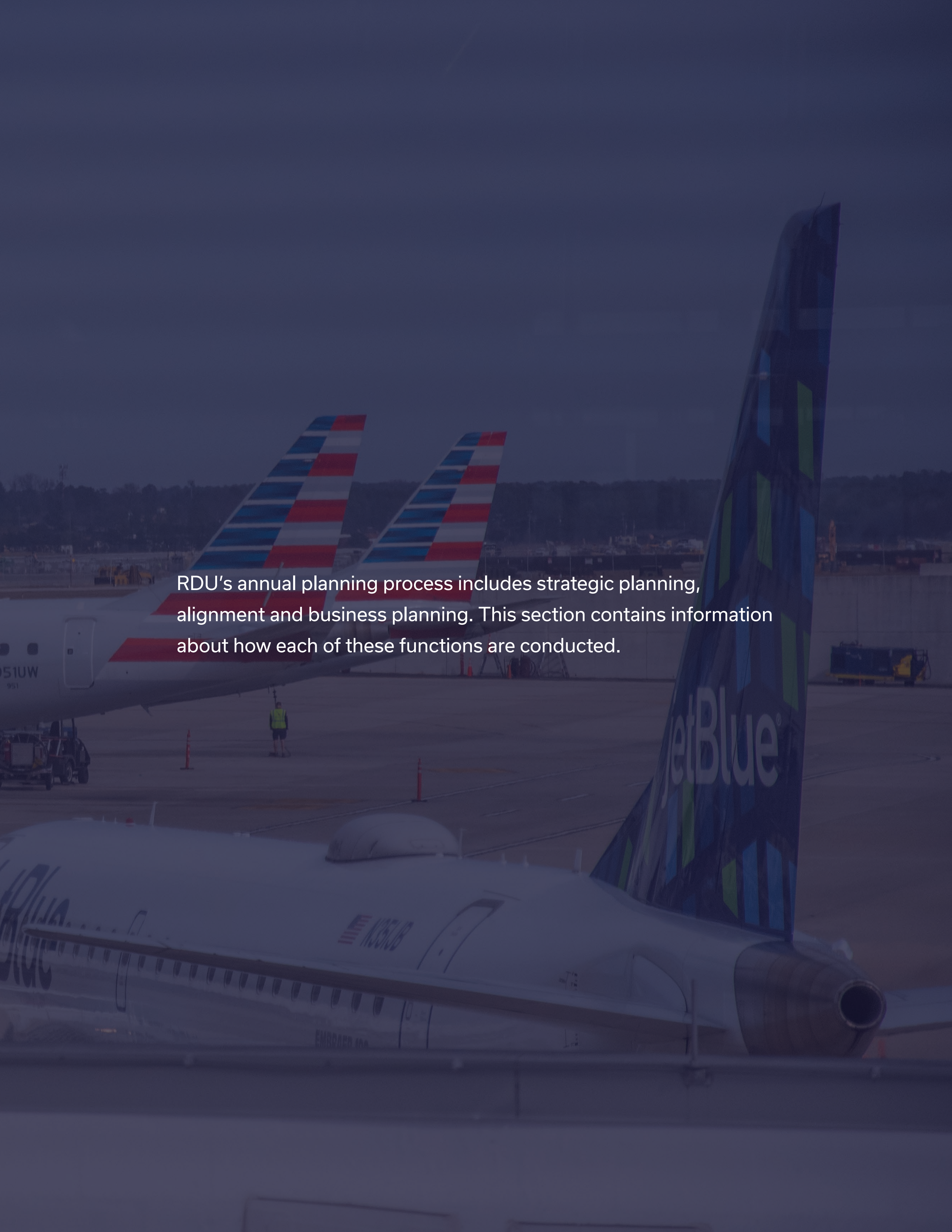
Tactic 1: Sustainability Management Plan - DEFERRED

OBJECTIVE 3

Meet or Exceed All Regulatory Standards

Tactic 1: Terminal Visual Paging Enhancements - DEFERRED

APPENDIX



RDU's annual planning process includes strategic planning, alignment and business planning. This section contains information about how each of these functions are conducted.

