

Port Department



Mission:

The Port of Richmond is responsible for developing, marketing, leasing, operating, and maintaining all City-owned marine terminals to obtain the maximum financial benefit to the City. The Port Department performs its function through two divisions: Administration and Operations. Port revenue is generated through the application of the Port Tariff and property lease agreements, which are used to fund operations, maintenance, capital improvements, and debt service.

Strategic Goals:

Maintain and enhance the physical environment

- Set and maintain reserve funds to implement Port Capital Improvements.
- Improve City-owned port facilities and gateways to the Port.
- Promote environmental leadership among Port stakeholders.

Promote a safe and secure community

- Maximize opportunity for obtaining Federal and State funds to improve security of the Richmond Harbor.
- Comply with Federal and State Homeland Security regulations.

Promote economic vitality

- Maximize Port financial opportunities through effective business development.
- Create jobs from Port business activities.

Promote effective government

- Collaborate with other City departments, Port Organizations, and regulatory agencies to streamline the Port's development process.

Promote a sustainable City

- Reduce the Port's impact on local and global environment through implementation of sound environmental planning by first obtaining Environmental Impact Reports (EIR) prior to new construction and by following current and future clean growth indicators.

Port of Richmond Administration Division

Goal

To provide central services that support the Port's administrative and operational goals and maximizing business opportunities, profitability, and the Port's contribution to the City of Richmond's overall economic development.

Description

The Administrative Division ensures the Port's compliance with all applicable laws and regulations; provides a single point of contact for customer and community relations; negotiates and maintains leases and other business agreements; monitors trends and customer needs, and ensures that long-range plans are executed so that Port operations are appropriately tailored to meet current and future trends; collaborates with other agencies and City departments to maximize community initiatives that involve the Port; maintains a balanced budget, manages the Port's financial and administrative internal control processes; and, manages account receivables/payables, preparation and analysis of financial reports, and effective cash flow management. The Division continuously explores opportunities for future business development, through networking within the port industry, attending conferences, and co-marketing with current tenants and terminal operators.

2008-09 Key Standards

- Increase overall Port revenue by 10% annually.
- Ensure full compliance with all laws and regulations applicable to the Port's operations and facilities, including—among many others--insurance compliance by vendors and customers.
- Execute, monitor and maintain Port leases and other business agreements to ensure contract compliance and that the Port maintains agreements that are fully advantageous to both customers and the Richmond community.
- Establish and maintain good customer relations including administration of an annual customer survey to quickly identify and correct deficiencies that interfere with full customer usage and/ or the Port's operational goals. .
- Provide excellent support to the public, staff, management and customers.
- Collaborate with City departments and other agencies to leverage the City's efforts, including in local job creation and placement efforts.
- Prepare the Port's annual budget per budget procedures; prepare, analyze and monitor monthly financial reports; account receivables and payables.
- Maintain a proactive and innovative marketing program that uses both "passive" informational materials (e.g., a comprehensive website and marketing materials) as well as proactive approach interfacing in industry-related activities.

Measurements

Output	2008 Goal	2008 Mid-Year Actual	2008 Year End Projection	2009 Proposed
Revenue generated	\$5.5 M	\$2.5 M	\$5.5 M	\$5.6 M
# of generated and monthly P&L with Port management reviews	12	6	12	12
# of attended Port Industry conferences and meetings	6	4	6	4
# web-site and marketing material updates	2	1	2	2

Port of Richmond Administration Division

Annual customer satisfaction survey	1	50%	1	1
# of timely processing A/R and A/P (monthly)	12	6	12	12
# of customer service improvement implemented	3	0	1	3

Effectiveness

% increase in revenue	3%	0%	2%	10%
Level of customer satisfaction	100%	50%	100%	100%

Efficiency

Total cost per acre	\$26,050	\$10,795	\$26,050	\$24,747
Revenue generated per acre / per year	\$38,135	\$18,115	\$38,135	\$40,000

Port of Richmond

Operations Division

Goal

To maintain and continually improve the Port's facilities in order to maximize existing tenant / customer usage and retention and to facilitate new tenant attraction to operate their businesses effectively and efficiently.

Description

The Operations Division develops operates and maintains the five terminals and approximately 200 acres of the Port's facilities.

