



# Jackson Hole Airport Operating Budget 2019-2020

The following document presents the Jackson Hole Airport Board's operating budget for the Fiscal Year 2019-2020.

Updated 4/11/19

Jackson Hole Airport Board  
1250 E. Airport Rd.  
Jackson, WY 83001  
307-733-7695

## **Background**

The following pages present the Jackson Hole Airport Board's (the Board's) operating budget for Fiscal Year 2019/2020. The Town of Jackson and Teton County created the Board by joint resolution in 1967. The Board consists of 5 members jointly appointed by the Town and County. The Joint Powers Agreement sets forth the terms by which the Town, County and Airport operate together. Under this agreement, the Town and County annually review the Airport Budget. The Town and County also both sign all FAA grant agreements as co-sponsors. While the Board operates under the authority of the Town and County, all facilities, equipment, lease holdings and operating rights are owned and managed by the Airport Board.

The Board adopted a Certificate of Organization pursuant to the Town of Jackson Ordinance and Board of Teton County Commissioners Resolution on January 2, 1968 officially forming the Airport Board and electing officers. Annually the Certificate of Organization is renewed, and new officers are elected as appointed by the Town and County. For the year February 1, 2019 – January 31, 2020 the slate of officers is: Rick Braun, President; Mary Gibson Scott, Vice President; John Eastman, Treasurer; Bob McLaurin, Secretary; Jerry Blann, Member. The Board operates the Airport inside the boundaries of Grand Teton National Park (the Park) under a Use Agreement with the U.S. Department of Interior. The Third Amendment to the Use Agreement extended the term to April 23, 2053 and the Fourth Amendment established the current Use Fee being paid by the Airport to the Park.

The Board operates the Airport as a business enterprise to be financially self-sufficient. The Airport does not have the authority to tax and does not use local tax dollars, property tax or sales tax for operations. The Board's fiscal year is from July 1 – June 30 each year. Once the Board has approved the budget it will be submitted to the Town and County for consideration no later than May 1 of each year. Any required changes to the Board approved rates and charges will be made prior to July 1 by resolution. This includes changes to ground transportation fees, parking fees, rents and other standard fees.

## **Airport Activity**

Evaluating the airport's activity numbers is important to planning long-term needs for infrastructure, staffing, and operations. This past year saw a continued increase in the number of visitors through the airport. The calendar year ending 12/31/2018 was the Airport's strongest year on record for enplanements, surpassing the prior year by 11% with 391,353 passengers. The Airport continues to experience increases in passenger activity in both the winters as well as during the "off seasons" of October-November and April-May, with the off seasons showing the largest changes. It is important to note that while passenger traffic continues to increase, annual operations remain steady. This is primarily due to a trend on the part of commercial air carriers to operate larger aircraft (more seats) in and out of Jackson. In developing the forecast, the winter seats are predicted to increase 3.5% where winter includes December (prior calendar year), January, February and March through 2023. For the years 2022-2023 winters are forecast to increase 1%. Summer seats are expected to increase 3.5% per year where summer includes June, July, August and September through 2022 and 1% per year after 2022 as well. The off season is forecast to increase 10% per year during April, May, October and November through 2023. This is in line with our goal of increasing visitation during these months. These numbers represent a conservative perspective used for the financial outlook presented in this budget.

## Jackson Hole Airport Board Budget Summary

This year we continue to present the budget with three enterprise centers and six cost centers. The enterprise centers include the Fuel Farm, Security Operations and Airport Operations. The six specific cost centers remain unchanged from the prior year and include: airfield, landside, terminal, other buildings and grounds, environmental, and community outreach. Revenues, expenses and cost centers for the various enterprise centers and their associated cost centers are outlined in the following pages. Presented below is a chart detailing the Airport Board's Total Budget for FY 2019/2020.

<b>Revenues</b>		<b>2019-2020</b>
	Airport Operations	13,718,860
	Security Operations	7,087,593
	Fuel Farm Operations	15,336,662
<b>Total Revenue</b>		<b>36,143,115</b>
<b>Expenses</b>		
	Airport Operations	(10,613,827)
	Security Operations	(7,297,351)
	Fuel Farm Operations	(14,027,455)
<b>Total Expense</b>		<b>(31,938,634)</b>
	<b>Net Income</b>	<b>4,204,482</b>
<b>Capital and Debt Sources</b>		
	State/Federal Grants	3,334,974
	PFC	1,250,000
	CFC	1,584,946
	<b>Total Capital and Debt Sources</b>	<b>6,169,920</b>
<b>Capital and Debt Uses</b>		
	Terminal	(1,006,921)
	Rental Car QTA	(1,562,524)
	Fuel Farm	(1,038,021)
	<b>Total Capital and Debt Uses</b>	<b>(3,607,466)</b>
	<b>Total Revenues/Expenses/Debt Service</b>	<b>6,766,936</b>
<b>Capital Expenditures ("A" Priority Projects)</b>		
	Jackson Hole Airport	(6,052,260)
<b>To Net Reserves FY 19/20</b>		<b>714,676</b>
<b>Unrestricted Cash Balance Forecast FYE June 30, 2019</b>		<b>5,840,336</b>
<b>Unrestricted Cash Balance Forecast FYE June 30, 2020</b>		<b>6,555,012</b>

### Airport Operations

The Airport operating budget is being shown as a stand-alone enterprise center separate from security operations and fuel farm operations. All revenues generated from the operation of this enterprise center, including rents, landing fees, and other operating fees, will be used to offset the expenses related to airport operations. Year-end income expected from airport operations is anticipated to be \$3,105,033. The specific details for this enterprise center are outlined on pages 9-18.

