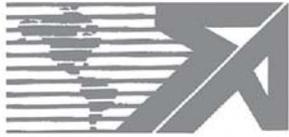




CITY OF SAN ANTONIO

SAN ANTONIO  
DEPARTMENT OF AVIATION

## SAN ANTONIO INTERNATIONAL AIRPORT

### CAPITAL PROGRAM FINANCIAL PLANNING

#### Company profile

- Established in 1989, as Unison Consulting Group
- Became UNISON-MAXIMUS, a wholly owned subsidiary of Maximus 1999
- Acquired in 2008 by UCG Associates now doing business as Unison Consulting
- More than 100 airport clients have benefited from our firm's consultant expertise
- Experienced senior staff with more than 150 years of industry experience
- Firm's senior staff have held management positions with airports, airlines, the FAA, government consulting firms and other national aviation consulting firms
- Professional consultants are experts in economics, finance, retail concessions, airport planning, information technology, and airport management

#### Challenge

The San Antonio International Airport (SAT) engagement poses an ongoing threefold challenge funding the CIP that includes:

- The preparation, update and ongoing monitoring of a comprehensive funding plan for the SAT CIP
- Reestablishment of an internal communication process between the Finance and Planning and
- Engineering departments
- Integration of multiple electronic files into a single financial planning Tool

Unison Consulting (Unison), formerly UNISON-MAXIMUS, has prepared a funding plan that reflects escalated project costs, alternate program phasing, and alternate applications of funding sources. Unison assisted SAT management design an optimal strategy that would fund the CIP while minimizing the projected impact on airline rates and charges. A key element of the strategy was to leverage the PFC revenue stream in three steps that correspond to three major CIP implementation phases. Much of Unison's work was performed in the context of a Finance Department transition to a new team of top and middle managers. Unison developed a set of procedures designed to facilitate the flow of timely information from planning to finance and back to planning. Unison also developed a computerized financial model to integrate the CIP funding plan with rates and charges. The model is made up of a single file that replaces 13 pre-existing electronic files, facilitating the analysis of scenarios and the quick turn-around of ad-hoc analyses.



### **Solution**

Unison provides on-site services during periods of peak workload. At the discretion of management, a senior consultant works onsite as an extension of staff to ensure the timely completion of quality deliverables.

Unison has designed a process that expedites the flow of information from planning to finance – usually revised project cost estimates and an accelerated phasing - and the feedback from finance to planning – usually a go or no-go decision based on affordability, eligibility, rates and charges viability, and cash balances made by a joint finance planning CIP committee.

Unison provides ongoing training and assistance to staff in updating the funding plan in the financial planning model to reflect the most recent project cost estimates, revenue and operating expenses projections, traffic forecasts, grant receipts, PFC revenues, and required revenue bonds. Unison has also developed several feasibility studies in support of the Airport bond issues.

### **Results**

- The Airport is on track to complete the CIP while retaining its low cost status
- The CIP is being implemented on time and on budget
- Airport staff has been trained to use a financial planning tool that projects the impact on rates and charges of each project and the effect on rates of alternative applications of sources of funds
- Senior management makes informed decisions because it gets timely information that includes an analysis of funding trade-offs