Strategic Plan

Strategic planning is critical to business success. It involves vision and mission and describes a direction for the organization's business plan.

Our Strategic Plan directs us to continuously elevate the customer experience, remain fiscally competitive and achieve operational excellence.

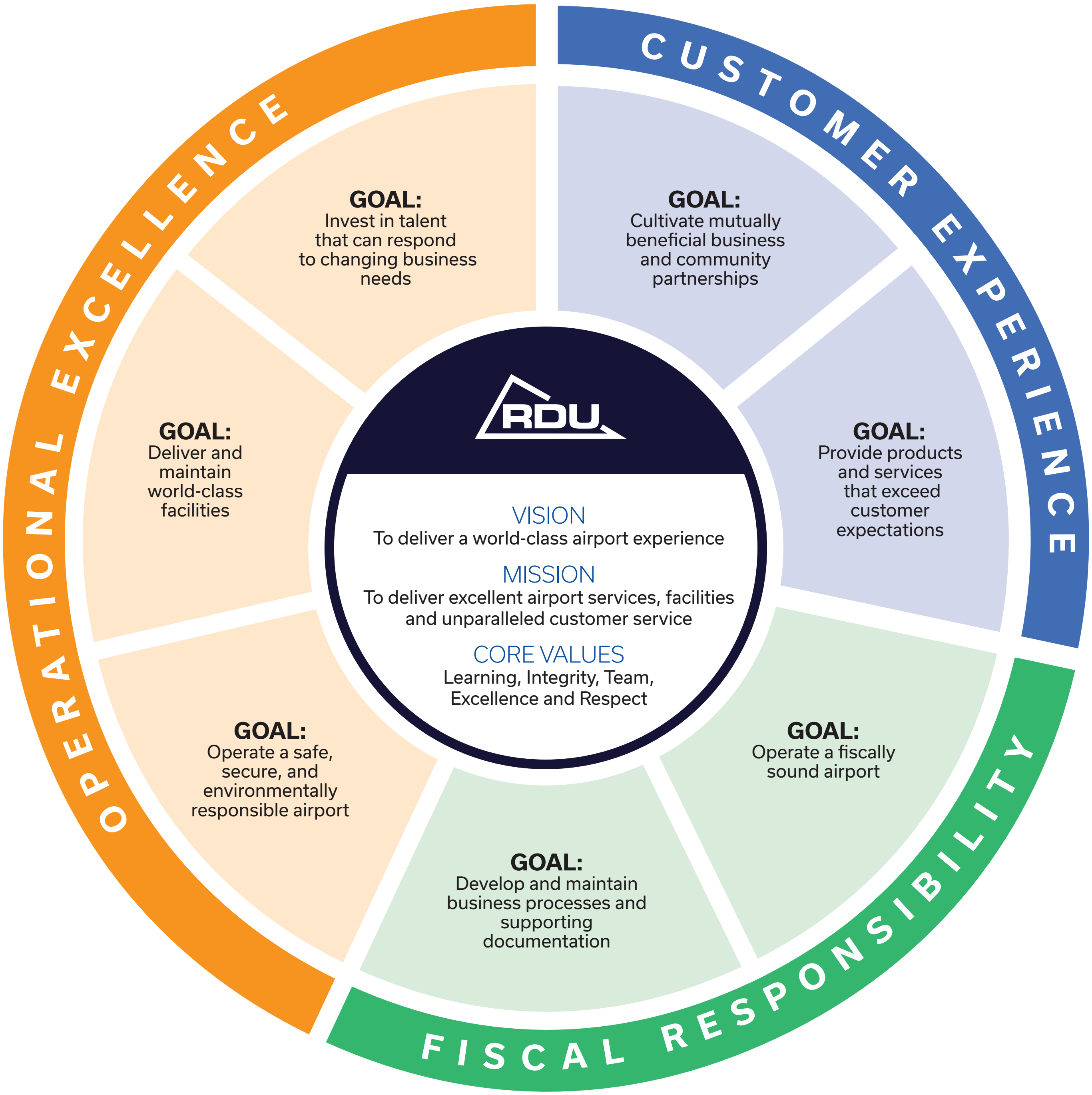
We do this to support the economic vitality of the region in which we live, to provide services to meet the air travel demands of our community and to provide a welcoming experience to visitors from around the world.