### Security Operations

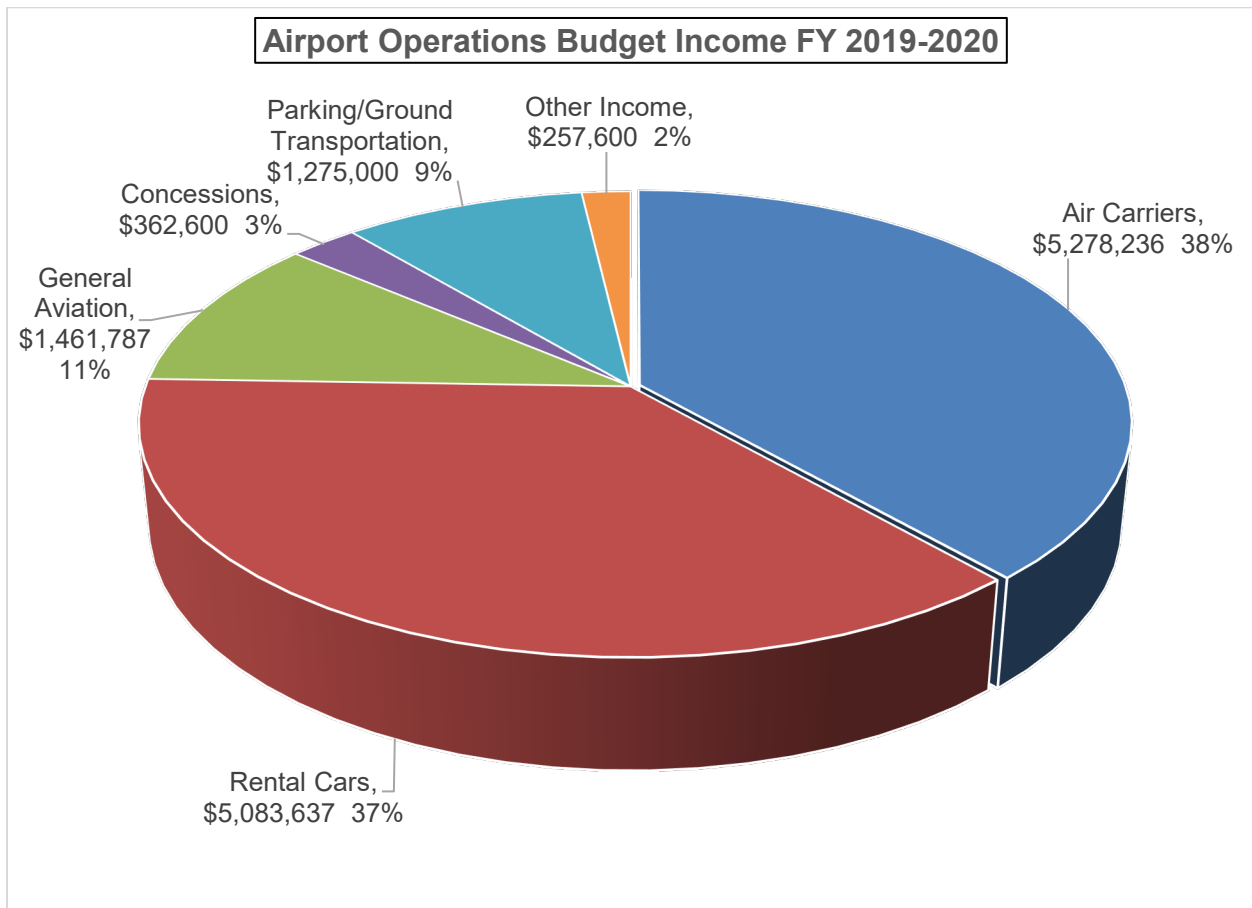
Security has been broken out as an individual enterprise center with a separate budget from the Airport operating budget. All income and expenses related specifically to Security Operations are in this budget. The revenue in this enterprise center covers the security screening of passengers, and concessions entering the secure area of the airport. It also covers costs associated with overall airport security including the Town of Jackson law enforcement officer presence and night security. The additional airport security is achieved through two contracts: one for night security services with Jackson Hole Security and the other with the Town of Jackson for federally mandated law enforcement officer presence during airport screening operations. The balance from operating the Security Operations enterprise center is \$(209,758). The Security Operations enterprise center details can be found on page 18.

### Fuel Farm

The fuel farm operation has been set up with an individual operating budget including income, expense, and loan payment. Fuel sales have been budgeted at 1% increase over FY 2018/2019 actual. Income includes fuel and glycol revenues, the administration fee on fuel and glycol, and the fee on fuel delivered. Fuel farm expenses include fuel and glycol purchases, glycol recovery and trucking expenses, labor, overhead and maintenance expenses at the fuel farm, and glycol recapture pad and debt service. Year-end income anticipated to be received from the fuel farm operations are \$271,187 after debt service. The fuel farm enterprise center information is detailed on page 19.

