



San Bernardino International Airport

Business Plan Update – 2026 - 2031

Impacts of Base Closure



Economic Impact (1990 – 2010):

- Loss of 15,458 Jobs
- \$1.5 Billion in Annual Payroll
- \$1.9 Billion Loss of Output (Economic Activity)
- About 3% of the 2009 SB Total GDP

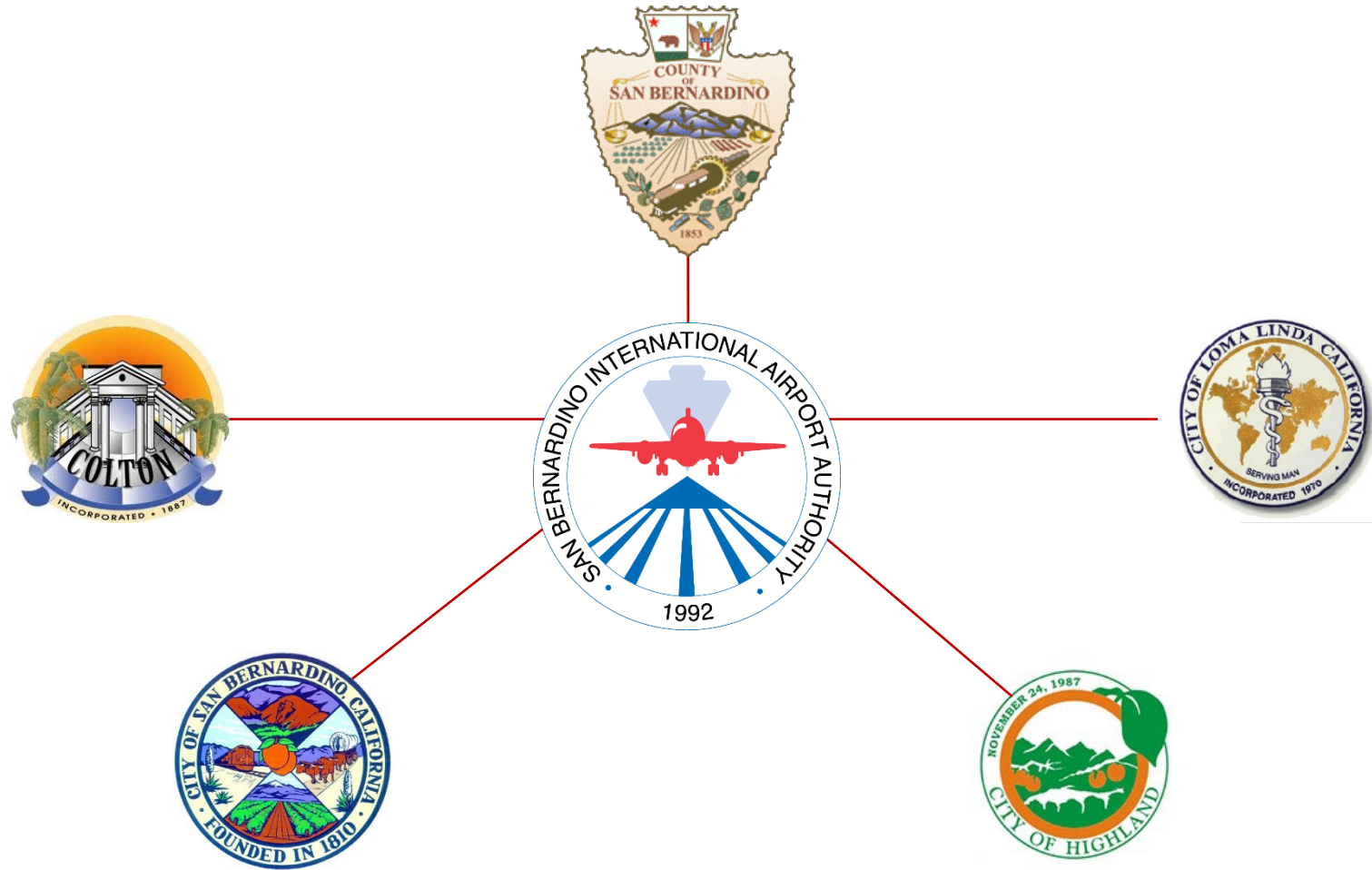
Physical Impact:

- Environmental Clean-up (Federal & Local)
- Replacement of All Utility Systems
- Replacement of All Major Roadways
- Abatement & Demolition of Over 125 buildings

Phase III Analysis (2020-2026):

