



# Jackson Hole Airport Operating Budget 2024-2025

The following document presents the Jackson Hole Airport Board's operating budget for the Fiscal Year Ending June 30, 2025

Accounting & Finance Department



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## **Background**

The following pages present the Jackson Hole Airport Board's ("the Board") operating budget for fiscal year 2024/2025. The Board consists of five members jointly appointed by the Town and County. The Joint Powers Agreement sets forth the terms by which the Town, County and Airport operate. Under this agreement, the Town and County annually review the Airport Budget. The Town and County also sign all FAA grant agreements as co-sponsors. The Board operates under the authority of both an Airport Board under Wyoming State Statute and as a Joint Powers Board and holds ownership of all facilities, equipment, lease holdings and operating rights.

The Board adopted a Certificate of Organization on January 2, 1968, pursuant to the Town of Jackson Ordinance and Board of Teton County Commissioners Resolution 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, 2024 – January 31, 2025, the slate of officers is: Valerie Brown, President; Rob Wallace, Vice President; Melissa Turley, Treasurer; Bob McLaurin, Secretary; and Ed Liebrecht, 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 Board's fiscal year is from July 1 – June 30 each year. Once the Board approves the budget, it is submitted to the Town and County for review by May 1st of each year. The Board approves changes to the rates and charges prior to July 1 by resolution. These changes may include ground transportation fees, parking fees, rents, landing fees and other standard fees. The Board approved rates and charges can be found under financial information on the airport website at <https://www.jacksonholeairport.com/airport-board/records-reports/>.

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 Airport is funded primarily by fees paid by airport users, including airlines and businesses that operate at the airport. The airport is a key piece of infrastructure for our community, connecting citizens and employers to the country and globally. The airport supports not just passenger travel but also search and rescue, wildland firefighting, air medical, the National Park Service and Wyoming Game and Fish, among many other activities. More specific information on the airport's local and statewide benefits can be found on the Wyoming Department of Transportation website at: (<https://www.dot.state.wy.us/home/aeronautics/2020-aviation-economic-impact-study.html>).

## **Budget Goals**

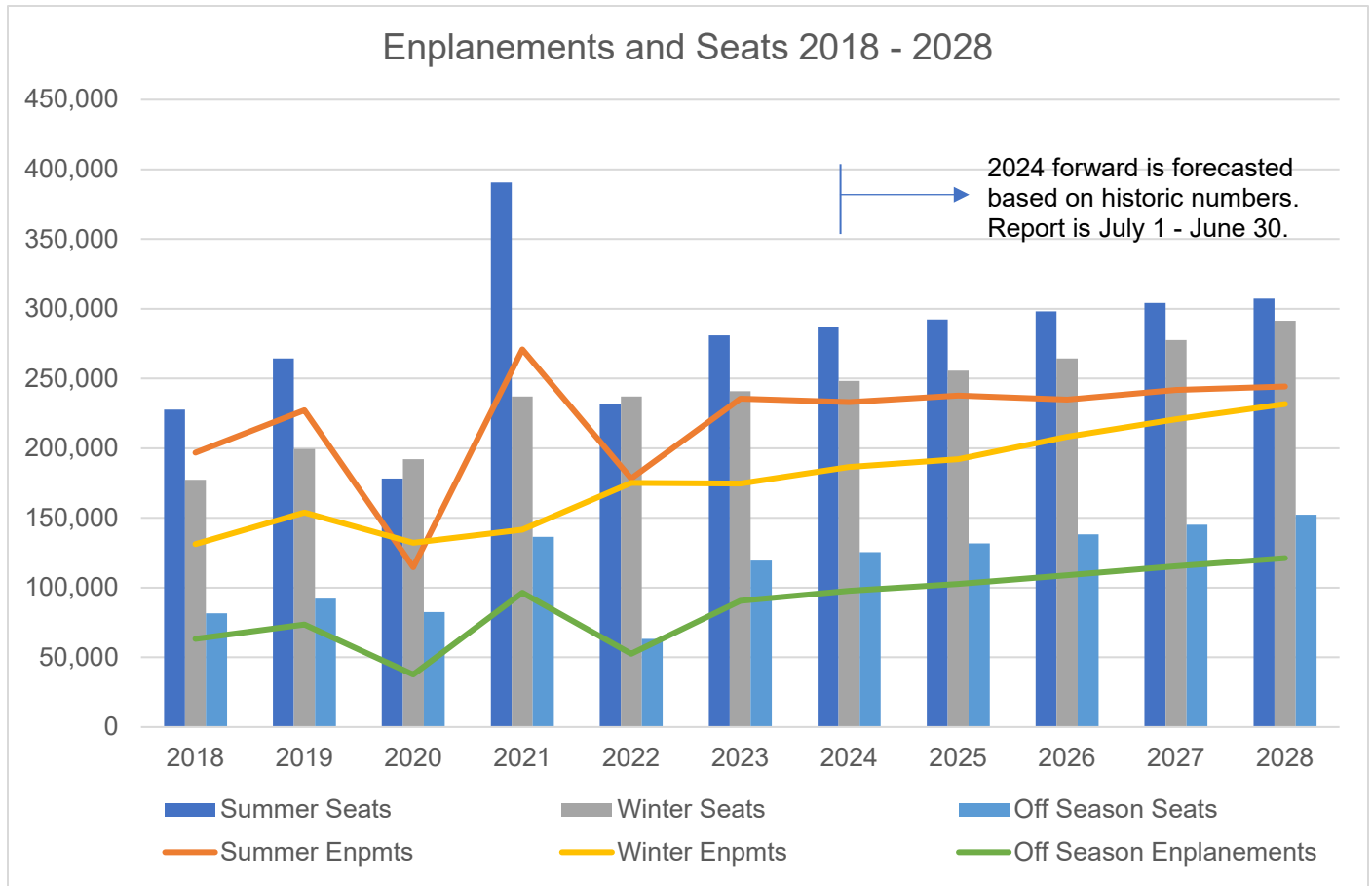
The goals for this budget cycle are as follows:

- Operate a safe, secure, and environmentally responsible airport.
- Fiscal responsibility – execute a financial plan that provides the resources necessary to achieve objectives while maintaining a strong financial position.
- Provide services that exceed customer expectations and world-class facilities.
- Community relationships.
- Attract, develop, and retain high performing employees – Employer of Choice.