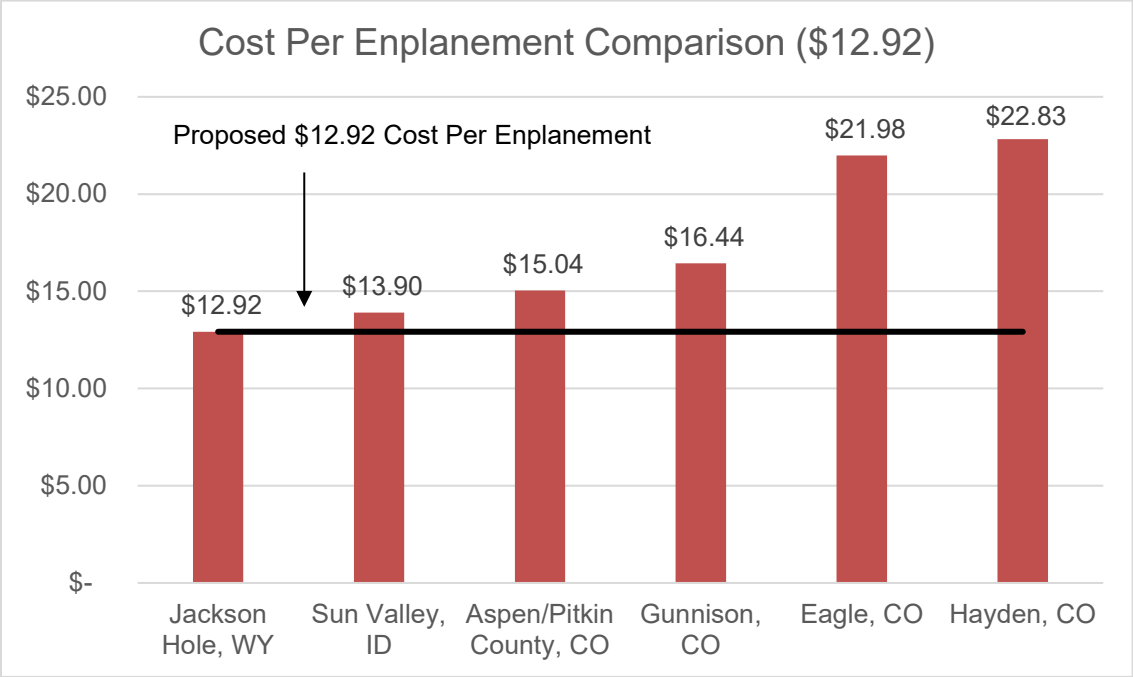
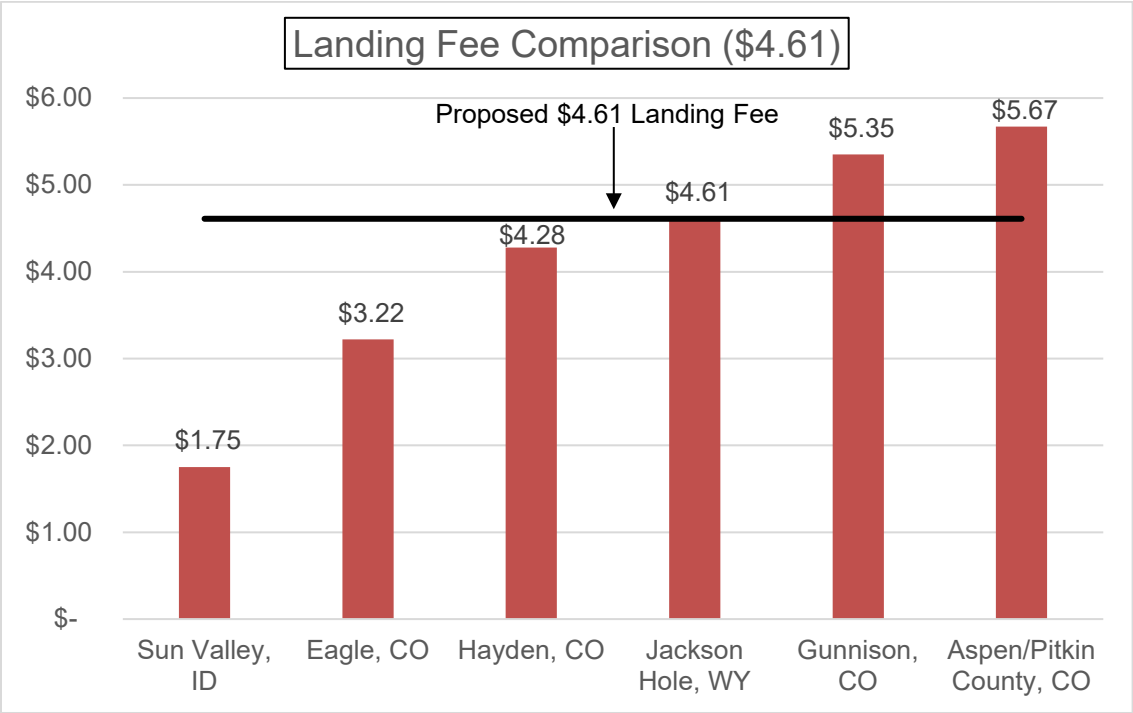
## Airport Operations Revenue Summary

The Board operates the Airport as a business enterprise to be financially self-sufficient. The Airport does not have the authority to tax and does not use local tax dollars, property tax or sales tax for operations. Aeronautical revenues are collected from both the fixed base operator and the airlines. Non-aeronautical revenues are collected from a variety of sources including terminal concessions, rental cars and parking. These revenue streams are used to fund cost center expenses.



### Air Carriers

Air Carrier income is derived from two sources: landing fees and terminal rents. These revenues are used to offset expenses related to the airfield and terminal operations. Terminal rent is proposed to increase 10% this year. Landing fees are calculated on a maximum certified gross weight basis and are proposed to increase 20% this budget cycle to \$4.61 per 1,000 pounds landed CGW. Both terminal rents and landing fees are used to determine cost per enplaned passenger (CPE). This year the CPE is estimated to be \$12.92 with the above increases. The landing fee and CPE were compared with intermountain resort airports and determined to be in line with the rates charged at those airports based on the data available. The following two charts highlight the landing fee and CPE versus the 2017 landing fee and CPE at comparable airports. 2017 is the most current data available at this time.



Additionally, the average CPE remains below the CPE of \$17.93 supported in the financial plan created by Newton and Associates in May 2017. Air carrier revenue is expected to increase 16.6% for FY 2019/2020 to \$5,278,236, which is the same rate of increase as last year. Of this, \$2,747,050 is comprised of terminal space rental and the remaining \$2,529,937 is landing fees.

### Rental Cars

Rental car revenue is predominantly composed of minimum annual guaranteed bid amounts (MAGs) which were established during an open competition bid process in 2018. By contract, the on-airport rental car companies are required to pay 10% of gross revenue or their MAG, whichever is higher. The rental cars also pay rent for space in the terminal and parking lot (including storage spaces) to help offset the expenses related to the terminal and landside cost centers. Finally, the rental cars pay rent, operations and maintenance costs for the use of the rental car quick turnaround (QTA) car wash facility. These fees help to offset the cost of operating the QTA facility. The rental car revenue for FY 2019/2020 is anticipated to be \$5,083,637.