The Strategic Plan focuses on three competitive strategies:

- Fiscal Responsibility
- Customer Experience
- Operational Excellence

Seven goals and 20 associated objectives are designed to support our strategic focus over the next several years. Our values of learning, integrity, team, excellence and respect are at the core of all we do and are critical to fulfilling our vision of delivering a world-class airport experience and our mission to deliver excellent airport services, facilities and unparalleled customer service.

The Strategic Plan is a living document, providing a roadmap to guide our journey in the operation and development of Raleigh-Durham International Airport.


OPERATIONAL EXCELLENCE
CUSTOMER EXPERIENCE
FISCAL RESPONSIBILITY
GOAL: Invest in talent that can respond to changing business needs
GOAL: Cultivate mutually beneficial business and community partnerships
GOAL: Deliver and maintain world-class facilities
GOAL: Provide products and services that exceed customer expectations
RDU
VISION
To deliver a world-class airport experience
MISSION
To deliver excellent airport services, facilities and unparalleled customer service
CORE VALUES
Learning, Integrity, Team, Excellence and Respect
GOAL: Operate a safe, secure, and environmentally responsible airport
GOAL: Operate a fiscally sound airport
GOAL: Develop and maintain business processes and supporting documentation

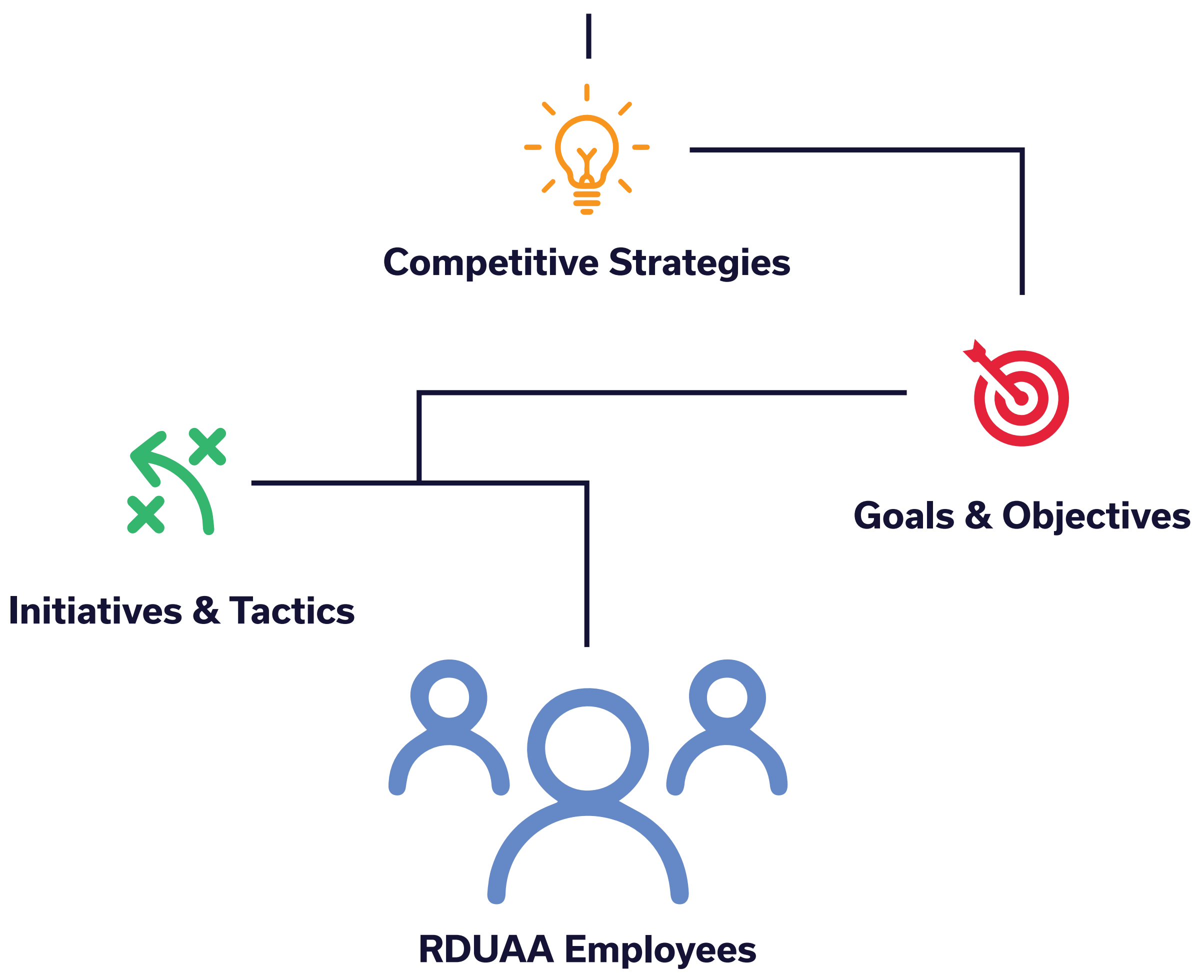
Strategic Alignment

RDU's strategic alignment process illustrates how our business plan builds upon the foundation created by our employees who, daily, embrace and exhibit the organization's core values. Our initiatives and projects support our goals and objectives, which align with our three competitive strategies, ultimately enabling our vision and mission.

Vision
To deliver a world-class airport experience

Mission
To deliver excellent airport services, facilities and unparalleled customer service

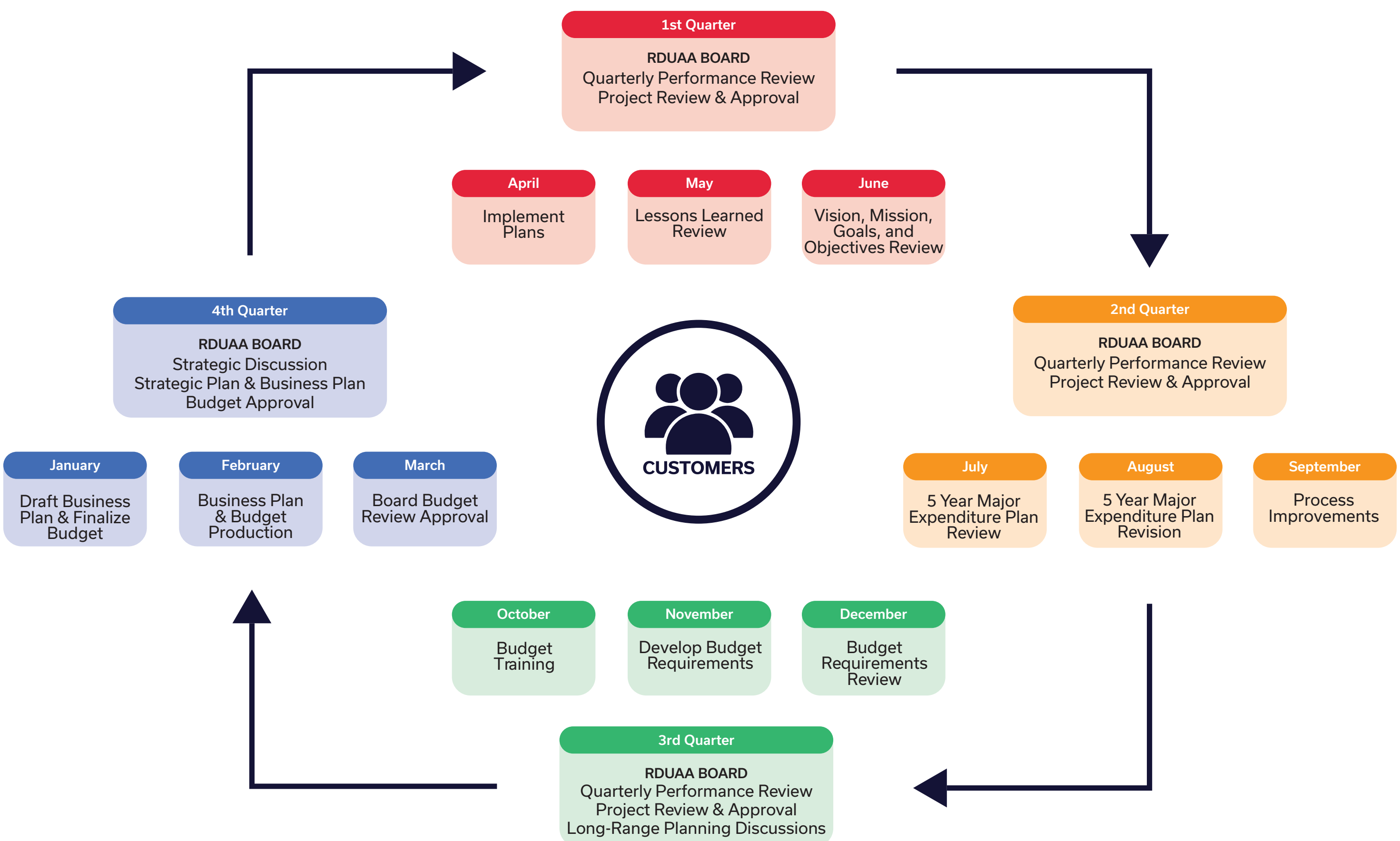
Core Values
Learning, Integrity, Team, Excellence and Respect