## Airport Activity

Reviewing the Airport’s activity numbers is important to planning long-term needs for infrastructure, staffing, and operations. While the pandemic caused a national reduction in passenger traffic, the Airport has recovered to better than 2019 levels. The numbers in the forecast below represent a “best estimate” following conversations with the airlines and considering the dynamic environment that currently exists related to post pandemic travel recovery and current economic conditions.

## Jackson Hole Airport Board Budget Summary



This year we are presenting the budget with three enterprise centers and six cost centers. The enterprise centers are Airport Operations, Fuel Farm, and Fixed Based Operator (FBO). The Airport operates the fixed base operation under the name Jackson Hole Flight Services. Where appropriate, cost center expenses have been allocated between the operations and the FBO enterprise centers. The six specific cost centers listed below remain unchanged from prior years: 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 on the following page is a chart summarizing the Airport Board’s total budget for fiscal year 2024/2025.

|   |                             | <b>2024-2025</b>    |
|---|-----------------------------|---------------------|
|   | Airport Operations          | 27,342,696          |
|   | Fuel Farm Operations        | 23,059,770          |
|   | FBO Operations              | 38,803,835          |
| <b>Bond Revenue</b>                                       | Fuel Fees                   | 2,503,140           |
|   | Customer Facility Charges   | 2,000,000           |
|   | Passenger Facility Charges  | 1,875,000           |
| <b>Total Revenue (excluding capital)</b>                  |                             | <b>95,584,441</b>   |
| <b>Expenses</b>   |                             |                     |
|   | Airport Operations          | (25,068,852)        |
|   | Fuel Farm Operations        | (23,331,835)        |
|   | FBO Operations              | (26,870,656)        |
| <b>Bond Expense</b>                                       | Rental Car QTA              | (1,307,097)         |
|   | Fuel Farm                   | (950,278)           |
|   | FBO - Hangars               | (4,258,981)         |
|   | Restaurant                  | (2,147,992)         |
|   | Administration/FBO Terminal | (950,500)           |
| <b>Total Expense (excluding capital)</b>                  |                             | <b>(84,886,191)</b> |
| <b>Net Income</b>   |                             | <b>10,698,250</b>   |
| <b>Capital and Debt Sources</b>                           |                             |                     |
|   | Federal Grants              | 25,018,188          |
|   | State Grants                | 1,579,790           |
|   | Other Grants                | 1,968,118           |
|   | Bond Funding                | 35,609,677          |
| <b>Total Capital and Bond Sources</b>                     |                             | <b>64,175,773</b>   |
| <b>Capital Expenditures</b>                               |                             |                     |
|   | FBO                         | (40,214,189)        |
|   | Terminal                    | (250,000)           |
|   | Airfield                    | (29,217,436)        |
|   | Landside                    | -                   |
|   | Equipment                   | (2,160,322)         |
|   | Small Capital Projects      | (1,190,990)         |
| <b>Total Capital Expenditures</b>                         |                             | <b>(73,032,938)</b> |
| <b>Subtotal Capital and Debt</b>                          |                             | <b>(8,857,165)</b>  |
| <b>To/(From) Net Reserves</b>                             |                             | <b>1,841,084</b>    |
| <b>Unrestricted Cash Balance Forecast FYE Prior Year</b>  |                             | <b>19,015,425</b>   |
| <b>Unrestricted Cash Balance Forecast FYE Budget Year</b> |                             | <b>20,856,509</b>   |
| <b>To/(From) FBO Reserves</b>                             |                             | <b>5,750,000</b>    |
| <b>Unrestricted FBO Balance Forecast Prior Year</b>       |                             | <b>3,000,000</b>    |
| <b>Unrestricted FBO Balance Forecast Budget Year</b>      |                             | <b>8,750,000</b>    |

### Airport Operations

The Airport operating budget is a stand-alone enterprise center separate from fuel farm operations and FBO 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. The year-end balance expected from airport operations is anticipated to be \$2,000,852 after debt service. The specific details for the airport operations enterprise center are outlined on pages 6-14. The Airport's capital plan can be found on pages 21-22.

### Fuel Farm

The fuel farm operation has been set up with an individual operating budget as an enterprise center, which includes income, expense, and debt service payment. Fuel sales have been adjusted based on predicted activity levels for the upcoming budget year. Income includes fuel and glycol revenues, the administration fee on fuel and glycol, and the fees 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 is \$1,280,797 after debt service. The fuel farm enterprise center information is detailed on page 15.

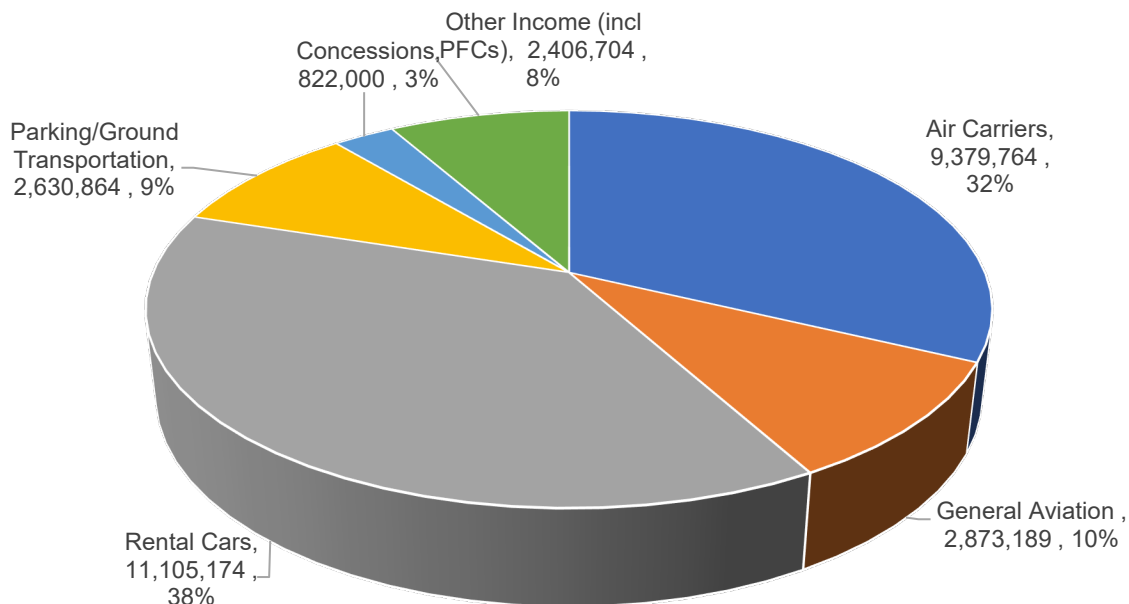
### Fixed Base Operation

The FBO provides aeronautical services for both general aviation and airline aircraft. Additionally, it supports private aviation passengers and crew. The FBO has been set up as the third enterprise center with an individual operating budget that includes income, expense, labor, and debt service. Debt service in the FBO enterprise center covers the cost of the Hangar 3 construction project. Year-end net income anticipated to be received from the FBO is \$9,723,698 after debt service including FBO reserve funds. The FBO enterprise center information is detailed starting on page 16.