### General Aviation

The general aviation revenue source includes landing fees collected from general aviation users as well as concession fees and rents received from FBO and general aviation contracts. Most of the general aviation revenue is used to help pay for airfield costs. This revenue stream is budgeted to be \$1,461,787, an increase of 1.4% for FY 2019/2020. Because the rents are fixed by contract, the increase is due to adjustments to landing fees.

### Concessions

The majority of the income from concessions is received from restaurant revenue. The restaurant was re-bid in 2018 with a new agreement starting April 2019. The restaurant revenue is composed of a percentage of gross revenue or MAG and the operator will pay whichever is higher. In addition to restaurant revenue, additional concession income is received from catering and vending machines. The concession revenue stream helps to fund the terminal cost center. Concessions revenue is anticipated to be \$362,600 for FY 2019/2020.

### Parking/Ground Transportation

Parking and ground transportation revenue includes parking fees and ground transportation access fees. These fees help to support the maintenance and upgrades of the Airport's roadways and parking lots. At the start of FY 2019/2020 the new parking lot project should be nearly complete including an automated parking access revenue control system and an additional approximately 150 public parking spaces. It is anticipated with this new system that the number of paid parking nights will be 65,000 for the upcoming year. For FY 2019/2020, parking/ground transportation income is projected to be \$1,275,000, an increase of 27.2% over projected FY 2018/2019. This is largely due to adjustments in both parking rates (+\$2.00/night) and better tracking of the available parking.

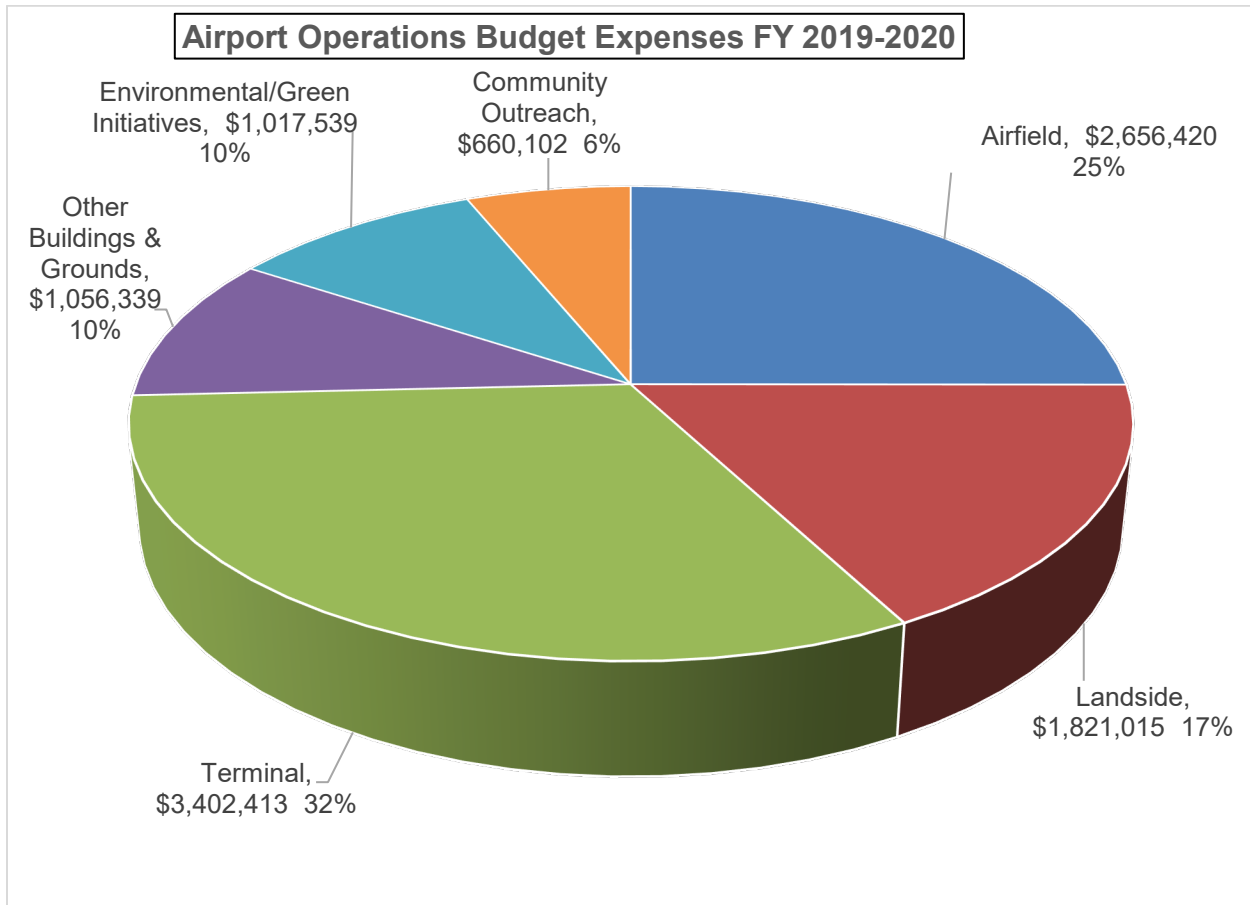
### Other Income

Other income includes interest income, advertising income, and other airport rents. We do not anticipate significant changes in this area. The budgeted amount for the upcoming year is projected to be \$257,600.



## Airport Operations Expense Summary

As presented on the following pages, the budget has been developed to be driven to accomplish the airport's financial objectives. These objectives include: 1) capital projects, 2) environmental initiatives, 3) staff professional development as part of a larger benefits/compensation program.



Budgeted expenses for airport operations are \$10,613,827 which is 10% higher than the projected FY 2018/2019 amount. Operating expenses exclude security operations and fuel farm expenses as those are reflected in separate budgets on pages 18 (security) and 19 (fuel farm) following the detailed cost center information.