Business Planning

Business planning is a year-long process that begins and ends with our customers. Our vision, mission and core values guide the organization's goals and objectives. From this foundation, our staff identifies actions for each fiscal year that align with our three competitive strategies. From here, the organization's fiscal budget is built to allocate resources and funds for the actions that provide our customers with a world-class airport experience. Our process is explained in the diagram below. This is a repeatable process with a defined business planning calendar that we strive to improve each year by incorporating lessons learned from the previous year. This process allows us to create transparency while improving collaboration, providing training, setting expectations and improving communications between everyone across the campus.

Planning Cycle



Raleigh-Durham Airport Authority
1000 Trade Drive, P.O. Box 80001
RDU Airport, NC 27623
RDU.com

RALEIGH-DURHAM AIRPORT AUTHORITY
2020-2021 BUDGET ORDINANCE AMENDMENT #1

BE IT ORDAINED by the Raleigh-Durham Airport Authority that, pursuant to Section 159-13 of the General Statutes of North Carolina, the 2020-2021 Budget Ordinance of the Airport Authority is hereby set forth as follows:

Section 1. The following amounts are hereby appropriated for the operation of the Raleigh-Durham International Airport for the fiscal year beginning April 1, 2020 and ending March 31, 2021 in accordance with the following schedule:

EXPENDITURES:

	Original [1]	Change 6/18/2020	Amended
Airport Operating Expenses	$ 96,016,236	$ (16,192,874)	$ 79,823,362
Capital Projects Spend	135,097,013	(96,084,686)	39,012,327
Future CFC Projects	18,060,470	(11,182,790)	6,877,680
Net Debt Service	47,998,155	(8,999,992)	38,998,163
Total	$ 297,171,874	$ (132,460,342)	$ 164,711,532

Section 2. It is estimated that the following revenues will be available for the fiscal year beginning April 1, 2020 and ending March 31, 2021:

REVENUES:

	Original [1]	Change 6/18/2020	Amended
Airfield	$ 17,223,884	$ (8,058,167)	$ 9,165,717
General Aviation	2,082,884	-	2,082,884
Buildings and Grounds	166,936,565	(112,793,626)	54,142,939
Total Operating Revenues	$ 186,243,333	$ (120,851,793)	$ 65,391,540
Interest and Other Income	6,666,483	(5,851,908)	814,575
Grants	19,880,000	49,591,593	69,471,593
PFC Revenue	30,033,391	(18,596,255)	11,437,136
CFC Revenue	18,060,470	(11,182,790)	6,877,680
Appropriated Fund Balance	36,288,197	(25,569,189)	10,719,008
Total	$ 297,171,874	$ (132,460,342)	$ 164,711,532