2008-09 Key Standards

- Develop and maintain a maintenance improvement plan in compliance with City requirements that includes inspection and maintenance schedule.
- Complete Port improvements to accommodate the addition of a major new tenant.
- Develop, implement and maintain a Port Security Plan (PSP) that meets or exceeds State and Federal standards.
- Implement and maintain a program that reduces the Port's environmental impacts.
- Manage all existing short- and long-term leases, focusing on renegotiation to increase revenue and standardization.
- Adhere with industry safety standards (U.S. Coast Guard, OSHA and Cal-OSHA).

Measurements

Output	2008 Goal	2008 Mid-Year Actual	2008 Year End Projection	2009 Proposed
# of scheduled maintenance projects	5	4	5	5
# of existing leases (both short and long term)	16	16	16	16
# of unscheduled maintenance projects	1	1	1	1
# of security violations	0	0	0	0
# of leases renewed	4	2	4	4

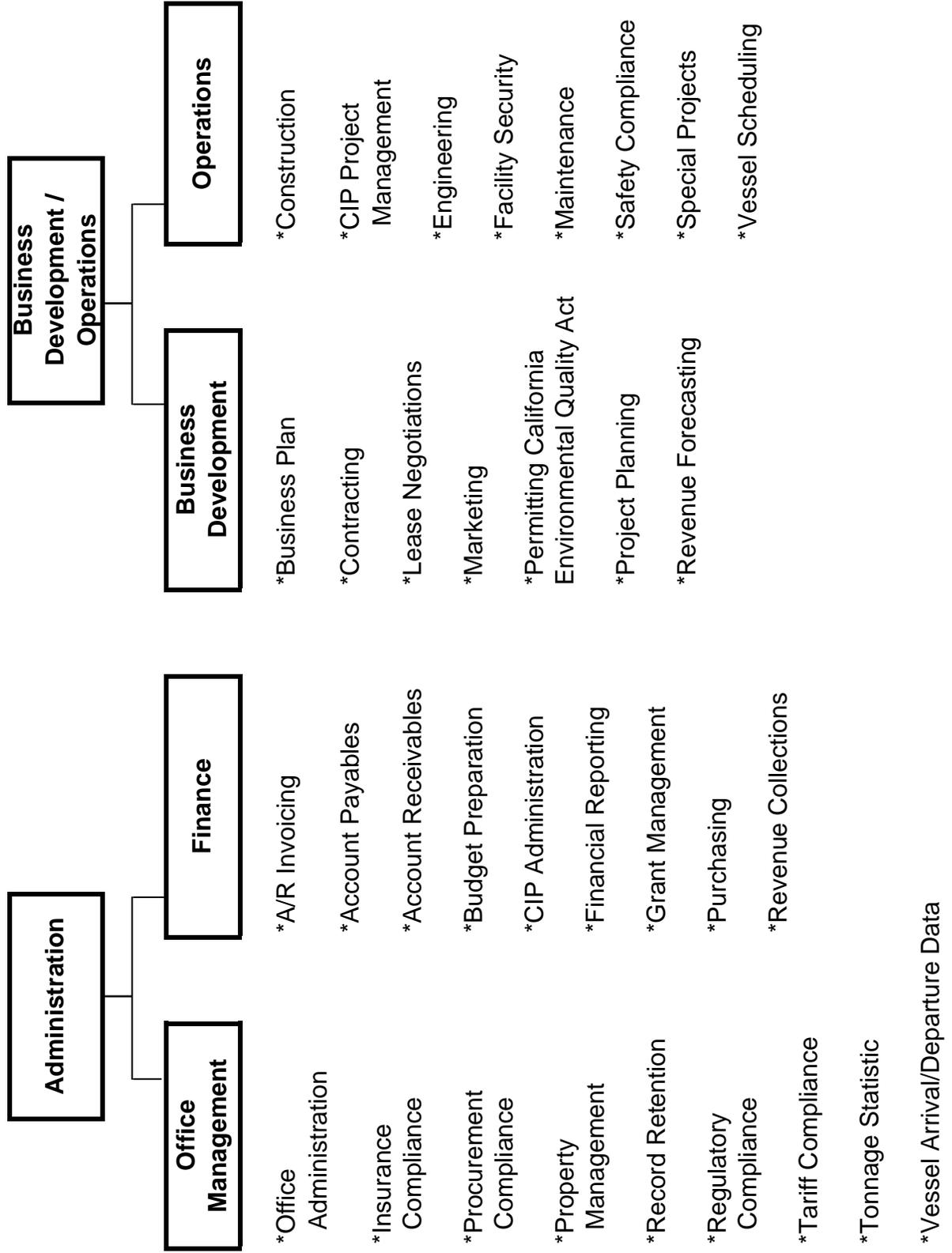
Effectiveness

% of scheduled maintenance projects performed on time	100%	50%	100%	100%
% of facilities inspected monthly	100%	50%	100%	100%
% of State/Fed security agency oversight compliance	100%	50%	100%	100%
% of State/Fed environmental agency oversight compliance	100%	50%	100%	100%
% of environmental standard compliance	100%	50%	100%	100%

Efficiency

Maintenance cost per facility	\$8,838	\$2,450	\$8,838	\$8,400
Cost of implementing environmental standards	0	0	0	TBD

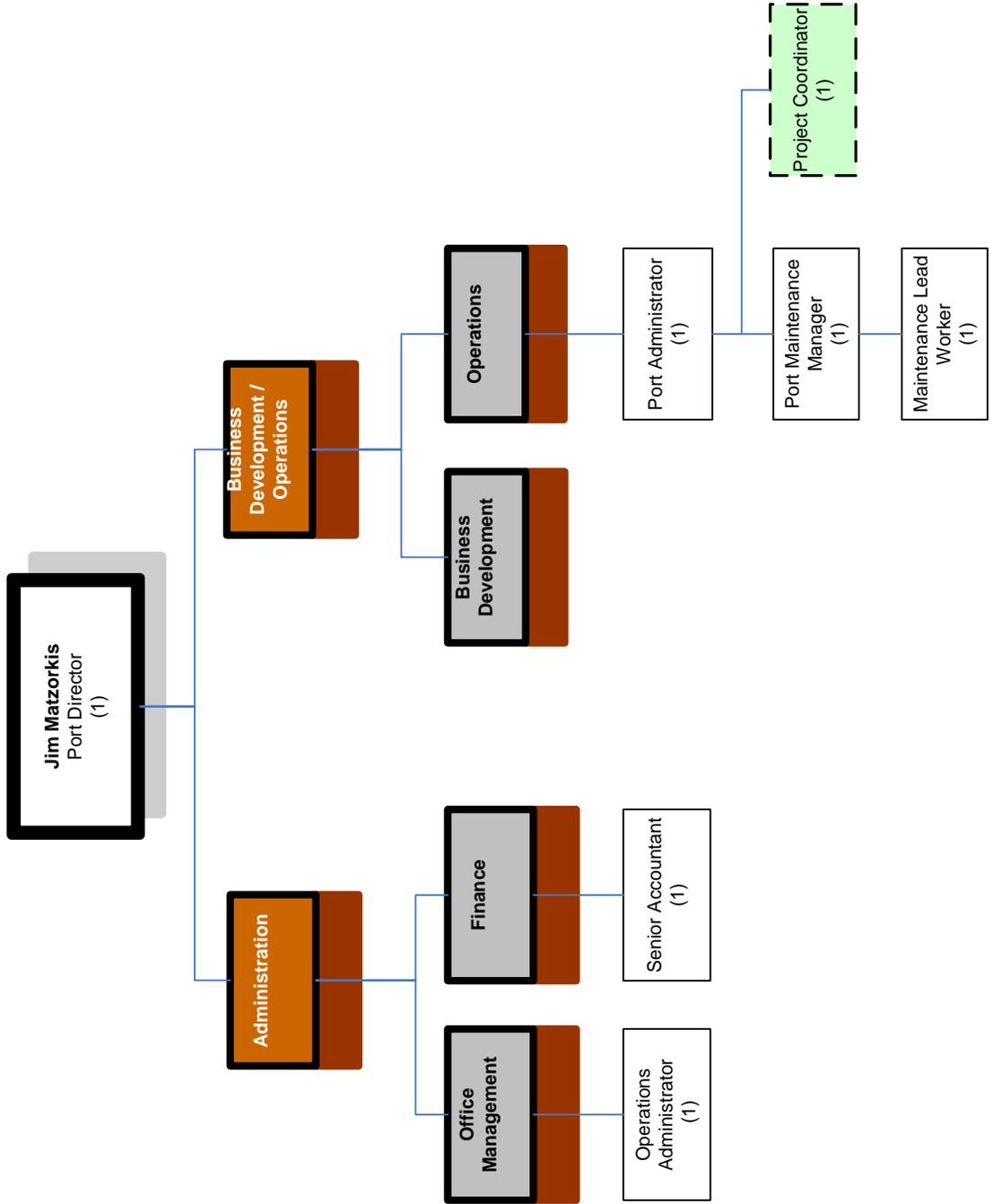
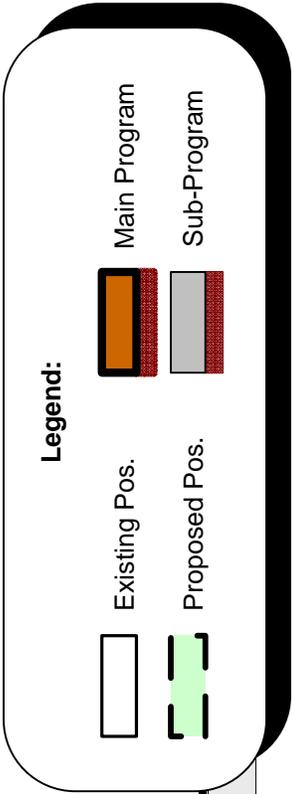
PORT DEPARTMENT PROGRAM ORGANIZATIONAL CHART