The number of FTE staff for Airport (non-screening) employees will remain at 39 for this upcoming FY 2019/2020. Screening staff will remain at 59 including support staff. Included in the personnel expense adjustment is a pool for wage adjustments of 5% distributed based on performance reviews. This pool is supported by data from Employer's Council (EC) and the WY Economic Analysis Division (EAD). EC's Wyoming state-wide average salary increase projection for 2019 is 3.3%. WY EAD states that Teton County's cost of living is 58% higher than the state-wide average, which would adjust the average salary increase to 5.2 % for Teton County. The

following table presents the FY 2019/2020 budget numbers compared with Projected FY 2018/2019 as well as prior years' budget and actual numbers.

	<b>Budget Operating Expense FY 2019-20</b>	<b>Operating Expense Projected FY 2018-19</b>	<b>Budget Operating Expense FY 2018-19</b>
Payroll	4,384,594	4,183,801	4,293,403
Administrative Expense	2,063,841	2,175,717	1,967,017
Utilities	487,000	503,655	523,000
Snow Removal Expense/other	296,950	187,726	231,200
Equipment (non-capital) Expense	164,000	269,420	236,200
Customer & Employee Relations	188,924	287,223	301,308
Environmental Planning & Ops	671,256	250,802	311,200
R & M - Building	995,509	986,322	1,023,064
R & M - Operations	257,300	293,201	302,850
R & M - Vehicles	318,500	295,924	336,800
Security Operations (moved from R&M Building/ R&M Operations)	153,000	-	-
QTA Operations (new account)	262,909	-	-
ARFF	141,350	55,324	70,100
Noise Monitoring and Fly Quiet Program	155,000	155,000	155,000
Control Tower Operation	75,100	47,050	57,000
<b>TOTAL OPERATING EXPENSE</b>	<b>10,615,233</b>	<b>9,691,166</b>	<b>9,808,142</b>

#### Airport Operations Budget Cost Centers

The Airport continues to see an increase in passenger traffic necessitating increases in expense areas such as airfield, landside, other buildings and grounds to support increased demands for service. In addition to expected cost increases in these areas, the Airport continues to focus on making environmental initiatives a priority. As stated above, one of the Board's other priorities is staff retention through a variety of programs including a high-quality benefits package and professional development opportunities. One example of this is through the American Association of Airport Executives Certified Member program. This is a training program designed specifically to enhance the quality of knowledge related to airport operations, administration, security, planning, and finance. Seven staff members have successfully completed the program in the past two years with eight staff currently studying the program.

There are six direct cost centers for the Airport: airfield, landside, terminal, other buildings and grounds, environmental, and community outreach. There are also 15 indirect cost centers for the Airport, two additional from FY 2018/2019 (security operations and QTA operations). The indirect cost centers include areas such as personnel expenses, utilities and building expenses, operations and maintenance expenses and equipment expenses.

Specific indirect cost centers that were adjusted in the budget and which have an influence on multiple cost centers include environmental planning and operations, and administrative expense.

- Environmental planning & operations increased \$420,454 over projected FY 18/19. This is due to additional environmental initiatives including flight departure procedures and enhanced airport green initiatives.
- ARFF expense was adjusted this year by 155% and will also affect multiple cost centers. The increase in ARFF was largely due to a change in federal regulation requiring the purchase of some additional firefighting agent. Also included are expenses related to the airport's triennial emergency planning drill scheduled for April 2020.
- Repair and Maintenance (R & M) Operations/Security Operations expenses were adjusted this year by \$117,099 and will have an impact on multiple cost centers. Items in these indirect cost centers include the purchase of new lights for the runway, maintenance for the parking lot access control system, and new security servers and cameras.

As infrastructure and utility demands at the airport continue to grow, the Board and staff seek ways to reduce our utility needs and costs. For example, in FY 2018/2019 the Board purchased 100% green power at the airport and completed the rental car Quick Turn Around Facility which recycles the wash water. Additionally, staff continues to change over the parking lot and airport building lights to energy efficient LEDs.

In allocating costs to the cost centers, staff again reviewed staff hours dedicated to the centers as well as the budgeted costs associated with each indirect cost center. This was compared with the prior year's percentages to determine what if any adjustments were needed. The expenses for the indirect cost centers excluding administrative expenses were allocated to the direct cost centers based on this analysis. After those direct and indirect costs were allocated to the direct cost centers, administrative expenses were allocated based on the total actual direct and indirect costs for each cost center. This same method was used to allocate administration payroll to the direct cost centers. The overall budget numbers and percentages of the FY 2019/2020 budget for allocation purposes can be found on the following table.

	Airfield		Landside		Terminal		Other Buildings & Grounds		Environmental		Community Outreach		Budget Operating Expense FY 2019-20
Payroll	28%	1,221,163	21%	928,491	32%	1,417,689	7%	287,854	4%	168,074	8%	359,916	4,383,188
Administrative Expense	35%	722,344	20%	412,768	32%	660,429	10%	206,384	1%	20,638	2%	41,277	2,063,841
Utilities	20%	97,400	15%	73,050	55%	267,850	5%	24,350	5%	24,350	0%	0	487,000
Snow Removal Expense/other	70%	207,865	25%	74,238	0%	0	5%	14,848	0%	0	0%	0	296,950
Equipment (non-capital) Expense	23%	37,720	11%	18,040	35%	57,400	13%	21,320	18%	29,520	0%	0	164,000
Customer & Employee Relations	0%	0	0%	0	0%	0	0%	0	5%	9,446	95%	179,478	188,924
Environmental Planning & Ops	2%	13,425	5%	33,563	5%	33,563	0%	0	80%	537,005	8%	53,700	671,256
R & M - Building	0%	0	10%	99,551	80%	796,407	10%	99,551	0%	0	0%	0	995,509
R & M - Operations	30%	77,190	10%	25,730	30%	77,190	10%	25,730	10%	25,730	10%	25,730	257,300
R & M - Vehicles	40%	127,400	30%	95,550	10%	31,850	5%	15,925	15%	47,775	0%	0	318,500
Security Operations	30%	45,900	30%	45,900	30%	45,900	10%	15,300	0%	0	0%	0	153,000
QTA Operations	0%	0	0%	0	0%	0	100%	262,909	0%	0	0%	0	262,909
ARFF	75%	106,013	10%	14,135	10%	14,135	5%	7,068	0%	0	0%	0	141,350
Noise Monitoring and Fly Quiet Program	0%	0	0%	0	0%	0	0%	0	100%	155,000	0%	0	155,000
Control Tower Operation	0%	0	0%	0	0%	0	100%	75,100	0%	0	0%	0	75,100
<b>TOTAL OPERATING EXPENSE</b>		<b>2,656,420</b>		<b>1,821,015</b>		<b>3,402,413</b>		<b>1,056,339</b>		<b>1,017,539</b>		<b>660,102</b>	<b>10,613,827</b>