- 2024 Update
- 18,693 Direct Jobs
- Over \$5 Billion in Total Economic Output

Governance Structure



Leadership Through the Years

- Marshall Julian, Deputy Executive Director – 1992
- William Bopf, Executive Director – 1992
- Trevor Van Horn, Executive Director – 1993 to 1994
- Jim Monger, Airport Director – 1994 to 1997
- William Bopf, Executive Director – 1997 to 1998
- Alex Estrada, Interim Executive Director – 1998
- James W. Gourley, Executive Director – 1998 to 2000
- T. Milford Harrison, Interim Director then made Executive Director – 2000 to 2002
- Donald L. Rogers, Transition Management Team (2003), Interim Executive Director (2004-2009), Executive Director (2010-2011) – 2003 to 2011
- Michael Burrows, Acting Executive Director (2014-2015), Executive Director (2015-2020), Chief Executive Officer (2020-current) – 2014 to current



William
L. Bopf



A.J.
Wilson



T. Milford
Harrison



Michael
Burrows



Donald L.
Rogers

Business Plan Workshop

Airport Facts:

- 1) SBD is comprised of over 1,300 acres of FAA regulated land and facilities.
- 2) Since 1997, it has been an FAA Part-139 certificated Airport. Deed covenants and FAA grant assurances require and compel compliance with FAA land use covenants.
 - This includes a restriction requiring that most properties be used for aeronautical purposes
 - Lease transactions Only – No sale of Airport property
 - All revenues generated from Airport property must be used for on-airport purposes – No diversion of Airport revenues
- 3) SBIAA serves as the “Airport Sponsor,” and while in compliance, is eligible for FAA grants.
 - FAA grants are primarily through the Airport Improvement Program (AIP) and can only be used for non-capital projects that improve airport infrastructure, safety, capacity, or security of nonexclusive use facilities
 - Eligibility determined through air cargo and commercial passenger service activity levels
- 4) SBD is also subject to a State of California, Department of Aeronautics Operating Permit.
- 5) SBD operates under a public utility model and generates revenue from leases, fuel sales, and Airport use fees and charges.
- 6) No local taxes are collected or used to fund or operate the Airport.

Planning Process



2010-2015 Plan

2015-2020 Plan

2020-2025 Plan

Update

Establishing Priorities

Draft Business Plan Update – common themes from Members:

- 1) Priority Projects:
 - ▶ SBD International Airport
 - ▶ Luxivair SBD
- 2) Align with Resources
- 3) Annual Updates

Establishing Priorities

- ▶ Diversify revenue streams and sources (aviation, non-aviation, inter-governmental)
 - ▶ Increase revenues by a minimum of 5% per year
 - ▶ Add new customers to Luxivair SBD by a minimum of 10% per year
- ▶ Maintain infrastructure & development support
- ▶ Increase application rate for federal grants (U.S. DOC, U.S. DOT)
- ▶ Implement new airport workforce development programs
- ▶ Implement a new airport capital improvement plan
- ▶ Expand private investment and employment in and at the Airport

What Do We Consider Results?

- ▶ San Bernardino International Airport is a public airport. It operates under a public utility business model. It serves to ensure compliance with FAA, Military Base Reuse, and General Airport Obligations.
- ▶ It seeks to consistently increase Airport business activity, including aircraft operations, enplanements, fuel sales, and airport services, thus providing investment at the Airport.
- ▶ Airport activity should maximize opportunities for the flying public while achieving fair, non-discriminatory, and equitable revenue returns to support the airport utility over the long run.
- ▶ To accomplish this, SBIAA must create an Airport business environment which supports further investment and employment opportunities for the benefit of the airport, its customers, stakeholders, region, and the National Air Transportation System.
- ▶ SBIAA seeks to ensure that inter-governmental and community support to the San Bernardino International Airport is provided as appropriate.
- ▶ SBIAA should consistently deliver quality airport planning, infrastructure development, community development, and environmental programs, projects, and initiatives.
- ▶ SBIAA seeks to realize its potential to provide high quality, higher wage producing employment opportunities for its member agencies and the communities they serve.
- ▶ Overall business attraction and retention across market segments: MRO, GA, Corporate, Air Cargo, and Commercial Passenger.
- ▶ Transforming the Airport into a best-in-class facility and operation.

Key Issues

▶ Near-term

- ▶ Ever-changing business and regulatory environment
- ▶ Constrained resources
- ▶ Aging infrastructure
- ▶ U.S. Customs – expansion of services
- ▶ Environmental issues

▶ Long-term

- ▶ Need to leverage federal and state funding opportunities by working collaboratively and regionally with SBIAA members and stakeholders
- ▶ Programs must be self-funding and sustainable, promoting and advancing regional attributes, goals, and objectives

Financial Plan

a flight plan for SBIAA...