Port of Richmond 2008-09 Organizational Chart

Existing FTE = 6 Projected FTE = 7



City of Richmond Multi-Year Comparative Position Listing

Department	Adopted Budget 2005-2006	Adopted Budget 2006-2007	Adopted Budget 2007-2008	Proposed Budget 2008-2009	Position Request or Reclassification
PORT					
Executive Secretary	1.0	1.0			
Deputy Director				1.0	
Harbor Engineer	1.0	1.0			
Operations Administrator			1.0	1.0	
Maintenance Lead Worker			1.0	1.0	
Maintenance Worker II	1.0	1.0			
Port Director	1.0	1.0	1.0	1.0	
Port Administrator			1.0		
Port Maintenance Manager	1.0	1.0	1.0	1.0	
Project Coordinator				1.0	1 New
Senior Accountant		1.0	1.0	1.0	
Total Full-Time Equivalents (FTEs)	5.0	6.0	6.0	7.0	

CITY OF RICHMOND
 Department: Port of Richmond
 Cost Center: 10163-Administration
 Fund: 5151-Port of Richmond

Commitment Item	Commitment Name	(July 2006 - June 2007)	FY 2007-2008 Adopted Budget	(July 2007 - Feb 2008)	FY 2008-09 Dept Proposed
		FY 2006-07 Actual		FY 2007-08 Acutal	
<u>Revenues</u>					
41100	Interest & Invest In	168,945	10,000	548	10,000
41200	Rental & Concession				
41300	Lease Revenue				
41400	Charges for Services	9			
43000	Proceeds: Land,Bldg, Equip	41,000			
47000	Other Revenues				
47500	Operating Transfers	122,226			
	Total Revenues	332,181	10,000	548	10,000
<u>Expenditures</u>					
50001	Salaries	475,068	557,758	282,768	702,904
50200	Benefits	260,325	286,111	147,649	369,722
	Total Salaries & Benefits	735,393	843,869	430,417	1,072,626
51100	Materials & Supplies	6,855	4,000	3,005	8,100
51105	Special Dept Exp	3,658	20,500	5,782	21,500
51201	Membership Dues	21,409	33,700	20,803	47,700
51202	Travel & Training	15,922	17,125	14,786	20,125
51203	Mileage Reimb	50	500		500
51300	Contractual Services	41,878	65,000	35,877	69,000
51350	Maintenance Expense	10,232	12,000	2,883	12,000
51400	Other Operating Exp	-477,028	20,000	12,036	20,000
51500	Utilities Expenses	13,950	18,000	10,068	9,000
51601-51620	Internal Service Fund Allocations	271,064	295,408	147,704	304,270
51700	Property, Furn <\$5K	2,852	3,000		45,000
52000	Debt Service Expenditures	1,898,067	580,000		577,729
51800	Grant Expenditure				
53000	Capital Outlay				
54500	Transfer Out	-189,847			50,000
51000	Total Operating Expenditures	1,619,061	1,069,233	252,944	1,184,924
	Total All Expenses	2,354,455	1,913,102	683,361	2,257,551