## Airport Operations Revenue Summary

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 as well as other aeronautical users of the airport. 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. There are six profit centers for airport operations including air carriers, rental cars, general aviation, concessions, parking/ground transportation, and other income. A more detailed review of the anticipated revenues and sources for each of these profit centers is below.

### Airport Operations Income Budget FY 2024/2025



#### 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. Travel to the Jackson Hole area is expected to remain steady through the next fiscal year. Landing fees are calculated on a maximum certified gross weight (CGW) basis and will adjust to \$7.30 per 1,000 pounds landed CGW.

Air carrier revenue is expected to be \$9,379,764 in fiscal year 2023/2024. Of this, \$4,560,222 is terminal space rental and the remaining \$4,819,5410 is landing fees.

#### Rental Cars

Rental car revenue is predominantly composed of minimum annual guarantee amounts (MAGs). The rental car agreements were bid in 2023 in an open competition process that established the MAGs. 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. The terminal rent is calculated at the same rate as that charged to the air carriers. The rental cars also pay operations and maintenance costs and rent 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. Finally, off airport rental cars pay 10% of gross revenue for airport operations. The rental car revenue for fiscal year 2024/2025 is anticipated to be \$11,105,174.

### General Aviation

The general aviation revenue source includes landing fees collected from general aviation users as well as concession fees and rents received from the fixed base operator and general aviation contracts. General aviation revenue is used to help pay for airfield costs as well as environmental costs and general aviation share of costs related to snow removal and ARFF. General aviation landing fees have been adjusted to \$8.66 per 1,000 pounds CGW this year. The general aviation revenue stream is budgeted to be \$2,873,190 for fiscal year 2024/2025.

### Concessions

Much of the income from concessions is received from restaurant revenue. All concession revenue is dependent on activity levels. The restaurant revenue is composed of either a percentage of gross revenue or minimum annual guarantee. The operator pays whichever amount is higher. In addition to restaurant revenue, additional concession income is received from bear spray rental income and brochures. The concession revenue stream helps to fund the terminal cost center. Revenue is budgeted to be \$822,000 for the fiscal year 2024/2025.

### Parking/Ground Transportation

Parking and ground transportation revenue includes parking fees and ground transportation access fees. This income will help to support the maintenance and upgrades of the airport's roadways and parking lots. For fiscal year 2023/2024, parking/ground transportation income is budgeted to be \$2,630,864.

### Other Income

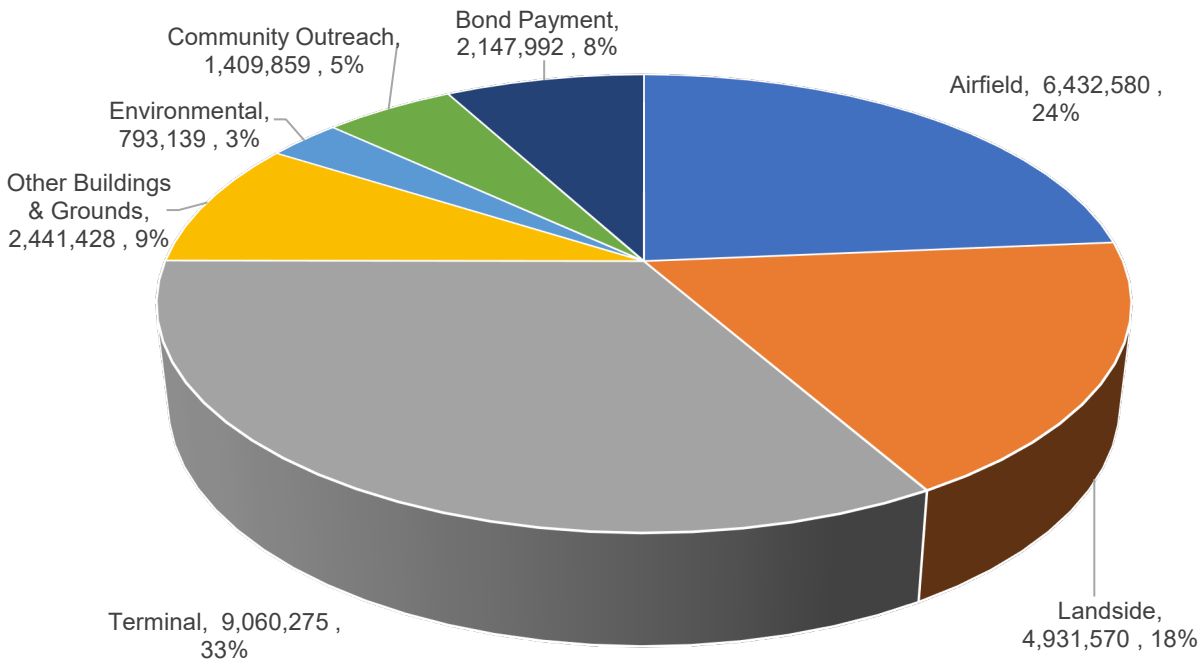
Other income includes interest income, security income, and other airport revenue received from smaller lessees such as the Prime Flight agreement. The budgeted amount for fiscal year 2024/2025 is \$213,738. Including PFC revenue, other income totals \$2,406,704.

### **Airport Operations Expense Summary**

As presented on the following pages, the budget has been developed to accomplish the airport's financial objectives. These objectives were detailed above but more broadly include: 1) operate a safe, secure and environmentally responsible airport, 2) exceed customer and community expectations, 3) capital reinvestment to deliver and maintain a facility that meets the needs of the traveling public.



## Airport Operations Expense Budget FY 2024/2025



Budgeted expenses for airport operations total \$27,216,844 including debt service. Operating expenses exclude fuel farm expenses and FBO expenses as those are reflected in separate budgets on pages 15 (fuel farm) and 16 (FBO) following the detailed cost center information.