Section 3. This Budget Ordinance shall be entered in the minutes of the Raleigh-Durham Airport Authority and within five (5) days after its adoption copies shall be filed with the Finance Officer, the Budget Officer and the Secretary of the Raleigh-Durham Airport Authority, who, for the purposes of this ordinance, is designated as the Clerk to the Raleigh-Durham Airport Authority as described in G.S. 159-13.

Section 4.

This ordinance became effective on April 1, 2020, and amended this 18th day of June 2020.

Notes:
1 Original- budget ordinance adopted March 19, 2020

RALEIGH-DURHAM AIRPORT AUTHORITY
2020-2021 CAPITAL PROJECT ORDINANCE AMENDMENT #1

BE IT ORDAINED by the Raleigh-Durham Airport Authority, that pursuant to Section 13.2 of Chapter 159 of the General Statutes of North Carolina, the following capital project ordinance is hereby adopted:

Section 1. The following amount is appropriated for the projects:

$ 1,600,485,872

Section 2. The following funds are anticipated to be available for the projects; total project amount will be funded through net revenues or appropriate financing:

Transfer Cash from Operating	$ 1,531,014,279
Total Grant Funds	$ 69,471,593

Section 3. The projects authorized are as follows and funded by Raleigh-Durham Airport Authority funds on hand in operations:

	New 20/21 Projects	Original [1]	Change 06/18/2020	Amended
211170	North Cargo Apron Reconstruction	30,750,000		30,750,000
211180	T-Hangar Area Pavement Repair Project	3,500,000		3,500,000
331000	T2 Landside Master Plan	2,000,000		2,000,000
311110	Pet Relief Rooms T1 and T2	250,000		250,000
331010	T2 Bathrooms Refresh	2,750,000		2,750,000
621020	Parking Improvements Business Plan (Parking Guidance System)	8,200,000		8,200,000
881400	John Brantley Blvd Reconfiguration (in conjunction with CONRAC)	80,346,000		80,346,000
881410	National Guard Drive Improvements / Haleys Branch Road Rehab	3,000,000		3,000,000
881420	Aviation Parkway & National Guard Drive Intersection Improvement	31,200,000		31,200,000
881430	Commerce Blvd & East GA Perimeter	24,519,000		24,519,000
881440	FY20-21 New/Replacement Vehicles & Equipment	6,900,000		6,900,000
441000	Fuel Farm Facility Improvement Plan	9,186,000		9,186,000
211190	Data Center - Storage - Ongoing Enterprise Growth	800,000		800,000
889000	Water Valve and Backflow Preventer	500,000		500,000
621010	MX Building Parking Lot Rehabilitation (Secure Side)	5,500,000		5,500,000
453000	Enlarge Single Fleet MX Door	200,000		200,000
321000	Common Use Implementation of T1 Gates 5 through 9	550,000		550,000
211190	Taxiway A1 Rehabilitation - Design and Construction		1,100,000	1,100,000
211200	Taxiway E Rehabilitation - Design		500,000	500,000
211210	Taxiways C and J Rehabilitation - Design		350,000	350,000
331020	SITA Flex System		500,000	500,000
		$ 210,151,000	$ 2,450,000	$ 212,601,000