CITY OF RICHMOND
Department: Port of Richmond
Cost Center: 10164-Terminal 1
Fund: 5151-Port of Richmond

Commitment Item	Commitment Name	(July 2006 - June 2007)	FY 2007-2008 Adopted Budget	(July 2007 - Feb 2008)	FY 2008-09 Dept Proposed
		FY 2006-07 Actual		FY 2007-08 Acutal	
<u>Revenues</u>					
41100	Interest & Invest In	131,526		113,570	
41200	Rental & Concession	54,673	8,000	1,139	8,400
41300	Lease Revenue				
41400	Charges for Services				
43000	Proceeds: Land,Bldg, Equip				
47000	Other Revenues				
47500	Operating Transfers				
40000	Total Revenues	186,199	8,000	114,709	8,400
<u>Expenditures</u>					
50001	Salaries	-	-	-	-
50200	Benefits	-	-	-	-
	Total Salaries & Benefits	-	-	-	-
51100	Materials & Supplies				
51105	Special Dept Exp				
51201	Membership Dues				
51202	Travel & Training				
51203	Mileage Reimb				
51300	Contractual Services	5,037	20,000		25,000
51350	Maintenance Expense		500		500
51400	Other Operating Exp	160	3,000	71	3,000
51500	Utilities Expenses		3,500		3,500
51601-51620	Internal Service Fund Allocations	3,111	3,220	1,610	3,317
51700	Property, Furn <\$5K				-
52000	Debt Service Expenditures	15,321		10,566	-
51800	Grant Expenditure				-
53000	Capital Outlay				-
54500	Transfer Out				-
51000	Total Operating Expenditures	23,629	30,220	12,247	35,317
	Total All Expenses	23,629	30,220	12,247	35,317

CITY OF RICHMOND
Department: Port of Richmond
Cost Center: 10165-Terminal 2
Fund: 5151-Port of Richmond

Commitment Item	Commitment Name	(July 2006 - June 2007)	FY 2007-2008 Adopted Budget	(July 2007 - Feb 2008)	FY 2008-09 Dept Proposed
		FY 2006-07 Actual		FY 2007-08 Acutal	
<u>Revenues</u>					
41100	Interest & Invest In				
41200	Rental & Concession	366,738	393,500	289,704	509,308
41300	Lease Revenue				
41400	Charges for Services				
43000	Proceeds: Land,Bldg, Equip				
47000	Other Revenues				
47500	Operating Transfers				
40000	Total Revenues	366,738	393,500	289,704	509,308
<u>Expenditures</u>					
50001	Salaries	0	0	0	0
50200	Benefits	0	0	0	0
	Total Salaries & Benefits	0	0	0	0
51100	Materials & Supplies				0
51105	Special Dept. Exp				0
51201	Membership Dues				0
51202	Travel & Training				0
51203	Mileage Reimb				0
51300	Contractual Services		5,000		5,000
51350	Maintenance Expense		1,000		1,000
51400	Other Operating Exp	670	2,500		2,500
51500	Utilities Expenses	1,505	3,000	967	3,000
51601-51620	Internal Service Fund Allocations	30,255	31,314	15,657	32,253
51700	Property, Furn <\$5K				0
52000	Debt Service Expenditures				0
51800	Grant Expenditure				0
53000	Capital Outlay				0
54500	Transfer Out				0
51000	Total Operating Expenditures	32,430	42,814	16,624	43,753
	Total All Expenses	32,430	42,814	16,624	43,753

CITY OF RICHMOND
Department: Port of Richmond
Cost Center: 10166-Terminal 3
Fund: 5151-Port of Richmond

