Dallas Love Field
Charting a Course for the Future

IABSC
May 2018
What is an Airport?

• The land based access to air travel routes
• We help move people and goods efficiently over long distances
• Major job centers for aeronautical and related business
• Assets to our communities
What is an Airport?

- The land based access to air travel routes
- We help move people and goods efficiently over long distances
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- Assets to our communities
What will be an Airport?

• Old models will not work
  – Been on Greyhound lately?
• Disruptive technologies are now the reality
• Customers don’t care why what you do is hard
• The world is going to be managed by a 3” screen
Our Goal

• We should be invisible
• Soon the “door to door” trip will be seamless
• If they need it, it should be easy to get
• We need to bring our partners into the now
• Nimble is better than consistent
• Failure is good
Who we Serve

• We have 4 customers
  – Super traveler
  – High Flyer
  – Family Unit
  – Amazed that planes fly

• An individual can be more than one
Get Over Ourselves

• No more “Airport for Airport Sake”
• Airports are not “Cities”
• Our customers can choose something else
• Being the best buggy builder didn’t work when Henry Ford showed up
## Why we are Still Important

<table>
<thead>
<tr>
<th>Airport</th>
<th>Impact</th>
<th>Output</th>
<th>Labor income</th>
<th>Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dallas Love</td>
<td>Commercial</td>
<td>$2,341,640,837</td>
<td>$1,079,122,813</td>
<td>38,863</td>
</tr>
<tr>
<td></td>
<td>GA</td>
<td>$480,351,680</td>
<td>$167,845,5680</td>
<td>2,220</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>$2,821,992,517</td>
<td>$1,246,968,381</td>
<td>41,083</td>
</tr>
<tr>
<td>DFW</td>
<td>Commercial</td>
<td>$15,626,379,766</td>
<td>$7,373,325,519</td>
<td>267,597</td>
</tr>
<tr>
<td></td>
<td>GA</td>
<td>$75,075,408</td>
<td>$26,931,636</td>
<td>321</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>$15,701,455,174</td>
<td>$7,400,257,155</td>
<td>267,918</td>
</tr>
</tbody>
</table>

TxDOT Economic Impact – 2011 General Aviation in Texas
Positive Benefits to Cities

• “boarding per capita, passenger originations, and the presence of a major airline hub have a significantly large influence on population growth. In fact, hub cities grew between 9% and 16% faster than non-hub cities between 1990 and 2000.”

Airports are Good,
Now What?
Guess What’s not Cheap?

- Per Airport Council International annual survey:

<table>
<thead>
<tr>
<th>Airport Category</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2017-2021</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large hub</td>
<td>12,627</td>
<td>13,502</td>
<td>13,778</td>
<td>10,929</td>
<td>9,539</td>
<td>60,375</td>
<td>60.5%</td>
</tr>
<tr>
<td>Medium hub</td>
<td>2,376</td>
<td>2,766</td>
<td>2,545</td>
<td>1,953</td>
<td>2,078</td>
<td>11,718</td>
<td>11.7%</td>
</tr>
<tr>
<td>Small hub</td>
<td>1,748</td>
<td>1,871</td>
<td>1,713</td>
<td>1,485</td>
<td>1,665</td>
<td>8,483</td>
<td>8.5%</td>
</tr>
<tr>
<td>Non-hub</td>
<td>1,068</td>
<td>1,084</td>
<td>1,100</td>
<td>1,117</td>
<td>1,134</td>
<td>5,504</td>
<td>5.5%</td>
</tr>
<tr>
<td>Other*</td>
<td>2,677</td>
<td>2,717</td>
<td>2,757</td>
<td>2,799</td>
<td>2,841</td>
<td>13,790</td>
<td>13.8%</td>
</tr>
<tr>
<td>Total</td>
<td>20,496</td>
<td>21,940</td>
<td>21,895</td>
<td>18,283</td>
<td>17,256</td>
<td>99,869</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Source: ACI-NA Survey and FAA NPIAS.
*Note: “Other” includes non-commercial service airports and 8 proposed airports based on FAA NPIAS report (2017-2021).
Guess What’s not Easy?

• “Guessing what the pitcher is going to throw is 80% of being a successful hitter. The other 20% is just execution”
  Hank Aaron

• Guessing is expensive

• Guessing wrong is even more expensive
Programming

• PURPOSE
  • Develop terminal roadway and parking options to accommodate long-term demand

• KEY ACTIVITIES
  • Established ground transportation and parking demand levels based on projected passenger demand
  • Determined terminal future roadway and parking facility requirements
  • Developed multiple options to accommodate projected public and employee parking
  • Performed simulation analysis of terminal roadway to confirm level of service
  • Identified requirements for proposed drive-through bag check facility
Planning

- Design Review #2 – Initial Design Concepts

**Planning Results**

- Initial Engineering Studies
- Initial Architectural Concepts

**PROJECT GOALS**

- Operational Efficiency
  - Concessions
  - Maintenance
- Passenger Experience
  - Customer Friendly
  - Calming Stress of the Journey
  - Landscaping
- Sustainable Design
  - Energy Conservation
  - Low Emission
- Sense of Place
  - Unique Art
  - World Map
  - Local History of Love Field
## Forecast 2012