The Airport full-time equivalent (FTE) staffing number is expected to be 140 this upcoming year. This includes airport administration, operations (aircraft rescue fire fighters/ maintenance/IT/custodial), and security employees (92 total). Also included in the FTE number is the Jackson Hole Flight Services (FBO) staff (47) and fuel farm (1). The FTE number is an increase of 4 FTE's (2 airport operations, 2 FBO). Finally, there is a planned adjustment in wages and the housing/transportation stipend this year. The proposed personnel expense adjustments are as follows:

- Addition of 2 Jackson Hole Flight Services (FBO ) staff = \$261,700 (fully burdened rate).
- Addition of 2 airport operations staff = \$272,400 (fully burdened rate)
- Six percent pool for merit adjustment = \$698,300
- 20% adjustment to housing/transportation stipend = \$336,000

As of April 15, 2024, there are 11 open positions the airport is looking to fill including: 1 accounting assistant, 1 environmental manager, 4 maintenance, and 5 FBO staff. The fully burdened cost for these 11 positions is \$1,669,700. The vacancy cost for one FTE is estimated to be \$572 per day. With an average time to fill of 130 days, the vacancy cost is \$74,400. This does not account for intangible costs such as lost productivity, overtime and time spent filling the open position(s).

The below table presents the fiscal year 2024/2025 budget numbers compared with projected year end.

| <b>Operations Expense</b>       | <b>Projected Operating Expense FY 2023-2024</b> | <b>Budget Operating Expense FY 2024-2025</b> |
|---------------------------------|---|--|
| Payroll                         | 12,455,079                                      | 15,209,218                                   |
| Administrative Expense          | 3,160,976                                       | 3,774,422                                    |
| Utilities                       | 743,613   | 862,621                                      |
| Snow Removal Expense/other      | 475,723   | 193,447                                      |
| Equipment (non-capital) Expense | 538,150   | 563,010                                      |
| Customer & Employee Relations   | 602,225   | 507,000                                      |
| Environmental Planning & Ops    | 160,000   | 128,500                                      |
| R & M - Building                | 1,217,000                                       | 1,429,190                                    |
| R & M - Operations              | 533,000   | 475,000                                      |
| R & M - Vehicles                | 389,619   | 317,034                                      |
| Security Operations             | 1,006,914                                       | 1,060,053                                    |
| QTA Operations                  | 371,707   | 273,152                                      |
| ARFF                            | 365,950   | 163,605                                      |
| Control Tower Operation         | 126,000   | 112,600                                      |
| <b>TOTAL OPERATING EXPENSE</b>  | <b>22,145,955</b>                               | <b>25,068,852</b>                            |

#### Airport Operations Budget Cost Centers

The airport experienced strong passenger traffic with enplanements near record levels in the fiscal year 2023 which is continuing into FY 2024. General aviation activity is following a similar trend having experienced strong growth through the pandemic which leveled off in the past fiscal year.

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. The indirect cost centers include areas such as personnel expenses, utilities and building expenses, operations and maintenance expenses and equipment expenses. Some expenses where appropriate have been split between the FBO and Operations enterprise centers, for example the aircraft rescue firefighting, snow removal and environmental programs.

The 2024/2025 budget has been compared with the 2023/2024 budget generally and in each cost center in the following sections. A few key areas that may have an impact on multiple cost centers are highlighted below followed by more detailed information for the individual cost centers:

- Administrative expense adjustments include increases in cyber security, Use Agreement payment, and meetings and schools. Of the \$613,00 increase in administrative expense, over half is related to advanced network monitoring, ethical hacking, and email scanning.
- Personnel expenses have been adjusted this year to include the items detailed on page 10 including the addition of new staff.
- Snow removal expenses have been adjusted to account for increased fuel costs and material costs related to snow removal (total cost \$475,723 split between Operations \$198,539 and FBO \$277,134 enterprise centers).
- ARFF was reduced in acknowledgement of the completed transition to new Class B fire retardant.
- Utilities expenses were adjusted to include a 10% rate increase for water & sewer as well as domestic water well repair and maintenance costs.

In allocating overhead expenses to the cost centers, staff reviews personnel hours dedicated to the cost centers as well as the budgeted costs associated with each indirect cost center. This is compared with the prior year's percentages to determine what, if any, adjustments are needed. The expenses for the indirect cost centers excluding administrative expenses are allocated to the direct cost centers based on this analysis. After those direct and indirect costs are allocated to the direct cost centers, administrative expenses can be allocated based on the total actual direct and indirect costs for each cost center. The overall budget numbers and percentages of the FY 2024/2025 budget for allocation purposes can be found in the following table. The comparisons against 2023/2024 projected expenses by cost center are on the following pages.