Commitment Item	Commitment Name	(July 2006 - June 2007)		(July 2007 - Feb 2008)	
		FY 2006-07 Actual	FY 2007-2008 Adopted Budget	FY 2007-08 Acutal	FY 2008-09 Dept Proposed
41100	Interest & Invest In				
41200	Rental & Concession	1,036,512	1,310,243	536,260	1,140,300
41300	Lease Revenue				
41400	Charges for Services				
43000	Proceeds: Land,Bldg, Equip				
47000	Other Revenues	-1,839			
47500	Operating Transfers	1,047,225			1,095,000
40000	Total Revenues	2,081,898	1,310,243	536,260	2,235,300
<u>Expenditures</u>					
50001	Salaries	0	0	0	0
50200	Benefits	0	0	0	0
	Total Salaries & Benefits	0	0	0	0
51100	Materials & Supplies		100		100
51105	Special Dept. Exp		500		500
51201	Membership Dues				0
51202	Travel & Training				0
51203	Mileage Reimb				0
51300	Contractual Services	199,029	48,000	66,768	57,500
51350	Maintenance Expense	795	60,000		15,000
51400	Other Operating Exp	88,804	10,000		10,000
51500	Utilities Expenses		6,000		6,000
51601-51620	Internal Service Fund Allocations	18,572	19,222	9,611	577
51700	Property, gurn <\$5K				0
52000	Debt Service Expenditures		1,400,903		2,494,710
51800	Grant Expenditure				0
53000	Capital Outlay				0
54500	Transfer out				0
51000	Total Operating Expenditures	307,199	1,544,725	76,379	2,584,387
Total All Expenses		307,199	1,544,725	76,379	2,584,387

CITY OF RICHMOND
Department: Port of Richmond
Cost Center: 10167-Terminal 4
Fund: 5151-Port of Richmond

Commitment Item	Commitment Name	(July 2006 - June 2007)	FY 2007-2008 Adopted Budget	(July 2007 - Feb 2008)	FY 2008-09 Dept Proposed
		FY 2006-07 Actual		FY 2007-08 Acutal	
41100	Interest & Invest In				
41200	Rental & Concession	50,828	40,500	12,000	24,450
41300	Lease Revenue				
41400	Charges for Services				
43000	Proceeds: Land,Bldg, Equip				
47000	Other Revenues				
47500	Operating Transfers				
40000	Total Revenues	50,828	40,500	12,000	24,450
<u>Expenditures</u>					
50001	Salaries	0	0	0	0
50200	Benefits	0	0	0	0
	Total Salaries & Benefits	0	0	0	0
51100	Materials & Supplies				0
51105	Special Dept. Exp		500		500
51201	Membership Dues				0
51202	Travel & Training				0
51203	Mileage Reimb				0
51300	Contractual Services	-30,750	25,000		35,000
51350	Maintenance Expense		3,000		45,000
51400	Other Operating Exp		2,000		2,000
51500	Utilities Expenses	3,331	7,000	1,921	7,000
51601-51620	Internal Service Fund Allocations	16,111	16,675	8,337	17,175
51700	Property, Furn <\$5K				0
52000	Debt Service Expenditures	-1,442,257			0
51800	Grant Expenditure				0
53000	Capital Outlay				0
54500	Transfer Out	122,226			0
51000	Total Operating Expenditures	-1,331,340	54,175	10,259	106,675
Total All Expenses		-1,331,340	54,175	10,259	106,675

CITY OF RICHMOND
Department: Port of Richmond
Cost Center: 10168-Point Potrero Terminal
Fund: 5151-Port of Richmond

(July 2006 - June 2007)

(July 2007 - Feb 2008)

Commitment Item	Commitment Name	FY 2006-07 Actual	FY 2007-2008 Adopted Budget	FY 2007-08 Acutal	FY 2008-09 Dept Proposed
41100	Interest & Invest In				
41200	Rental & Concession	1,246,369	718,025	521,560	868,009
41300	Lease Revenue				
41400	Charges for Services				
43000	Proceeds: Land,Bldg, Equip				
47000	Other Revenues				
47500	Operating Transfers				
40000	Total Revenues	1,246,369	718,025	521,560	868,009
<u>Expenditures</u>					
50001	Salaries	0	0	0	0
50200	Beneiits	0	0	0	0
	Total Salaries & Benefits	0	0	0	0
51100	Materials & Supplies				0
51105	Special Dept. Exp		500		500
51201	Membership Dues				0
51202	Travel & Training				0
51203	Mileage Reimb				0
51300	Contractual Services	109,950	150,000	52,769	175,000
51350	Maintenance Expense	5,158	25,000	4,845	28,000
51400	Other Operating Exp	-690			0
51500	Utilities Expenses	138,567	146,000	46,873	125,000
51601-51620	Internal Service Fund Allocations	27,089	28,037	14,019	28,878
51700	Property, Furn <\$5K				0
52000	Debt Service Expenditures	-3,328,588			0
51800	Grant Expenditure				0
53000	Capital Outlay				0
54500	Transfer Out				0
51000	Total Operating Expenditures	-3,048,513	349,537	118,505	357,378
	Total All Expenses	-3,048,513	349,537	118,505	357,378