*Airfield Cost Center:* This cost center includes the costs associated with the airfield and air carrier apron including snow removal, aircraft rescue firefighting, operations and maintenance expenses, and utilities expenses. The budget for this cost center represents a 12% increase over the projected FY 2018/2019 amount. This is due to both a \$76,457 adjustment in snow removal expense and a \$64,520 increase in ARFF expenses. Snow removal expense adjustments include costs associated with the purchase of replacement bristles for the runway brooms. In FY 2019/2020 the airport will conduct their triennial emergency response drill and the expenses related to that have been reflected in the ARFF account.

<b>Airfield</b>			
	<b>Budget Operating Expense FY 2019-20</b>	<b>Operating Expense Projected FY 2018-19</b>	<b>Budget Operating Expense FY 2018-19</b>
Payroll	1,221,122	1,065,614	1,175,363
Administrative Expense	722,344	761,501	688,456
Utilities	97,400	100,731	104,600
Snow Removal Expense/other	207,865	131,408	161,840
Equipment (non-capital) Expense	37,720	61,967	54,326
Customer & Employee Relations	-	-	-
Environmental Planning & Ops	13,425	5,016	6,224
R & M - Building	-	-	-
R & M - Operations	77,190	87,960	90,855
R & M - Vehicles	127,400	118,370	134,720
Security Operations	45,900	-	-
QTA Operations	-	-	-
ARFF	106,013	41,493	52,575
Noise Monitoring and Fly Quiet Program	-	-	-
Control Tower Operation	-	-	-
<b>TOTAL OPERATING EXPENSE</b>	<b>2,656,379</b>	<b>2,374,060</b>	<b>2,468,959</b>

*Landside Cost Center:* This cost center includes the expenses associated with the parking lots and roadways at the Airport. Some of the key increases in this cost center are in the areas of environmental planning and operations and R & M operations/security operations. The increase in the landside cost center over projected FY 2018/2019 is 10%. Environmental planning and operations expense contain increases in landside recycling efforts. The increase in R & M operations/security operations is related to the new parking lot and access control system. With the addition of new parking lots and spaces there will be a need for additional cameras/security and access control throughout the lots at the airport.

<b>Landside</b>			
	<b>Budget Operating Expense FY 2019-20</b>	<b>Operating Expense Projected FY 2018-19</b>	<b>Budget Operating Expense FY 2018-19</b>
Payroll	928,322	836,760	883,015
Administrative Expense	412,768	435,143	393,404
Utilities	73,050	75,548	78,450
Snow Removal Expense/other	74,238	46,932	57,800
Equipment (non-capital) Expense	18,040	29,636	25,982
Customer & Employee Relations	-	-	-
Environmental Planning & Ops	33,563	12,540	15,560
R & M - Building	99,551	98,632	102,306
R & M - Operations	25,730	29,320	30,285
R & M - Vehicles	95,550	88,777	101,040
Security Operations	45,900	-	-
QTA Operations	-	-	-
ARFF	14,135	5,532	7,010
Noise Monitoring and Fly Quiet Program	-	-	-
Control Tower Operation	-	-	-
<b>TOTAL OPERATING EXPENSE</b>	<b>1,820,847</b>	<b>1,658,822</b>	<b>1,694,852</b>

*Terminal:* Included in the terminal cost center are all costs associated with the terminal building including operations and maintenance, custodial, utilities, baggage system and certain security items related to access control (cameras, doors, alarms). Increases in this cost center budget include building repair, maintenance and utilities. There are not significant changes expected in this cost center compared with projected FY 2018/2019.

<b>Terminal</b>			
	<b>Budget Operating Expense FY 2019-20</b>	<b>Operating Expense Projected FY 2018-19</b>	<b>Budget Operating Expense FY 2018-19</b>
Payroll	1,418,398	1,433,370	1,444,792
Administrative Expense	660,429	696,229	629,446
Utilities	267,850	277,010	261,500
Snow Removal Expense/other	-	-	-
Equipment (non-capital) Expense	57,400	94,297	82,670
Customer & Employee Relations	-	-	-
Environmental Planning & Ops	33,563	12,540	15,560
R & M - Building	796,407	789,058	818,451
R & M - Operations	77,190	87,960	90,855
R & M - Vehicles	31,850	29,592	33,680
Security Operations	45,900	-	-
QTA Operations	-	-	-
ARFF	14,135	5,532	7,010
Noise Monitoring and Fly Quiet Program	-	-	-
Control Tower Operation	-	-	-
<b>TOTAL OPERATING EXPENSE</b>	<b>3,403,122</b>	<b>3,425,590</b>	<b>3,383,964</b>

*Other Buildings and Grounds:* This cost center includes the Airport owned hangars, Control Tower, and the new QTA rental car wash facilities. Like the terminal cost center, significant expenses in this cost center include operations and maintenance for these buildings, custodial, non-capital equipment expenses, and utilities. This cost center represents a 37% increase over the projected FY 2018/2019 amount. The most significant change was the addition of a new indirect cost center, QTA operations, to this cost center. The QTA operations indirect cost center is used to account for all operations and maintenance costs related to the QTA facilities. Additionally, there is a new expense under Control Tower Operation related to bringing an IT fiber connection to the Control Tower to allow for more consistent IT service at that location.