	Amended Projects	Original [1]	Change 06/18/2020	Amended
080789	CONRAC and New Rental Car Storage Lot	536,904,000		536,904,000
080799	Expanded Park Economy 3	35,618,000		35,618,000
080879	Runway 5L-23R and Taxiway B Replacement	390,300,000		390,300,000
211160	Taxiway C & D Rehabilitation (Between T/W A and T/W H)	43,569,000		43,569,000
311010	AOIS - RIDS Computer and Hardware Replacement	3,525,000		3,525,000
311020	Terminal 1 Airline Operations Space Buildout	24,000,000		24,000,000
311070	T2 and CEP Siemens BMS System Hardware Upgrade	665,000		665,000
881100	International Drive Rehabilitation	10,036,462		10,036,462
881110	Rehab & Energy Improvements for PG 1,2,3 and 4 - Phase 2	13,000,000		13,000,000
881160	Fleet Fuel Management Software and Hardware Replacement	100,000		100,000
881180	Consolidated Trash Facility Concrete Dumpster Slabs	300,000		300,000
881250	Pavement Rehab for the Bus Route in Economy 4	50,000		50,000
881260	Maintenance Facility HVAC Replacement and Upgrade	525,000		525,000
881300	Desigo CC Upgrade	285,000		285,000
881320	Snow Removal Equipment Storage Facility	7,000,000		7,000,000

881380	AOC 5th Floor Buildout	2,800,000		2,800,000
		$ 1,068,677,462	$ -	$ 1,068,677,462

	Ongoing Projects	Original [1]	Change 06/18/2020	Amended
010829	Roadway Informational Sign Rehabilitation	$ 13,200,000		13,200,000
011109	Heritage Displays at Observation Park	$ 1,600,000		1,600,000
011359	Advanced Surveillance Program	$ 3,795,774		3,795,774
070549	Terminal 2 Checkpoint Expansion	$ 9,250,000		9,250,000
080729	Park Economy 3 Lot Rehabilitation	$ 4,800,000		4,800,000
080779	Cemetery Road Rebuild	$ 820,000		820,000
080819	John Brantley Boulevard Reconstruction	$ 16,000,000		16,000,000
080869	FIS Facilities Expansion	$ 69,000,000		69,000,000
211110	West RON Apron Rehabilitation	$ 38,000,000		38,000,000
211120	Taxiway B Rehabilitation (North of TW D)	$ 35,000,000		35,000,000
211130	Perimeter Security Improvements (Property Fencing)	$ 4,000,000		4,000,000
211140	Enhanced Security Perimeter Gates (TSA)	$ 3,000,000		3,000,000
311000	AOIS System Replacement - Common Use	$ 1,800,000		1,800,000
311050	T1 4 Gate Expansion	$ 115,450,000		115,450,000
311060	T2 and AOC PCF Room UPS System Replacement	$ 1,046,000		1,046,000
311100	Avtek Radio Over IP Tower	$ 200,000		200,000
881150	FAM Modular Buildings	$ 1,200,000		1,200,000
881270	Spill Prevention Control and Countermeasure items	$ 125,000		125,000
881280	Water and Sewer Improvements	$ 500,000		500,000
881310	Computer Replacement for Jet A and Glycol racks	$ 395,000		395,000
881390	Airfield Lighting and GIS Hardware	$ 25,000	$ 636	25,636
		$ 319,206,774	$ 636	$ 319,207,410
		$ 1,598,035,236	$ 2,450,636	$ 1,600,485,872

Section 4. This Capital Project Ordinance includes all amended, new and ongoing projects and replaces all previous capital project ordinances.

Section 5. Subject to approval and acceptance of bids by the Raleigh-Durham Airport Authority, the appropriate officers of the Raleigh-Durham Airport Authority are hereby authorized and empowered to enter into contracts and to carry out the necessary work for the completion of the above listed projects within the funds appropriated herein.

Section 6. The Finance Officer is hereby directed to report quarterly on the financial status of the aforesaid projects. The Finance Officer shall also keep the Authority informed at each regular meeting of any unusual occurrences.

This Capital Project Ordinance shall be entered in the minutes of the Raleigh-Durham Airport Authority and within five (5) days after its adoption, copies shall be filed with the Finance Officer, The Budget Officer and the Secretary of the Raleigh-Durham Airport Authority, who, for the purposes of this ordinance, is designated as the Clerk to the Raleigh-Durham Airport Authority as described in G.S. 159-13.2.

Amended this 18th day of June 2020

Notes:

1 Original- budget ordinance adopted March 19th, 2020