|  | Budget Operating Expense FY 2024-2025 | Airfield |                  | Landside |                  | Terminal |                  | Other Buildings & Grounds |                  | Environmental |                | Community Outreach |                  |
|--|---------------------------------------|----------|------------------|----------|------------------|----------|------------------|---------------------------|------------------|---------------|----------------|--------------------|------------------|
| Payroll                                | 15,209,218                            | 26%      | 3,981,729        | 22%      | 3,366,236        | 33%      | 5,091,523        | 9%                        | 1,358,370        | 4%            | 612,053        | 5%                 | 799,307          |
| Administrative Expense                 | 3,774,422                             | 35%      | 1,321,048        | 20%      | 754,884          | 32%      | 1,207,815        | 10%                       | 377,442          | 1%            | 37,744         | 2%                 | 75,488           |
| Utilities                              | 862,621                               | 24%      | 209,500          | 8%       | 70,750           | 56%      | 479,291          | 11%                       | 95,580           | 0%            | 3,750          | 0%                 | 3,750            |
| Snow Removal Expense/other             | 193,447                               | 50%      | 96,723           | 50%      | 96,723           | 0%       | -                | 0%                        | -                | 0%            | -              | 0%                 | -                |
| Equipment (non-capital) Expense        | 563,010                               | 40%      | 224,438          | 17%      | 93,318           | 25%      | 142,959          | 13%                       | 72,214           | 2%            | 9,317          | 4%                 | 20,764           |
| Customer & Employee Relations          | 507,000                               | 0%       | -                | 0%       | -                | 0%       | -                | 0%                        | -                | 0%            | -              | 100%               | 507,000          |
| Environmental Planning & Ops           | 128,500                               | 0%       | -                | 0%       | -                | 0%       | -                | 0%                        | -                | 100%          | 128,500        | 0%                 | -                |
| R & M - Building                       | 1,429,190                             | 1%       | 12,500           | 0%       | -                | 99%      | 1,416,690        | 0%                        | -                | 0%            | -              | 0%                 | -                |
| R & M - Operations                     | 475,000                               | 26%      | 123,700          | 59%      | 279,300          | 11%      | 52,500           | 3%                        | 15,000           | 0%            | 1,500          | 1%                 | 3,000            |
| R & M - Vehicles                       | 317,034                               | 50%      | 159,517          | 24%      | 77,093           | 2%       | 4,997            | 24%                       | 75,427           | 0%            | -              | 0%                 | -                |
| Security Operations                    | 1,060,053                             | 17%      | 176,676          | 17%      | 176,676          | 61%      | 647,811          | 6%                        | 58,892           | 0%            | -              | 0%                 | -                |
| QTA Operations                         | 273,152                               | 0%       | -                | 0%       | -                | 0%       | -                | 100%                      | 273,152          | 0%            | -              | 0%                 | -                |
| ARFF                                   | 163,605                               | 77%      | 126,750          | 10%      | 16,590           | 10%      | 16,690           | 2%                        | 2,750            | 0%            | 275            | 0%                 | 550              |
| Noise Monitoring and Fly Quiet Program | -                                     | 0%       | -                | 0%       | -                | 0%       | -                | 0%                        | -                | 0%            | -              | 0%                 | -                |
| Control Tower Operation                | 112,600                               | 0%       | -                | 0%       | -                | 0%       | -                | 100%                      | 112,600          | 0%            | -              | 0%                 | -                |
| <b>TOTAL OPERATING EXPENSE</b>         | <b>25,068,852</b>                     |          | <b>6,432,580</b> |          | <b>4,931,570</b> |          | <b>9,060,275</b> |                           | <b>2,441,428</b> |               | <b>793,139</b> |                    | <b>1,409,859</b> |

\* The percentages represented in the table above represent the percent of total line item expense allocated to each cost center.

*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 adjustment in this cost center is due to an increase in administrative expenses, personnel expenses, and utilities. Utilities increased largely due to repair and maintenance of the domestic water well and a 10% increase in sewer rates.

| <b>Airfield</b>                 |   |   |
|---------------------------------|---|---|
|                                 | <b>Projected<br/>Operating<br/>Expense FY<br/>2023-24</b> | <b>Proposed<br/>Budget<br/>Operating<br/>Expense FY<br/>2024-25</b> |
| Payroll                         | 3,611,973   | 3,981,729   |
| Administrative Expense          | 1,106,342   | 1,321,048   |
| Utilities                       | 26,207  | 209,500   |
| Snow Removal Expense/other      | 331,454   | 96,723  |
| Equipment (non-capital) Expense | 239,637   | 224,438   |
| R & M - Operations              | 196,409   | 123,700   |
| R & M - Vehicles                | 198,674   | 159,517   |
| Security Operations             | 201,383   | 176,676   |
| ARFF                            | 194,203   | 126,750   |
| <b>TOTAL OPERATING EXPENSE</b>  | <b>6,106,282</b>  | <b>6,420,080</b>  |

*Landside Cost Center:*

This cost center includes the expenses associated with the parking lots and roadways at the Airport. The adjustment in personnel expenses in the landside cost center is due to a reallocation of host personnel expenses from customer service to Landside and Terminal cost centers.

| <b>Landside</b>                 |   |   |
|---------------------------------|---|---|
|                                 | <b>Projected<br/>Operating<br/>Expense FY<br/>2023-24</b> | <b>Proposed<br/>Budget<br/>Operating<br/>Expense FY<br/>2024-25</b> |
| Payroll                         | 2,989,219   | 3,366,236   |
| Administrative Expense          | 632,195   | 754,884   |
| Utilities                       | 13,522  | 70,750  |
| Snow Removal Expense/other      | 125,344   | 96,723  |
| Equipment (non-capital) Expense | 92,071  | 93,318  |
| Environmental Planning & Ops    | 39,375  | -   |
| R & M - Operations              | 236,461   | 279,300   |
| R & M - Vehicles                | 148,998   | 77,093  |
| Security Operations             | 151,037   | 176,676   |
| ARFF                            | 9,754   | 16,590  |
| <b>TOTAL OPERATING EXPENSE</b>  | <b>4,437,975</b>  | <b>4,931,570</b>  |

*Terminal:*

Included in the terminal cost center are all costs associated with the terminal building including repair and maintenance, custodial, utilities, baggage system and certain security items related to access control (cameras, doors, alarms). Utilities costs adjusted due to an increase in sewer rates and repair and maintenance of a domestic water well. The increase in personnel expenses is due to reallocation of host personnel costs to Terminal and Landside cost centers.

| <b>Terminal</b>                 |   |   |
|---------------------------------|---|---|
|                                 | <b>Projected<br/>Operating<br/>Expense FY<br/>2023-24</b> | <b>Proposed<br/>Budget<br/>Operating<br/>Expense FY<br/>2024-25</b> |
| Payroll                         | 3,674,248   | 5,091,523   |
| Administrative Expense          | 1,011,512   | 1,207,815   |
| Utilities                       | 522,756   | 479,291   |
| Equipment (non-capital) Expense | 106,731   | 142,959   |
| R & M - Building                | 977,045   | 1,416,690   |
| R & M - Operations              | 34,660  | 52,500  |
| R & M - Vehicles                | 16,967  | 4,997   |
| Security Operations             | 604,149   | 647,811   |
| ARFF                            | 144,943   | 16,690  |
| <b>TOTAL OPERATING EXPENSE</b>  | <b>7,107,279</b>  | <b>9,060,275</b>  |

*Other Buildings and Grounds:*

This cost center includes the Airport owned hangars, control tower, and the rental car quick turnaround wash facilities. Like the terminal cost center, significant expenses in this cost center include operations and maintenance for these buildings, custodial, and non-capital equipment expenses. The most significant change is in QTA operations to account for increased maintenance needs as the facilities age.