<b>Other Buildings &amp; Grounds</b>			
	<b>Budget Operating Expense FY 2019-20</b>	<b>Operating Expense Projected FY 2018-19</b>	<b>Budget Operating Expense FY 2018-19</b>
Payroll	287,673	288,682	295,806
Administrative Expense	206,384	217,572	196,702
Utilities	24,350	25,183	26,150
Snow Removal Expense/other	14,848	9,386	11,560
Equipment (non-capital) Expense	21,320	35,025	30,706
Customer & Employee Relations	-	-	-
Environmental Planning & Ops	-	-	-
R & M - Building	99,551	98,632	102,306
R & M - Operations	25,730	29,320	30,285
R & M - Vehicles	15,925	14,796	16,840
Security Operations	15,300	-	-
QTA Operations	262,909	-	-
ARFF	7,068	2,766	3,505
Noise Monitoring and Fly Quiet Program	-	-	-
Control Tower Operation	75,100	47,050	57,000
<b>TOTAL OPERATING EXPENSE</b>	<b>1,056,157</b>	<b>768,412</b>	<b>770,860</b>



*Environmental:* This past year the airport was able to engage in several environmental initiatives including the purchase of 100% green power and completing a sustainability and waste audit. With the FY 2019/2020 budget, the Airport continues to make environmental initiatives a priority. This is reflected in this budget with a 41% increase in the environmental cost center. Most of these costs relate to continuing the environmental programs initiated by the Board in FY 2018/2019. Additionally, the airport has ongoing investments in noise monitoring and the Fly Quiet Program which are included in this cost center.

<b>Environmental</b>			
	<b>Budget Operating Expense FY 2019-20</b>	<b>Operating Expense Projected FY 2018-19</b>	<b>Budget Operating Expense FY 2018-19</b>
Payroll	168,688	182,832	159,430
Administrative Expense	20,638	21,757	19,670
Utilities	24,350	25,183	52,300
Snow Removal Expense/other	-	-	-
Equipment (non-capital) Expense	29,520	48,496	42,516
Customer & Employee Relations	9,446	14,361	15,065
Environmental Planning & Ops	537,005	200,641	248,960
R & M - Building	-	-	-
R & M - Operations	25,730	29,320	30,285
R & M - Vehicles	47,775	44,389	50,520
Security Operations	-	-	-
QTA Operations	-	-	-
ARFF	-	-	-
Noise Monitoring and Fly Quiet Program	155,000	155,000	155,000
Control Tower Operation	-	-	-
<b>TOTAL OPERATING EXPENSE</b>	<b>1,018,153</b>	<b>721,979</b>	<b>773,747</b>

*Community Outreach:* Community outreach remains a focus for the airport this upcoming year. While budgeted expenses have decreased in this cost center, this is because the expense for the 50<sup>th</sup> Anniversary activities is no longer being carried in this budget. Community outreach events and efforts the airport plans to engage in this year include:

- Flight and Feathers Raptor Program at the Airport
- Children’s Museum Touch a Truck
- Community Parades
- Womentum
- Chamber Mixer & Raffle (held at the Airport)
- Eco Fair
- JH WildFest

<b>Community Outreach</b>			
	<b>Budget Operating Expense FY 2019-20</b>	<b>Operating Expense Projected FY 2018-19</b>	<b>Budget Operating Expense FY 2018-19</b>
Payroll	360,390	376,542	334,998
Administrative Expense	41,277	43,514	39,340
Utilities	-	-	-
Snow Removal Expense/other	-	-	-
Equipment (non-capital) Expense	-	-	-
Customer & Employee Relations	179,478	272,862	286,242
Environmental Planning & Ops	53,700	20,064	24,896
R & M - Building	-	-	-
R & M - Operations	25,730	29,320	30,285
R & M - Vehicles	-	-	-
Security Operations	-	-	-
QTA Operations	-	-	-
ARFF	-	-	-
Noise Monitoring and Fly Quiet Program	-	-	-
Control Tower Operation	-	-	-
<b>TOTAL OPERATING EXPENSE</b>	<b>660,575</b>	<b>742,303</b>	<b>715,761</b>

### Security Operations Budget

The airport continues to reflect all security operations in a separate enterprise center. Expenses include the provision of security screening services, night security, and the costs associated with the Town of Jackson Law Enforcement Officer agreement. This is reflected in the security operations budget presented below.

#### July 2019 - June 2020 Security Operations Budget

<b>Revenues</b>	<b>FYE 20</b>
TSA Security	7,067,768
TSA LEO	-
Security Badges	19,825
<b>Total Revenues</b>	<b>7,087,593</b>
<b>Expenses</b>	
Security Payroll	(6,585,199)
TOJ LEO	(531,924)
Claims	(10,000)
Consumables	(80,000)
Night Security	(90,228)
<b>Total Expenses</b>	<b>(7,297,351)</b>
<b>Net Loss</b>	<b>(209,758)</b>

## Fuel Farm Operations Budget

The fuel farm operating budget is presented below. The Board continues to operate the fuel farm itself and all fuel farm expenses which have been included in the fuel farm budget include: 2 FTEs, fuel purchase expense, maintenance, glycol trucking expenses, and insurance. Revenues include fuel sales (at cost), administration fees, and fuel facility use fees (\$0.25/gallon).