- ▶ The Plan - Proposed 5-Year and 10-Year Roadmap for the SBIAA
- ▶ Designed to enhance SBIAA strengths and core competencies while minimizing the expenditure of time and resources on non-essential or obsolete programs
- ▶ Focused on business development, retention and customer service—some tenets are uncharted territory for the airport
- ▶ Detailed program schedules are included in the appendices



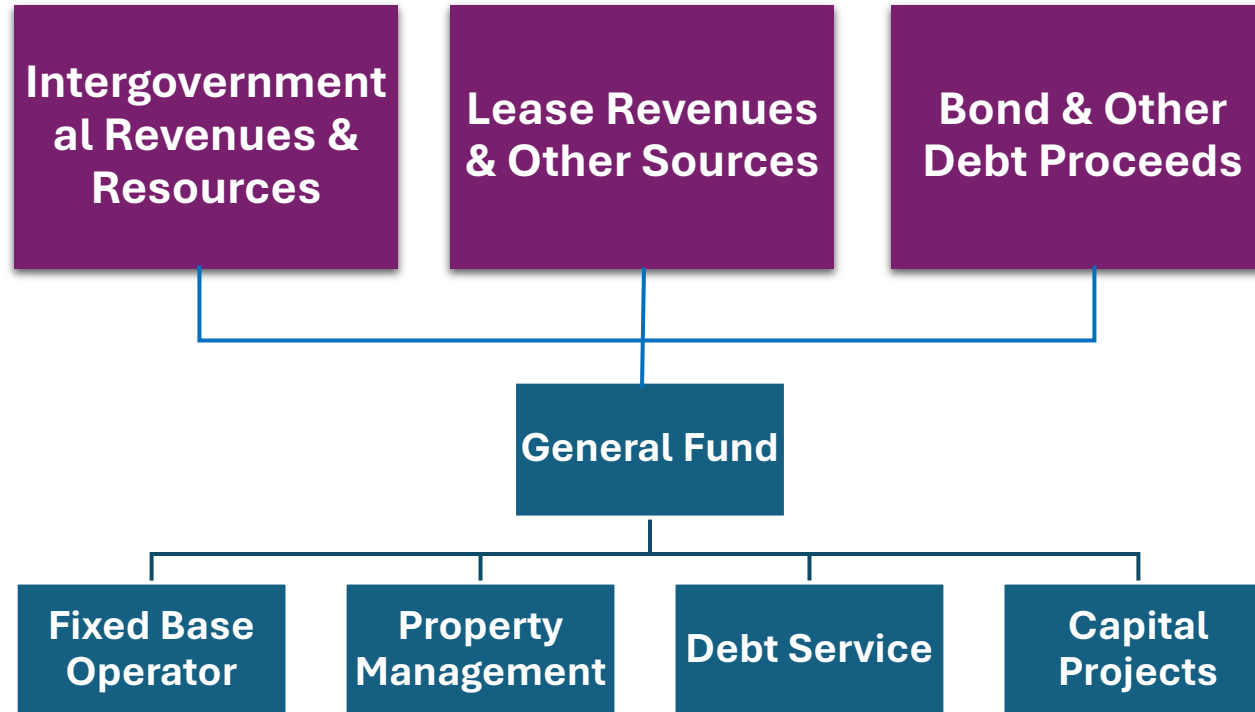
Airport Revenues

Sources of Funds:

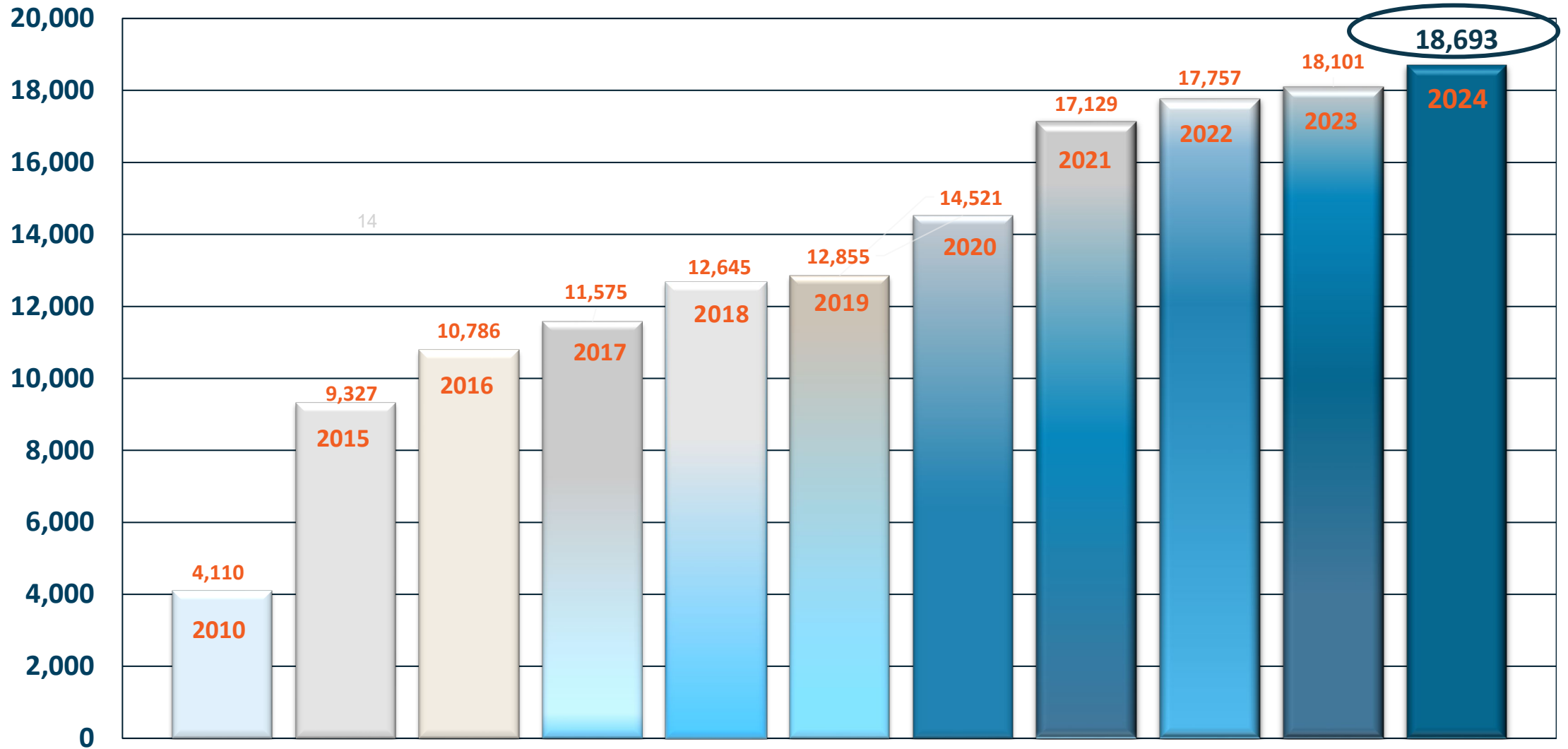
- 1) Lease Revenues – Pursuant to Federal Property Transfers
- 2) Luxivair Business Activity – Sale of Fuel, Goods, and Services
- 3) Grant Funds – Predominantly U.S. Department of Transportation, FAA
- 4) Advertising & Parking Fees – Domestic & International Terminals
- 5) Operating Fees – Licenses, Permits, Fees, and Charges (Filming)
- 6) U.S. Customs – Need to Leverage Staff and Equipment Capabilities; Expand services

Airport Budget Structure

San Bernardino International Airport Authority
FY 2026-27 Annual Budget Structure
BUDGET STRUCTURE



New Employment – Direct Jobs



IMPLAN Analysis 2024

As of 2024, the IVDA project base reuse area has reached a milestone of creating and retaining 18,693 direct jobs. The "IMPLAN - 2024 IVDA Analysis" chart showcases the economic impact of the IVDA project area.

Impact	Employment	Labor Income	Value Added	Output
1 - Direct	18,693.00	\$768,423,999.66	\$2,209,641,595.05	\$3,701,554,712.64
2 - Indirect	5,878.22	\$320,225,903.77	\$472,167,349.09	\$889,263,604.18
3 - Induced	2,751.48	\$142,308,620.85	\$284,819,713.49	\$455,465,358.07
Totals	27,322.70	\$1,230,958,524.28	\$2,966,628,657.62	\$5,046,283,674.89

Display Code	Display Description	Industry Total Output	Impact Output	Percentage of Total Industry Output
1 413	Retail - Nonstore retailers	\$3,311,431,251.62	\$2,445,925,538.82	73.86%
2 414	Air transportation	\$510,295,383.74	\$336,267,914.37	65.90%
3 470	Office administrative services	\$560,659,450.91	\$62,126,353.82	11.08%
4 422	Warehousing and storage	\$8,990,741,959.97	\$856,606,452.62	9.53%
5 462	Management consulting services	\$952,064,232.82	\$82,805,266.98	8.70%
6 465	Advertising, public relations, and related services	\$293,090,785.84	\$18,008,639.34	6.14%
7 420	Scenic and sightseeing transportation and support activities for transportation	\$1,144,406,181.85	\$60,850,782.18	5.32%
8 423	Newspaper publishers	\$19,386,649.71	\$840,182.72	4.33%
9 431	Radio and television broadcasting	\$286,891,372.77	\$11,886,242.28	4.14%
10 526	Postal service	\$270,198,341.84	\$11,042,367.36	4.09%

Top 10 Job Industries

Aviation Business Partners at SBD - 2026



Green Energy Element

Re-Imagined in 2020 and implemented in 2021. SBD was early adopter of EV and solar in 2010. SBD's Green Energy Element is going strong.