| <b>Other Buildings and Grounds</b> |   |   |
|------------------------------------|---|---|
|                                    | <b>Projected<br/>Operating<br/>Expense FY<br/>2023-24</b> | <b>Proposed<br/>Budget<br/>Operating<br/>Expense FY<br/>2024-25</b> |
| Payroll                            | 772,215   | 1,358,370   |
| Administrative Expense             | 316,098   | 377,442   |
| Utilities                          | 159,062   | 95,580  |
| Equipment (non-capital) Expense    | 89,162  | 72,214  |
| R & M - Building                   | 239,955   | 12,500  |
| R & M - Operations                 | 30,809  | 15,000  |
| R & M - Vehicles                   | 24,980  | 75,427  |
| Security Operations                | 50,346  | 58,892  |
| QTA Operations                     | 371,707   | 273,152   |
| ARFF                               | 17,050  | 2,750   |
| Control Tower Operation            | 126,000   | 112,600   |
| <b>TOTAL OPERATING EXPENSE</b>     | <b>2,216,308</b>  | <b>2,453,928</b>  |

*Community Outreach:*

Community outreach remains a key value for the Board. Customer and employee relations is reduced this year primarily due to reallocation of host personnel expense and completion of several initiatives in the 2023-2024 fiscal year. Payroll expenses include personnel costs related to the operation of this cost center such as the Public Information Officer and communications assistant.

**Community Outreach**

|                                 | <b>Projected<br/>Operating<br/>Expense FY<br/>2023-24</b> | <b>Proposed<br/>Budget<br/>Operating<br/>Expense<br/>FY 2024-25</b> |
|---------------------------------|---|---|
| Payroll                         | 971,496   | 799,307   |
| Administrative Expense          | 63,220  | 75,488  |
| Utilities                       | 10,675  | 3,750   |
| Equipment (non-capital) Expense | 7,281   | 20,764  |
| Customer & Employee Relations   | 511,753   | 507,000   |
| R & M - Operations              | 34,660  | 3,000   |
| ARFF                            | -   | 550   |
| <b>TOTAL OPERATING EXPENSE</b>  | <b>1,610,552</b>  | <b>1,409,859</b>  |

### Fuel Farm Operations Budget

The fuel farm operating budget is presented below. The fuel farm budget includes staff overhead, fuel purchase expenses, maintenance, glycol trucking expenses, and insurance. Revenues include fuel sales (at cost), administration fees, and fuel facility use fees (\$0.25/gallon).

|                                   | <b>Total<br/>FY 2024/2025</b> |
|-----------------------------------|-------------------------------|
|                                   | <b>BUDGET</b>                 |
| <b>Fuel Sales</b>                 |                               |
| AvGas                             | 20,950                        |
| JetA General Aviation             | 3,569,489                     |
| JetA Airlines                     | 6,422,123                     |
| AvGas                             | 41,849                        |
| Unleaded Gas                      | 344,678                       |
| Dyed Diesel                       | 76,677                        |
| Glycol Type I                     | 29,345                        |
| Glycol Type IV                    | 3,920                         |
| Total Fuel Delivered (gals)       | 10,509,030                    |
| Revenues                          | 25,562,910                    |
| Expenses                          | 23,331,835                    |
| Funds available for debt service  | 2,231,075                     |
| Interest / Principal Loan Payment | 950,278                       |
| Net Revenues                      | 1,280,797                     |



**Fixed Base Operations Budget**

The FBO will be operated by the airport with all income and expenses relating to the operation allocated to the FBO enterprise center. FBO revenues include aircraft fueling, aircraft maintenance, aircraft parking/handling/tiedown, hangar revenue and landing fees, among others. Some of the expenses include fuel fees, personnel, administrative, operating and overhead expenses. A summary of the enterprise center budget is below.

|                            | <b>Total<br/>FY 2024-2025</b> |
|----------------------------|-------------------------------|
|                            | <b>BUDGET</b>                 |
| <b>Revenues</b>            |                               |
| Fuel Revenue               | 27,683,886                    |
| Parking/ Handling/ Tiedown | 3,247,338                     |
| Hangar Revenue             | 416,167                       |
| Maintenance/Service        | 5,360,961                     |
| Landing Fees               | 2,095,484                     |
| <b>Expenses</b>            |                               |
| Fuel/Glycol Expense        | 7,284,510                     |
| Operating Fees             | 2,508,556                     |
| Administrative             | 11,821,471                    |
| Overhead                   | 5,256,119                     |
| Bond Payment               | 5,209,481                     |
| <b>Sub-Total Company</b>   |                               |
| Revenues                   | 38,803,835                    |
| Expenses                   | 32,080,137                    |
| Net Revenues               | 6,723,698                     |

Expenses in the FBO budget have been allocated to cost centers in the same manner as the airport operating budget. The FBO expense allocations (excluding fuel purchases) are on the following page:

| FBO Cost Centers 2024-2025             | Budget<br>FBO<br>Expense FY<br>2024-2025 | Airfield |                   | Landside |                  | FBO Terminal |                  | Environmental |                  | Community<br>Outreach |                |
|--|--|----------|-------------------|----------|------------------|--------------|------------------|---------------|------------------|-----------------------|----------------|
|  |  |          |                   |          |                  |              |                  |               |                  |                       |                |
| Payroll                                | 7,074,558                                | 37%      | 2,617,586         | 25%      | 1,768,640        | 33%          | 2,334,604        | 4%            | 282,982          | 1%                    | 70,746         |
| Administrative Expense                 | 4,677,196                                | 45%      | 2,104,738         | 20%      | 935,439          | 32%          | 1,496,703        | 3%            | 140,316          | 0%                    | -              |
| Fuel Fees                              | 9,793,066                                | 100%     | 9,793,066         | 0%       | -                | 0%           | -                | 0%            | -                | 0%                    | -              |
| Rent/Operating Fees                    | 1,030,030                                | 75%      | 772,522           | 5%       | 51,501           | 5%           | 51,501           | 15%           | 154,504          | 0%                    | -              |
| Utilities                              | 113,000                                  | 0%       | -                 | 0%       | -                | 100%         | 113,000          | 0%            | -                | 0%                    | -              |
| Snow Removal Expense/other             | 290,169                                  | 90%      | 261,152           | 10%      | 29,017           | 0%           | -                | 0%            | -                | 0%                    | -              |
| Equipment Expense                      | 1,281,918                                | 80%      | 1,025,535         | 0%       | -                | 20%          | 256,384          | 0%            | -                | 0%                    | -              |
| Customer & Employee Relations          | 33,490                                   | 0%       | -                 | 0%       | -                | 0%           | -                | 0%            | -                | 100%                  | 33,490         |
| Environmental Planning & Ops           | 1,623,286                                | 0%       | -                 | 0%       | -                | 0%           | -                | 100%          | 1,623,286        | 0%                    | -              |
| R & M - Building                       | 34,557                                   | 0%       | -                 | 0%       | -                | 100%         | 34,557           | 0%            | -                | 0%                    | -              |
| R & M - Operations                     | 127,500                                  | 80%      | 102,000           | 10%      | 12,750           | 10%          | 12,750           | 0%            | -                | 0%                    | -              |
| R & M - Vehicles                       | 230,506                                  | 70%      | 161,355           | 30%      | 69,152           | 0%           | -                | 0%            | -                | 0%                    | -              |
| Security Operations                    | 117,784                                  | 80%      | 94,227            | 5%       | 5,889            | 15%          | 17,668           | 0%            | -                | 0%                    | -              |
| ARFF                                   | 83,695                                   | 90%      | 75,326            | 0%       | -                | 10%          | 8,370            | 0%            | -                | 0%                    | -              |
| Noise Monitoring and Fly Quiet Program | 191,000                                  | 0%       | -                 | 0%       | -                | 0%           | -                | 100%          | 191,000          | 0%                    | -              |
| Control Tower Operation                | 168,900                                  | 100%     | 168,900           | 0%       | -                | 0%           | -                | 0%            | -                | 0%                    | -              |
| <b>TOTAL OPERATING EXPENSE</b>         | <b>26,870,656</b>                        |          | <b>17,176,407</b> |          | <b>2,872,388</b> |              | <b>4,325,536</b> |               | <b>2,392,089</b> |                       | <b>104,236</b> |