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Current Draft Forecast</th>
<th>2008 TARPS</th>
<th>2012 and 2007 TAF</th>
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<tbody>
<tr>
<td>2012</td>
<td>3,894,496</td>
<td>3,894,496</td>
<td>3,894,496</td>
</tr>
<tr>
<td>2013</td>
<td>3,970,553</td>
<td>3,970,553</td>
<td>3,970,553</td>
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<tr>
<td>2014</td>
<td>4,048,096</td>
<td>4,048,096</td>
<td>4,048,096</td>
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<tr>
<td>2015</td>
<td>6,133,175</td>
<td>6,441,631</td>
<td>6,688,109</td>
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<tr>
<td>2016</td>
<td>6,260,954</td>
<td>6,601,984</td>
<td>6,854,675</td>
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<tr>
<td>2017</td>
<td>6,358,080</td>
<td>6,751,190</td>
<td>7,009,625</td>
</tr>
<tr>
<td>2018</td>
<td>6,454,487</td>
<td>7,001,416</td>
<td>7,320,166</td>
</tr>
<tr>
<td>2019</td>
<td>6,547,049</td>
<td>7,054,259</td>
<td>7,479,789</td>
</tr>
<tr>
<td>2020</td>
<td>6,586,853</td>
<td>7,076,095</td>
<td>7,604,699</td>
</tr>
<tr>
<td>2021</td>
<td>6,607,043</td>
<td>7,096,670</td>
<td>7,648,568</td>
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<tr>
<td>2022</td>
<td>6,627,087</td>
<td>7,118,324</td>
<td>7,670,154</td>
</tr>
<tr>
<td>2023</td>
<td>6,639,722</td>
<td>7,131,334</td>
<td>7,683,508</td>
</tr>
<tr>
<td>2024</td>
<td>6,673,524</td>
<td>7,177,832</td>
<td>7,737,518</td>
</tr>
<tr>
<td>2025</td>
<td>6,685,012</td>
<td>7,189,656</td>
<td>7,749,652</td>
</tr>
<tr>
<td>2026</td>
<td>6,712,523</td>
<td>7,217,336</td>
<td>7,779,370</td>
</tr>
<tr>
<td>2027</td>
<td>6,735,042</td>
<td>7,244,709</td>
<td>7,808,715</td>
</tr>
<tr>
<td>2028</td>
<td>6,759,018</td>
<td>7,273,192</td>
<td>7,838,385</td>
</tr>
<tr>
<td>2029</td>
<td>6,787,713</td>
<td>7,299,748</td>
<td>7,865,398</td>
</tr>
<tr>
<td>2030</td>
<td>6,813,151</td>
<td>7,326,839</td>
<td>7,909,307</td>
</tr>
<tr>
<td>2031</td>
<td>6,840,388</td>
<td>7,353,370</td>
<td>7,938,549</td>
</tr>
<tr>
<td>2032</td>
<td>6,840,388</td>
<td>7,353,370</td>
<td>7,938,549</td>
</tr>
<tr>
<td><strong>CAGR %</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012-2015</td>
<td>16.3%</td>
<td>18.3%</td>
<td>19.8%</td>
</tr>
<tr>
<td>2012-2025</td>
<td>4.2%</td>
<td>4.8%</td>
<td>5.4%</td>
</tr>
<tr>
<td>2015-2025</td>
<td>0.8%</td>
<td>1.1%</td>
<td>1.5%</td>
</tr>
<tr>
<td>2012-2032</td>
<td>2.9%</td>
<td>3.2%</td>
<td>3.6%</td>
</tr>
<tr>
<td>2015-2032</td>
<td>0.6%</td>
<td>0.8%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>
Guessing Wrong
Over 6 million passengers a year at Love Field? Is that reasonable?
How Dallas Love Field hopes to avoid last Thanksgiving’s parking nightmare

Robert Witusky, City Columnist
So Now What?

- The demand affected all aspects of the airport operations
- Original BHS Designed and Funded by TSA in 2008 for $13,340,000
- Based upon the then current PDGS #3 standard for inspection, BUT, by the time it was built, we were operating under PDGS#4
- The design anticipated a 2000/bag per hour capacity but we hit 1,500 once and averaged 1,250 bags per hour
So Now What?

- The original design called for 8 inspection tables, but with the PDGS change calling for 14 inspection tables we have been operating at a disadvantage from day one.
- Seeking a solution with our limited space we found MIT capable of offering the table capacity and buffering within a small footprint.
- The MIT Project costs totaled $8,853,000.00, and when complete in June, we will have 16 inspection stations.
So Now What?

- Christmas of 2017 we saw a 74% increase of efficiency over the previous year by decreased dieback incidents.
- Hand scanners allow a rapid verification of the image that speeds inspection by isolating inspection area.
- TSA can process more bags in less time as they perform the MIT “DANCE” moving between inspection stations with ease.
- No recorded lost time due to injury, and attendance has increased.
Cool Video
The Real Challenge

• “Give the City Council a briefing and recommendation”

• Translation:

  “Somehow summarize hundreds of pages of documents, plans, and legal documents and countless man-hours spent on planning, feasibility studies, programming considerations, and passenger & financial forecasts into a 30-minute briefing with 25 slides”
What’s Next
Planning Challenges

• Needs always outweigh resources
• Eat the elephant one bite at a time
  – Listen to your consultants
  – Don’t listen to your consultants
• A plan is just that, not an order
  – If you have to modify, don’t be afraid to do it
  – Mistakes happen, better to admit them and move on
Imagine

• Customers are screened at home
• Bags and passengers don’t travel together
  – Bags have identity all their own
• Customers never speak to a human being
• Airports are no longer the only way to travel by air
Million(s) Dollar Gamble

- Infrastructure comes at high cost
- Public sector has to take long view
- What works against us
  - Difficulty in predicting demand
  - Emerging technology
  - Changes in public behavior
  - Hot trends can fizzle
Because in 1994...
Thank You