Acquisition of additional all-electric ground support equipment (tugs, stair truck, lavatory cart, Ford Lightning trucks, hybrid security vehicles, etc.).

10 fleet vehicles upgraded to electric/hybrid.

130 EV Chargers installed throughout the airport and business park under the SCE Charge Ready program with Charge Point – completed in 2024.

Program is aligned with the IVDA UAS Center at SBD, now a focus site for emerging aerospace technologies with SBD based OEM companies.



Charge Ready
How It Works

The graphic illustrates the 'Charge Ready' program. At the top, four hexagonal icons represent: solar energy, an electric vehicle, a recycling symbol, and a globe held in hands. Below these, a large green electric car is shown being charged by a station. To the left, two smaller green cars are also shown at charging stations. The text 'Charge Ready' is in large green letters, and 'How It Works' is in smaller black letters with a battery icon.



ZERO-EMISSION TECHNOLOGY INVENTORY
DRIVE TO ZERO

SELECT A VEHICLE PLATFORM TO EXPLORE

SELECT A REGION

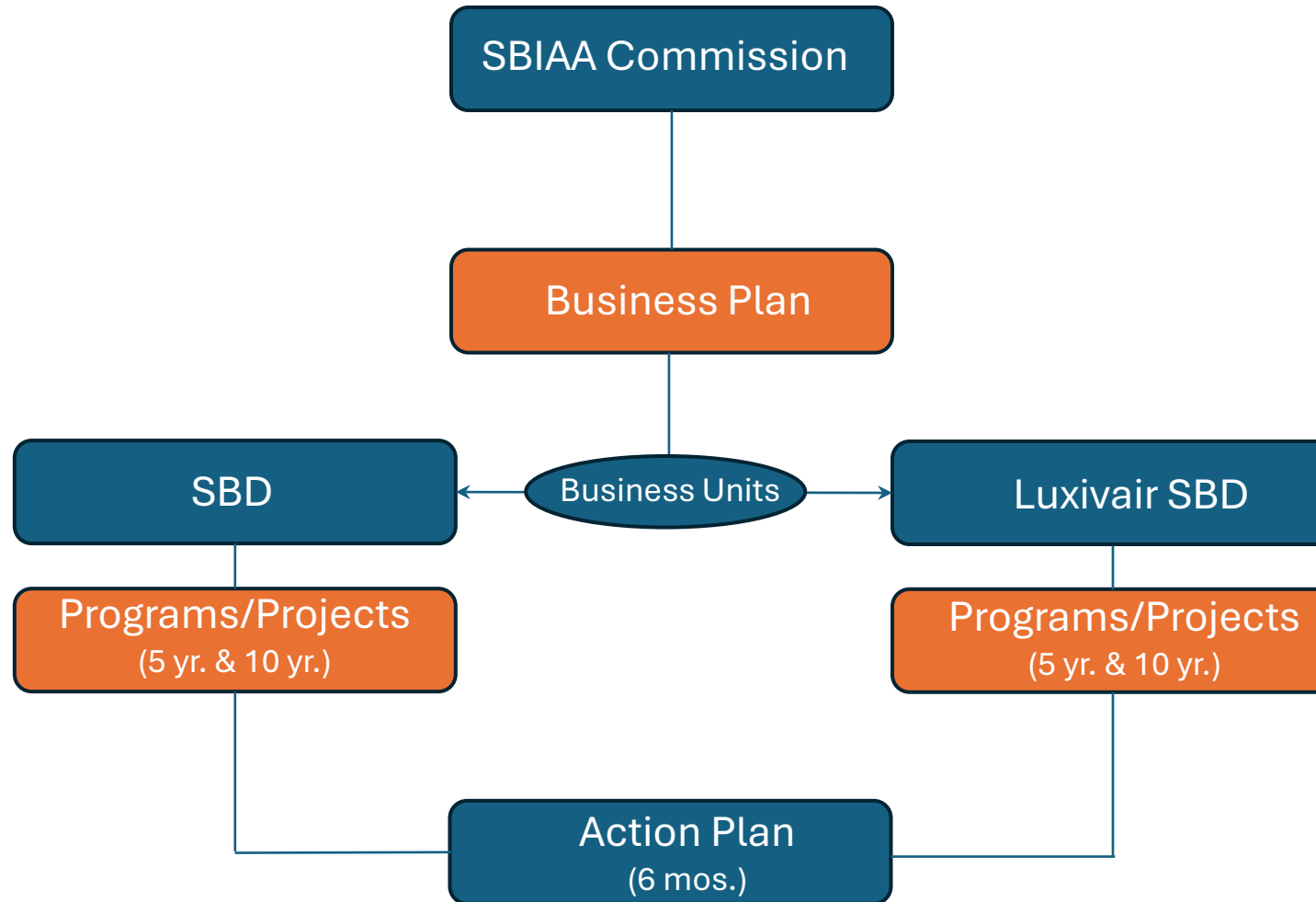
SELECT A VEHICLE MANUFACTURER

REPORTED VEHICLE AVAILABILITY THROUGH 2023

Available 2020 2021 2022 2023

The screenshot shows a web interface for a 'ZERO-EMISSION TECHNOLOGY INVENTORY'. It includes a 'DRIVE TO ZERO' logo, a 'SELECT A VEHICLE PLATFORM TO EXPLORE' section with icons for various vehicle types, a 'SELECT A REGION' section with a world map, and a 'SELECT A VEHICLE MANUFACTURER' section with logos for numerous companies like ALSTOM, BYD, and others. At the bottom, there is a 'REPORTED VEHICLE AVAILABILITY THROUGH 2023' section with a timeline from 2020 to 2023.

Business Plan Structure



Operational Business Units: Alignment (2026 - 2031)



Focal Areas:

- 1) Expanded Passenger Service
- 2) U.S. Customs Staffing Enhancement
- 3) Upgrade Navigational Aids



Focal Areas:

- 1) Elevate the Customer Experience
- 2) Expanded International Service
- 3) Maintain Steady Growth

Operational Business Units: (2026 - 2031)



Planning Projects 2026-2031			
#	Project	Est. Completion	Cost
1	SBD Above & Beyond Project (Pre-Build)	2026/27	\$ 300,000
2	Airport Environmental Programs	2027/28	\$ 300,000
3	GA Hangar Expansion (Permitting)	2026/28	\$ 100,000
4	Airport Communication Initiatives	Annual	\$ 200,000
5	Pavement Management Update	2026/28	\$ 300,000
6	Entitlement/ Design of Hangar Expansion Areas (Cargo)	2026/28	\$ 250,000
7	SBD Above & Beyond Project (Permitting & Design/Build)	2027/28	\$ 250,000
8	Environmental Assessment for extension of Runway 6/24 and Taxiway "A"	2028/30	\$ 800,000
9	SBD Good Neighbor Program (YOY)	Annual	\$ 400,000

Operational Business Units: (2026 - 2031)



Construction Projects 2026-2031			
#	Project	Est. Completion	Cost
1	Reconstruct Portion of Taxiway (A) FAA	2026/27	\$ 4,510,612
2	Inter-Terminal Pedestrian Walkway	2026/27	\$ 150,000
3	Pavement Mangement Plan Update (FAA)	2026/27	\$ 292,300
4	Slurry Seal & Airfield Striping Project (FAA)	2026	\$ 3,275,708
5	Airfield Drainage Channel Repairs (City Creek)	2027/28	\$ 3,100,000
6	Construct Apron Pavement in East GA Area (Phase II)	2027/28	\$ 500,000
7	SBD Above & Beyond Project	2026/27	\$ 6,000,000
8	Airport Operations/ Maintenance Vehicle Replacements	Annual	\$ 250,000
9	Airport Operations Communications Upgrades	Annual	\$ 150,000
10	General Aviation Hangar Construction - Phase III	2026/28	\$ 1,000,000
11	Reconstruct North Airport Ramp (2026)	2026/27	\$ 3,000,000
12	FAA ARFF Response Vehicle (2027)	2026/27	\$ 1,300,000
13	Reconstruct Runway Stopways (2027)	2027/28	\$ 3,500,000
14	Airport Navaid Upgrades	2027/30	\$ 375,000
15	Airport Security Vehicle Replacements	Annual	\$ 200,000
16	Fiberoptic Network Repairs/ Upgrades	Annual	\$ 150,000

Operational Business Units: (2026 - 2031)