### July 2019 - June 2020 Fuel Farm Budget Estimate

<b>Revenues</b>	<b>Total FY 20</b>
Fuel Revenue w/o fuel fees Jet A	12,077,532
Fuel Revenue w/o fuel fees AvGas	76,649
Customer Facility Fees \$0.05/gal (Jet A)	290,666
Customer Facility Fees \$0.05/gal (AvGas)	875
Fuel Facility Fees \$0.20/gal (Jet A)	1,162,665
Fuel Facility Fees \$0.20/gal (AvGas)	3,499
AvGas Revenue	50,179
Unleaded Gas Revenue	467,944
Unleaded Gas Administration	70,192
Dyed Diesel Revenue	128,380
Dyed Diesel Administration	19,257
Glycol T-I Revenue	450,776
Glycol T-I Administration	135,233
Glycol T-IV Revenue	93,028
Glycol T-IV Administration	27,909
Glycol Disposal Revenue	281,880
<b>Expenses</b>	
Fuel Expense JetA	12,077,532
Fuel Expense AvGas	76,649
Fuel Expense AvGas	51,784
Fuel Expense UnleadedGas	468,711
Fuel Expense DyedDiesel	128,353
Fuel Expense Glycol T-I	450,776
Fuel Expense Glycol T-IV	93,028
(Gain)/Loss on Fluctuation AvGas	1,106
(Gain)/Loss on Fluctuation UnleadedGas	1,925
(Gain)/Loss on Fluctuation DyedDiesel	2,868
(Gain)/Loss on Fluctuation Glycol T-I	29,092
(Gain)/Loss on Fluctuation Glycol T-IV	(66)
Labor (2 FTE)	198,710
Maintenance & Overhead	45,000
Training	4,000
LAS Contract (training/calibration)	15,000
Glycol Disposal Expense	281,880
Trucking Expense (demurrage)	8,274
Insurance	76,834
Fire Sprinkler/Extinguisher/HVAC	6,000
Capital Expenses	-
Contingency Fees	10,000
<b>Sub-Total</b>	
Revenues	15,336,662
Expenses	14,027,455
Funds available for debt service	1,309,207
Interest / Principal Loan Payment	1,038,021
Net Gain	271,187

## Debt

There are no new debt issues anticipated for FY 2019/2020. In FY 2018/2019 the Board issued a Private Activity Bond for the construction of the rental car quick-around facility in conjunction with refinancing an existing bond held by the Wyoming Business Council. All bonds issued by the Airport Board are “revenue bonds” because they finance income-producing projects and payment of principal and interest on the bonds is secured by a specified revenue source. As required in the individual bond documents the Board holds sufficient funds as restricted cash to cover one year of debt service as well as other restricted cash investments to meet debt service requirements. For the FY 2019/2020 this amount is budgeted to be \$7,014,700.

	Annual Source	Annual Payment
FIB Terminal Refinance		-756,105
FIB Rental Car QTA		-1,562,524
BOW - Terminal Bag Claim		-250,817
BOW - Fuel Farm		-1,038,021
Total Bond Payments		-3,607,466
Paid with PFC	1,006,921	
Paid with CFC	1,562,524	
Paid with Flow Fee	1,038,021	
Total Bond Sources	3,607,466	
Difference Payments/Sources		0

## Capital Plan

Capital expenses such as equipment purchases, and construction costs are funded through the Capital Improvement Program (CIP). Capital funds include the Federal Airport Improvement Program (AIP), state grant funds, Passenger Facility Charges (PFCs) and rental car Customer Facility Charges (CFCs). The CIP is developed each year and updated throughout the year as funding becomes available and projects change priority. In the following table, projects are ranked “A” priority (top) through “C.” All projects are important to the airport and are slated for completion, but “A” priority projects will be completed first followed by “B” and “C” as funding and time is available. “A” priority projects total \$6,052,260 this budget year, with Airport cash for “A” priority projects anticipated to be \$3,726,329. The table below shows the total anticipated capital projects for FY 2019/2020 with priority rankings.

Capital Improvement Equipment and Grant Projects	Expense	FAA	State	PFC/CFC	Airport Cash Reserve	Debt	Total Income	Priority
Rehab No./So. access road and drainage CA/CO	227,691	213,460	7,400		6,831		227,691	A
Rehab No./So. access road and drainage construction	1,417,678	1,329,074	46,075		42,530		1,417,678	A
Parking lot space & lighting CA/CO	250,000				250,000		250,000	A
Parking lot space & lighting construction	2,824,207			22,422	2,801,785		2,824,207	A
Parking revenue collection system construction	55,400				55,400		55,400	A
Wildlife hazard mitigation	120,000	112,500			7,500		120,000	A
New mid-size loader and large rotary attachment*	810,000		610,000		200,000		810,000	A
Restaurant remodel project	347,283				347,283		347,283	A
Recycle bins, signs and multi-stream containers	290,000				290,000		290,000	B
FID replacement project*	450,000				450,000		450,000	B
Restaurant kiosk relocation*	900,000				900,000		900,000	B
Drainage improvement north side*	25,000				25,000		25,000	B
Hangar 1 Improvements (move garage doors and small expansion) *	200,000				200,000		200,000	B
Parking lot and overall camera expansion	150,000				250,000		250,000	B
Replace Kubota and Gelh skid steer*	120,000				120,000		120,000	B
Alert phone system	50,000				50,000		50,000	C
New carpet holdroom with JH logo*	250,000				250,000		250,000	C
ADS-B equipment for vehicles*	100,000				100,000		100,000	C
Tractor with light cleaning attachment*	500,000				500,000		500,000	C
Vehicle purchase	50,000				50,000		50,000	C
Zero turn lawnmower	10,000				10,000		10,000	C
<b>Project Totals</b>	<b>9,147,260</b>	<b>1,655,034</b>	<b>663,475</b>	<b>22,422</b>	<b>6,606,329</b>		<b>9,147,260</b>	

\* A refined number is needed for this project item

Priority Rankings:

A – project is in process, tied to other projects or required for the operation of the airport

B – project is a high priority but is not already in process or tied to another project

C – project can be delayed until time/funding is available