CITY OF RICHMOND
Department: Port of Richmond
Cost Center: 10169-Point Potrero Terminal
Fund: 5151-Port of Richmond

(July 2006 - June 2007)

(July 2007 - Feb 2008)

Commitment Item	Commitment Name	FY 2006-07 Actual	FY 2007-2008 Adopted Budget	FY 2007-08 Acutal	FY 2008-09 Dept Proposed
41100	Interest & Invest In	62,327		14,778	
41200	Rental & Concession	902,298	3,134,800	281,421	2,939,700
41300	Lease Revenue	1,737,034		812,028	
41400	Charges for Services				
43000	Proceeds: Land,Bldg, Equip				
47000	Other Revenues				
47500					
40000	Total Revenues	2,701,658	3,134,800	1,108,227	2,939,700
<u>Expenditures</u>					
50001	Salaries	0	0	0	0
50200	Beneiits	0	0	0	0
	Total Salaries & Benefits	0	0	0	0
51100	Materials & Supplies				1,000
51105	Special Dept. Exp				0
51201	Membership Dues				0
51202	Travel & Training				4,000
51203	Mileage Reimb				0
51300	Contractual Services	93,699	100,000		100,000
51350	Maintenance Expense	3,000	5,000		5,000
51400	Other Operating Exp	3,012		744	500
51500	Utilities Expenses	20,525	72,000		57,000
51601-51620	Internal Service Fund Allocations	151,436	156,736	78,368	161,438
51700	Property, Furn <\$5K				0
52000	Debt Service Expenditures	163,540	1,260,000	-18,416	0
51800	Grant Expenditure				0
53000	Capital Outlay				0
54500	Transfer Out				0
51000	Total Operating Expenditures	435,212	1,593,736	60,696	328,938
	Total All Expenses	435,212	1,593,736	60,696	328,938

**PORT OF RICHMOND
REVENUES & EXPENSES PROJECTION**

Cost Center	FY 2007/08 Budgeted	*2 FY 2008/09 Proposed	FY 2009/10 Forecast	FY 2010/11 Forecast	FY 2011/12 Forecast	FY 2012/13 Forecast
Enterprise Fund - Port						
Beginning Working Capital (Note 1):	\$ (1,499,299)	*1 \$ (748,919)	\$ (10,062)	\$ 349,588	\$ 1,053,254	\$ 1,117,248
Operating Revenues:						
Administration	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Terminal 1	\$ 8,000	\$ 8,400	\$ 8,820	\$ 9,261	\$ 9,724	\$ 10,210
Terminal 2	\$ 393,500	\$ 509,308	\$ 539,558	\$ 572,833	\$ 609,436	\$ 649,698
Terminal 3	\$ 1,087,080	\$ 1,140,300	\$ 1,197,315	\$ 1,257,181	\$ 1,320,040	\$ 1,386,042
Terminal 4	\$ 40,500	\$ 24,450	\$ 25,673	\$ 26,956	\$ 28,304	\$ 29,719
PPMT - Others	\$ 967,025	\$ 968,009	\$ 913,991	\$ 944,189	\$ 976,087	\$ 1,009,797
PPMT - Autos	\$ 2,756,346	\$ 2,939,700	\$ 7,378,625	*6 \$ 7,536,075	\$ 7,701,224	\$ 7,707,258
Total Revenues	\$ 5,262,451	\$ 5,600,167	\$ 10,073,981	\$ 10,356,495	\$ 10,654,814	\$ 10,802,724
Operating Expenses:						
Salaries & Benefits	\$ 844,678	\$ 1,131,438	\$ 1,188,010	\$ 1,247,411	\$ 1,309,781	\$ 1,375,270
Operating Expenses	\$ 1,428,910	\$ 1,502,433	\$ 1,577,555	\$ 1,656,433	\$ 1,739,254	\$ 1,826,217
Maintenance Reserve	\$	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Debt repayment (External - Note 3)	\$ 3,481,808	\$ 3,072,439	*3 3,748,766	*7 3,738,985	\$ 3,741,785	\$ 3,738,085
Subtotal	\$ 5,755,396	\$ 5,806,310	\$ 6,614,331	\$ 6,742,828	\$ 6,890,820	\$ 7,039,572
Operating Surplus (Shortfall)	\$ (492,945)	\$ (206,143)	\$ 3,459,650	\$ 3,613,666	\$ 3,763,994	\$ 3,763,151
Ending Working Capital:	\$ (1,992,244)	\$ (955,062)	\$ 3,449,588	\$ 3,963,254	\$ 4,817,248	\$ 4,880,399
Non-Operating Items:						
Terminal 1 - Sale of Property			7,000,000.00	*4		
Debt repayment (Internal - General Fund Loans)			\$ (6,300,000)			
Debt repayment (Internal - General Fund Loans)	\$ (50,000)	\$ (50,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)
Capital Outlay (CIP 2008-13)	\$ (5,371,075)	*5 \$ (32,044,000)	\$ (7,210,027)	\$ (910,000)	\$ (1,700,000)	
Adjustment to Capital Outlay						
Land Acquisition/Improvements	\$ 3,578,325	\$ 1,095,000	*3			
Transfer In	\$ 3,086,075	\$ 31,944,000	\$ 5,410,027			
Grants/Bonds	\$ 1,243,325	\$ 945,000	\$ (3,100,000)	\$ (2,910,000)	\$ (3,700,000)	\$ (2,000,000)
Subtotal	\$ (748,919)	\$ (10,062)	\$ 349,588	\$ 1,053,254	\$ 1,117,248	\$ 2,880,399