\* The percentages represented in the table above represent the percent of total line item expense allocated to each cost center.

**FBO Airfield:**

This cost center includes the FBO proportion of costs associated with the airfield and general aviation apron including snow removal, aircraft rescue firefighting, operations and maintenance expenses, and utilities expenses. The adjustment in this cost center is due to an increase in administrative expenses, personnel expenses, and utilities. Utilities increased largely due to repair and maintenance of the domestic water well and a 10% increase in sewer rates.

**Airfield**

| <b>FBO Cost Centers 2024-2025</b> | <b>Projected Operating Expense FY 2023-24</b> | <b>Proposed Budget Operating Expense FY 2024-25</b> |
|-----------------------------------|---|---|
| Payroll                           | 2,302,754                                     | 2,617,586   |
| Administrative Expense            | 1,793,014                                     | 2,104,738   |
| Fuel Fees                         | 9,763,926                                     | 9,793,066   |
| Rent/Operating Fees               | 690,296                                       | 772,522   |
| Snow Removal Expense/other        | 229,821                                       | 261,152   |
| Equipment Expense                 | 265,183                                       | 1,025,535   |
| R & M - Operations                | 95,966  | 102,000   |
| R & M - Vehicles                  | 253,547                                       | 161,355   |
| Security Operations               | 90,270  | 94,227  |
| ARFF                              | 110,444                                       | 75,326  |
| Control Tower Operation           | 165,642                                       | 168,900   |
| <b>TOTAL OPERATING EXPENSE</b>    | <b>15,760,863</b>                             | <b>17,176,407</b>                                   |

**FBO Landside:**

This cost center includes the expenses associated with the FBO parking lot and access roads at the Airport.

**Landside**

| <b>FBO Cost Centers 2024-2025</b> | <b>Projected Operating Expense FY 2023-24</b> | <b>Proposed Budget Operating Expense FY 2024-25</b> |
|-----------------------------------|---|---|
| Payroll                           | 1,555,915                                     | 1,768,640   |
| Administrative Expense            | 796,895                                       | 935,439   |
| Rent/Operating Fees               | 184,079                                       | 206,005   |
| Snow Removal Expense/other        | 25,536  | 29,017  |
| R & M - Operations                | 11,996  | 12,750  |
| R & M - Vehicles                  | 108,663                                       | 69,152  |
| Security Operations               | 5,642   | 5,889   |
| <b>TOTAL OPERATING EXPENSE</b>    | <b>2,688,725</b>                              | <b>2,872,388</b>                                    |

*FBO Terminal:*

Included in the FBO terminal cost center are all costs associated with the FBO terminal including repair and maintenance, custodial, utilities and certain security items related to access control (cameras, doors, alarms).

**FBO Terminal**

| <b>FBO Cost Centers 2024-2025</b> | <b>Projected Operating Expense FY 2023-24</b> | <b>Proposed Budget Operating Expense FY 2024-25</b> |
|-----------------------------------|---|---|
| Payroll                           | 2,053,808                                     | 2,334,604   |
| Administrative Expense            | 1,275,032                                     | 1,496,703   |
| Rent/Operating Fees               | 46,020  | 51,501  |
| Utilities                         | 109,679                                       | 113,000   |
| Equipment Expense                 | 66,296  | 256,384   |
| R & M - Building                  | 34,557  | 34,557  |
| R & M - Operations                | 11,996  | 12,750  |
| Security Operations               | 16,926  | 17,668  |
| <b>TOTAL OPERATING EXPENSE</b>    | <b>3,626,584</b>                              | <b>4,325,536</b>                                    |

*FBO Environmental:*

The FBO Environmental cost center includes expenses related to the environmental programs at the airport. These programs include water quality, noise monitoring and Fly Quiet.

**Environmental**

| <b>FBO Cost Centers 2024-2025</b>      | <b>Projected Operating Expense FY 2023-24</b> | <b>Proposed Budget Operating Expense FY 2024-25</b> |
|--|---|---|
| Payroll                                | 248,946                                       | 282,982   |
| Administrative Expense                 | 119,534                                       | 140,316   |
| Environmental Planning & Ops           | 795,899                                       | 1,623,286   |
| Noise Monitoring and Fly Quiet Program | 190,000                                       | 191,000   |
| <b>TOTAL OPERATING EXPENSE</b>         | <b>1,354,380</b>                              | <b>2,392,089</b>                                    |

*FBO Community Outreach:*

FBO community outreach includes outreach related to customer awareness and airport programs.