Planning/Maintenance Projects 2026-2031			
#	Project	Est. Completion	Cost
1	Community Programs	2026/27	\$ 250,000
2	Luxiivair SBD Business Plan Support	Annual	\$ 30,000
3	Alternative Fuel Vehicle & Equipment Upgrades (EV/GSE)	2026/28	\$ 600,000
4	Solar Upgrades	2027/28	\$ 110,000
5	Customer Service & Financial Training	Annual	\$ 50,000
6	Computer/ Network Upgrades (FBO & Fuel Farm)	2026/28	\$ 50,000
7	POS/ Tablet System Upgrades	2026/29	\$ 25,000
8	Luxiivair SBD Lighting Upgrades	2026/27	\$ 50,000
9	Concession Design & Entitlement	2027/28	\$ 120,000

Operational Business Units: (2026 - 2031)



Development Projects 2026-2031			
#	Project	Est. Completion	Cost
1	Signage (on-site & airfield)	2026/28	\$ 75,000
2	Baggage Tractor (EV)	2026/29	\$ 82,000
3	Relocate Blast Fence	2027/29	\$ 50,000
4	Towbars	2027/29	\$ 30,000
5	Belt Loader	2027/29	\$ 81,000
6	Fuel Farm Lighting/ Awnings	2027/28	\$ 80,000
7	Airport Ramp Upgrades	2027/28	\$ 350,000
8	Courtesy Shuttle Van	2028/29	\$ 120,000
9	Baggage Tractor (EV)	2027/28	\$ 60,000
10	Parking Lot Improvements	2027/28	\$ 150,000
11	Concession Improvements	2027/29	\$ 2,500,000
12	Tug Upgrade	2027/29	\$ 120,000
13	Fuel Truck Upgrades	2028/29	\$ 500,000
14	GSE Upgrade	Annual	\$ 750,000
15	Striping Project	2026/29	\$ 100,000
16	FF &E Replacement	2027/29	\$ 250,000
17	Box Hangar Construction	2027/29	\$ 6,500,000
18	Construct FBO Ramp & Apron	2027/30	\$ 2,000,000
19	Solar System Installation	2028/29	\$ 1,300,000
20	Courtesy Car replacements	2026/30	\$ 250,000

Appendices



AIRPORT

San Bernardino International Airport Authority Proposed Projects for FY 2026-31

#	Project	Est. Cost	2026				2027				2028				2029				2030			
			1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR
Planning Projects																						
1	SBD Above & Beyond Project (Pre-Build)	\$ 300,000																				
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9	SBD Good Neighbor Program (YOY)	\$ 400,000																				
Planning Projects - Total		\$ 2,800,000																				
Construction Projects - 5 Year																						
10	Reconstruct Portion of Taxiway (A) FAA	\$ 4,510,612																				
11	Inter-Terminal Pedestrian Walkway	\$ 150,000																				
12	Pavement Management Plan Update (FAA)	\$ 292,300																				
13	Slurry Seal & Airfield Striping Project (FAA)	\$ 3,275,708																				
14	Airfield Drainage Channel Repairs (City Creek)	\$ 3,100,000																				
15	Construct Apron Pavement in East GA Area (Phase II)	\$ 500,000																				
16	SBD Above & Beyond Project	\$ 6,000,000																				
17	Airport Operations/ Maintenance Vehicle Replacements	\$ 250,000																				
18	Airport Operations Communications Upgrades	\$ 150,000																				
19	General Aviation Hangar Construction - Phase III	\$ 1,000,000																				
20	Reconstruct North Airport Ramp (2026)	\$ 3,000,000																				
21	FAA ARFF Response Vehicle (2027)	\$ 1,300,000																				
22	Reconstruct Runway Stopways (2027)	\$ 3,500,000																				
23	Airport Navaid Upgrades	\$ 375,000																				
24	Airport Security Vehicle Replacements	\$ 200,000																				
25	Fiber optic Network Repairs/ Upgrades	\$ 150,000																				
26	Airport Security Upgrades (TSA, Video, Etc.)	\$ 350,000																				
27	Replace AWOS III (2027)	\$ 250,000																				
28	Airport Parking Lot/ revenue Control Repairs/ Upgrades	\$ 200,000																				
29	Reconstruct Taxiway C (2028)	\$ 12,000,000																				
30	Reconstruct General Aviation Ramp (2029)	\$ 2,500,000																				
31	Terminal Solar Upgrades (REPAIR/UPDATE)	\$ 240,000																				
32	Air Traffic Control Tower Upgrades	\$ 500,000																				
33	Domestic Terminal Jet bridge Replacements	\$ 3,000,000																				
34	Airport Security Building Rehabilitation	\$ 300,000																				
35	Airport Maintenance Equipment Upgrades	\$ 125,000																				
36	Airfield Drainage Improvement Project	\$ 1,100,000																				
37	Reconstruct Taxiway B	\$ 11,000,000																				
38	Construct Heliport	\$ 600,000																				
39	Airport Master Plan Update (2031)	\$ 1,100,000																				
40	Construct Apron - Phase II	\$ 3,900,000																				
41	Air Traffic Control Service Radar Feed Upgrade	\$ 2,000,000																				
42	Improve General Aviation Utility Infrastructure	\$ 2,000,000																				
43	Construct Corporate Hangar Development Infrastructure	\$ 1,004,000																				
44	Construct Taxiway Extension Leading to Hangar Development in GA Area	\$ 684,000																				
45	Construct General Aviation Hangars - Phase III (Hangars)	\$ 3,500,000																				
46	Construct Terminal Building Concourse - Phase II (3 gates)	\$ 11,700,000																				
47	GRID Resiliency Upgrades	\$ 6,500,000																				
48	Rehabilitate Various Taxiway and Apron Pavements (Various Phases)	\$ 10,000,000																				
Construction Projects - 5-Year Total		\$ 102,306,620																				
5-Year Planning and Construction Projects - Total		\$ 105,106,620																				
Construction Projects - 10 Year																						
49	Airport Maintenance Vehicle Replacement	\$ 200,000																				
50	Construct Parallel Rwy 6R-24L for General Aviation Use (4,600'x75')	\$ 15,131,000																				
51	Install PAPI-2s and REILS on Runway 6R-24L	\$ 317,000																				
52	Expand Fuel Farm Facility - Phase II	\$ 3,900,000																				
53	Construct Terminal Building Concourse - Phase III (3 Gates)	\$ 11,700,000																				
54	Construct Air Cargo Apron - Phase II	\$ 4,579,000																				
55	Repave Perimeter Road	\$ 1,552,000																				
56	Construct Air Cargo Facility/Buildings/Parking - Phase II	\$ 23,610,000																				
57	Construct Taxiways Leading to Hangar Development in GA Area	\$ 2,000,000																				
58	Construct General Aviation Hangars - Phase IV	\$ 5,200,000																				
59	Remove Existing Building Infrastructure in East GA Area	\$ 3,026,000																				
60	Construct Taxilane Leading to Airfield Access Revenue Support Parcels	\$ 214,000																				
61	Rehabilitate Various Taxiway and Apron Pavements	\$ 10,000,000																				
Construction Projects - 10 Year Total		\$ 81,429,000																				
Planning and Construction Projects - Total		\$ 186,535,620																				
Evaluation/Assessment - Plan Update																						
	Eligible for grant or partner funding																					
	Local/Other Funds/P3																					