- NOTES:**
1. Calculated on a working capital basis, i.e. Working Capital = Current Assets - Current Liabilities.
 2. FY 2006/07 amounts are audited numbers from the City's Comprehensive Annual Financials Report (CAFR).
 3. Entries that reflect PRINCIPAL repayment of debt & CAPITAL ASSETS will be transferred to the balance sheet after being audited. Partial of bond payment in the Trust reserve account is \$1,095,000.
 4. Estimated net proceeds of \$7,000,000 from the sale of Terminal 1.
 5. PPMT security improvements, access road improvements, and replacement of Terminal 2 timber wharf.
 6. Assuming the Port has successfully obtained an additional auto account with projected volume of 150,000 units.
 7. Includes the current and projected external bond payments.

Division	Cost Center	FY2006-07	FY2007-08	FY2008-09	FY2009-10	FY2010-11	FY2011-12	FY2011-12
Administration	10163	\$ 576,716	\$ 517,832	\$ 577,729	\$ 575,821	\$ 567,340	\$ 567,340	\$ 567,340
Terminal 3	10166	\$ 1,398,413	\$ 1,400,903	\$ 2,494,710				
PPMT - Autos (AWC Note)	10169	\$ 1,049,976	\$ 1,563,073					
PPMT - New Debt	10169				\$ 3,172,945	\$ 3,171,645	\$ 3,174,445	\$ 3,170,745
TOTAL		\$ 3,025,105	\$ 3,481,808	\$ 3,072,439	\$ 3,748,766	\$ 3,738,985	\$ 3,741,785	\$ 3,738,085

**Port of Richmond
Revenue Projection
FY 2006-2012**

Division	Cost Center	FY2007-08	FY2008-09	FY2009-10	FY2010-11	FY2011-12	FY2012-13
Administration	10163	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Terminal 1	10164	\$ 8,000	\$ 8,400	\$ 8,820	\$ 9,261	\$ 9,724	\$ 10,210
Terminal 2	10165	\$ 393,500	\$ 509,308	\$ 539,558	\$ 572,833	\$ 609,436	\$ 649,698
Terminal 3	10166	\$ 1,087,080	\$ 1,140,300	\$ 1,197,315	\$ 1,257,181	\$ 1,320,040	\$ 1,386,042
Terminal 4	10167	\$ 40,500	\$ 24,450	\$ 25,673	\$ 26,956	\$ 28,304	\$ 29,719
PPMT - Others	10168	\$ 967,025	\$ 968,009	\$ 913,991	\$ 944,189	\$ 976,087	\$ 1,009,797
PPMT - Autos	10169	\$ 2,756,346	\$ 2,939,700	\$ 7,378,625	\$ 7,536,075	\$ 7,701,224	\$ 7,707,258
TOTAL		\$ 5,262,451	\$ 5,600,167	\$ 10,073,981	\$ 10,356,495	\$ 10,654,814	\$ 10,802,724

NOTE:

[1] Includes net proceeds of approximately \$7 millions from sale of Terminal 1.