**Community Outreach**

| <b>FBO Cost Centers 2024-2025</b> | <b>Projected Operating Expense FY 2023-24</b> | <b>Proposed Budget Operating Expense FY 2024-25</b> |
|-----------------------------------|---|---|
| Payroll                           | 62,237  | 70,746  |
| Customer & Employee Relations     | 33,490  | 33,490  |
| <b>TOTAL OPERATING EXPENSE</b>    | <b>99,199</b>                                 | <b>104,236</b>                                      |

**Debt**

All bonds issued by the Board are “revenue bonds” because they are secured by a specified revenue source. The Board holds sufficient funds as restricted cash to cover at least one year of debt service as well as other restricted cash investments to meet debt service requirements. For the fiscal year 2024/2025 the Board has five bonds outstanding. The anticipated debt service for the upcoming fiscal year is:

|  | <b>Annual Source</b> | <b>Annual Payment</b> |
|--|----------------------|-----------------------|
| FIB Rental Car QTA                         |                      | -\$1,307,097          |
| FIB - Fuel Farm                            |                      | -\$950,278            |
| FIB – Restaurant                           |                      | -\$2,147,992          |
| FIB – Hangar 3/GSE                         |                      | -\$4,258,981          |
| FIB – Administration Building/FBO Terminal |                      | -\$950,500            |
| <b>Total Bond Payments</b>                 |                      | <b>-\$9,614,848</b>   |
| Paid with CFC                              | \$1,307,097          |                       |
| Paid with Flow Fee                         | \$950,278            |                       |
| Paid with Operating Revenues               | \$2,147,992          |                       |
| Paid with FBO Revenues                     | \$5,209,481          |                       |
| <b>Total Bond Sources</b>                  | <b>\$9,614,848</b>   |                       |

**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). When developing the capital plan, the Board approaches each construction project with awareness of potential environmental and community impacts from the beginning stages of design continuing through project completion. This year, construction is anticipated to continue the taxiway and deicing pad improvements. This project will improve operations during the winter season and allow for more efficient traffic flow during busy times. Edge drains will be installed similar to the runway project to collect surface water and materials will be reused during construction when possible mitigating environmental effects of aircraft deicing at the airport. The Board will also finish the Hangar 3 construction project. This work will replace previously removed infrastructure following the commitment made to build these hangars for locals who were displaced several years ago. Construction of the administration building/FBO terminal replacement facilities will begin this year. There are several small capital projects the Airport intends to complete such as pavement repairs, painting and equipment purchases. Staff continues to work closely with the construction management team to coordinate all projects and reduce potential impacts on travelers as much as possible. The airport’s ability to have projects ready for construction has positioned the Board positively to receive all available funding, which is a key value of an accurate and adaptable CIP. All the proposed projects for FY 2024/2025 are detailed in the capital list on the following page. The list is comprehensive and not all the listed projects may be completed in a single year.

| PROJECT NAME/LOCATION                                | 2024-2025 BUDGET | FUNDING SOURCE (FY2024-2025) |            | TOTAL        |
|--|------------------|------------------------------|------------|--------------|
|  | PROJECT COST     | FEDERAL/STATE                | JHAB/BOND  | PROJECT COST |
| <b>AIRFIELD</b>                                      |                  |                              |            |              |
| Deice Access Taxilane and Taxiway A*                 | 23,181,978       | 21,733,104                   | 1,448,874  | 46,275,813   |
| Expand Stormwater Detention and Filtration System*   | 4,050,000        | 3,796,875                    | 253,125    | 4,355,178    |
| Vehicle Service Road and RW Obstruction Survey       | 123,042          | 115,352                      | 7,690      | 818,000      |
| ATCT Upgrades*                                       | 515,749          | -                            | 515,749    | 2,641,300    |
| Aviation Safety Facility Conceptual Design (Phase I) | 1,106,667        | 1,037,500                    | 69,167     | 1,706,667    |
| Seal Coat and Mark Pavements**                       | 305,000          | -                            | 305,000    | 305,000      |
| Wildlife Hazard Modifications**                      | 170,000          | 120,000                      | 50,000     | 170,000      |
| South MALS (Airfield Lighting) Project               | 70,000           | -                            | 70,000     | 70,000       |
| <b>TERMINAL</b>                                      |                  |                              |            |              |
| DarkSky-Terminal Lighting And LED Upgrades           | 211,000          | -                            | 211,000    | 750,000      |
| Bagbelt System Upgrades                              | 601,515          | 571,439                      | 30,076     | 20,844,980   |
| Facia on Gates 3-8                                   | 200,000          | -                            | 200,000    | 200,000      |
| <b>FBO</b>   |                  |                              |            |              |
| Hangar 3A-C & GSE Construction*                      | 9,802,609        | -                            | 9,802,609  | 36,087,700   |
| Hangar 3A-C & GSE CA/CO*                             | 1,044,568        | -                            | 1,044,568  | 2,121,800    |
| Administraton/FBO Terminal Construction*             | 27,050,000       | -                            | 27,050,000 | 47,043,800   |
| Administraton/FBO Terminal CA/CO*                    | 2,317,012        | -                            | 2,317,012  | 4,398,400    |
| <b>EQUIPMENT</b>                                     |                  |                              |            |              |
| New ARFF Trucks (2)*                                 | 2,147,650        | 966,443                      | 1,181,208  | 2,147,650    |
| New SRE (Broom or Plow trucks)**                     | 1,000,000        | -                            | 1,000,000  | 1,000,000    |
| <b>OTHER PROJECTS</b>                                |                  |                              |            |              |
| VMWare Computer Servers                              | 90,000           | -                            | 90,000     | 90,000       |
| Sophos/Firewall Required Upgrade                     | 60,000           | -                            | 60,000     | 60,000       |
| Terminal Well Upgrades                               | 15,000           | -                            | 15,000     | 15,000       |
| Hangar 2 Modifications                               | 75,000           | -                            | 75,000     | 75,000       |
| Commercial Lanes                                     | 50,000           | -                            | 50,000     | 50,000       |
| Terminal Rock Wall (Rental Cars)                     | 200,000          | -                            | 200,000    | 200,000      |
| SCBA Compressor                                      | 60,000           | -                            | 60,000     | 60,000       |
| Floor Scrubber                                       | 125,000          | -                            | 125,000    | 125,000      |
| Vidmar Storage For GSE                               | 50,000           | -                            | 50,000     | 50,000       |
|  | 74,621,790       | 28,340,713                   | 46,281,077 | 171,661,288  |
| * Already approved/in progress projects              |                  |                              |            |              |
| ** Recurring Project                                 |                  |                              |            |              |