LUXIVAIR SBD

#	Project	Est. Cost	2026				2027				2028				2029				2030			
			1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR
Planning/ Maintenance Projects																						
1	Community Programs	\$ 250,000																				
2	Luxivair SBD Business Plan Support	\$ 30,000																				
3	Alternative Fuel Vehicle & Equipment Upgrades (EV/GSE)	\$ 600,000																				
4	Solar Upgrades	\$ 110,000																				
5	Customer Service & Financial Training	\$ 50,000																				
6	Computer/ Network Upgrades (FBO & Fuel Farm)	\$ 50,000																				
7	POS/ Tablet System Upgrades	\$ 25,000																				
8	Luxivair SBD Lighting Upgrades	\$ 50,000																				
9	Concession Design & Entitlement	\$ 120,000																				
Planning/ Maintenance Projects - Total		\$ 1,285,000																				
Development Projects - 5 Year																						
10	Signage (on-site & airfield)	\$ 75,000																				
11	Baggage Tractor (EV)	\$ 82,000																				
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24	Striping Project	\$ 100,000																				
25	FF & E Replacement	\$ 250,000																				
26	Box Hangar Construction	\$ 6,500,000																				
27	Construct FBO Ramp & Apron	\$ 2,000,000																				
28	Solar System Installation	\$ 1,300,000																				
29	Courtesy Car replacements	\$ 250,000																				
Business Development Projects - 5 Year Total		\$ 15,348,000																				
5 Year Business Development Projects - Total		\$ 16,633,000																				
Business Development Projects - 10 Year																						
30	Gate Operator Upgrades	\$ 30,000																				
31	Communications Upgrades	\$ 75,000																				
32	Software Upgrades	\$ 100,000																				
33	Courtesy Car replacements	\$ 150,000																				
34	FF & E Replacements	\$ 150,000																				
35	Alternative Fuel Vehicle & Equipment Upgrades	\$ 500,000																				
36	Generator Replacement/Upgrades	\$ 250,000																				
Business Development Projects - 10 Year Total		\$ 1,255,000																				
Business Development Projects - Total		\$ 17,888,000																				
Evaluation/Assessment - Plan Update																						
	Eligible for grant or partner funding																					
	Local/Other/P3																					