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- I. Call to Order
  - II. Employee of the Month
  - III. Community Outreach
  - IV. Comments from Grand Teton National Park, Town of Jackson, Teton County, and Public
  - V. Action Items
    - V.A. Consent Agenda
      - V.A.1. Approval of the Minutes
        - [V.A.1.a. February 4, 2026 Special Meeting](#)
        - [V.A.1.b. February 19, 2026 Special Meeting](#)
        - [V.A.1.c. March 2, 2026 Special Meeting](#)
        - [V.A.1.d. March 4, 2026 Special Meeting \(Budget Workshop #1\)](#)
      - [V.A.2. Cash Link Inc. ATM Agreement](#)
    - V.B. Financial Reports
  - VI. Director's Comments
    - [VI.A. Activity Reports](#)
    - VI.B. Operations/Security/FBO Updates
  - VII. Board Comments
  - [VIII. FY 2026-2027 Budget Workshop #2](#)
  - IX. Executive Session
  - X. Adjourn

## MINUTES OF THE JACKSON HOLE AIRPORT BOARD MEETING

**DATE:** February 4, 2026

**BOARD PRESENT:** Rob Wallace, Melissa Turley, Bob McLaurin, Ed Liezeit, and John Carey present in person in the Airport Board Room. Valerie Brown was present through the Webex Platform.

**OTHER PRESENT:** Jim Elwood, Michelle Anderson, Dustin Havel, Anna Valsing, Jerney Barnum, Tony Cross, Jamie Miles, Aimee Crook, Alton George, Jordyn McDougall, Jac Stelly, Taylor Gemmel, Esther Borja, Bryce Beatty, Apinya Wright, and Gina Van Slyke, Jackson Hole Airport; Robin Martin, Grand Teton National Park; Angus Thuermer, WyoFiles; Jen Wolchansky and Ryk Dunkelberg, Mead & Hunt; Paul Dunholter, BridgeNet; Mike Mahoney, KLJ; Tyler Shupe, Wadman Corporation; Gavin Fine, Fine Dining Restaurant Group; Jeff Switzer, Tailwind Hospitality Inc; and Dan Reimer, Airport Counsel. Other individuals not individually documented were present in person or watched the meeting through the Webex Platform.

**I. CALL TO ORDER:** President Wallace called the Board Meeting to order at 9:00 AM.

**II. CERTIFICATE OF ORGANIZATION & ELECTION OF OFFICERS:** Liezeit moved to elect the following slate of officers for 2026 and to file a Certificate of Organization to that effect:

Melissa Turley, President  
Bob McLaurin, Vice President  
Ed Liezeit, Treasurer  
John Carey, Secretary  
Rob Wallace, Member (Past Resident)

McLaurin seconded the motion, which passed unanimously.

**III. EMPLOYEE OF THE MONTH:** Crook recognized Chris Wells as the January Employee of the Month, and George recognized Kody Jeppson, Tim Martel, Tom Whitaker, and Jeff Wright as the February Employee of the Month.

**IV. COMMUNITY OUTREACH:** Barnum reported on outreach efforts, noting that the Airport Shuttle Pilot Program entered its third season in December. He mentioned that staff had launched a multi-faceted marketing campaign to promote the shuttle service to and from the Airport. He also mentioned that ridership is currently lower than last year. He added that staff is working with the START Bus to gather ridership data and explore additional promotional opportunities.

Barnum provided an update on the Aviation Safety Facility. He stated that a second of three community open houses is scheduled at the current Airport Firehouse to present site evaluation

findings and gather public input on potential locations for a safety facility. Barnum also said that public comments can be submitted through the Airport's website.

**V. COMMENTS FROM GRAND TETON NATIONAL PARK, TOWN OF JACKSON, TETON COUNTY, AND THE PUBLIC:**

Robin Martin, of Grand Teton National Park (the Park), thanked the Airport for its ongoing partnership with the Park. She mentioned that the Park expects a busy summer. Martin also noted that there will be significant construction on the south end of the Park.

**VI. 2025 YEAR-END FLY QUIET PRESENTATION:** Elwood introduced Dan Reimer, Airport Counsel, who provided an overview of the Airport's noise program and the role of the Fly Quiet program within that framework. Reimer explained that the Airport operates under the 1983 Use Agreement with the U.S. Department of the Interior and the National Park Service, which establishes cumulative noise exposure thresholds. He said, to ensure compliance, the Airport conducts ongoing education through the FBO and maintains the voluntary Fly Quiet program to promote noise-reducing operational practices.

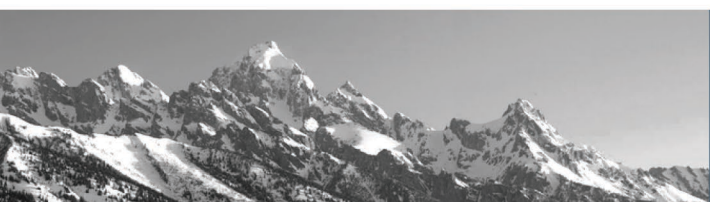
Reimer noted that community members have requested additional noise restrictions. He explained that the Airport Authority's legal authority is limited and clarified that, while the Airport can promote educational initiatives and voluntary measures like curfews, it cannot impose mandatory noise or access restrictions without FAA approval. He stated that since 1990, the FAA has not approved any new mandatory restrictions, and federal law restricts the Airport's ability to adopt such measures without congressional approval.

Ryk Dunkelberg and Paul Dunholter, consultants to the Airport, presented the Fly Quiet program, which is designed to 'encourage pilots to fly quieter aircraft, utilize preferred procedures, and respect the Voluntary Noise Curfew in order to minimize aircraft noise over Grand Teton National Park and noise sensitive communities.'

Dunholter presented the year-end analysis results, highlighting increased use of quieter, newer aircraft (Stage 5+), improved adherence to recommended flight procedures, and fewer curfew violations. He emphasized that the program continues to show positive trends and that ongoing communication with operators is helping improve compliance and reduce noise exposure.

Dunkelberg outlined the next steps, including recognition of Top Tier operators, continuing to work with Low Tier operators to improve scores, contacting operators with curfew-hour operations, conducting quarterly outreach to operators, promoting Fly Quiet in national industry publications, and sharing efforts with the local community.

The Board acknowledged the progress made through the voluntary Fly Quiet program and outreach efforts. McLaurin requested a comparative bar graph illustrating the noise levels of older Stage 2 aircraft versus newer commercial aircraft types to better explain improvements in aircraft noise.



## VII. ACTION ITEMS

### A. CONSENT AGENDA:

1. **Approval of the Minutes-December 17<sup>th</sup>, 2025, Board Meeting**
2. **Resolution 2026-01: AIP 89**
3. **Resolution 2026-02: Official Depositories**
4. **BNP Association, Inc. 3<sup>rd</sup> Amendment-Term Extension**
5. **Updated Resolution 2025-03: Establishment of Fees and Charges**
6. **Notice to Proceed-Woolpert 18<sup>th</sup> Amendment for Electric Vehicle Charging Stations for Design Completion, Bidding, and Construction Administration/Management**

Liebzeit requested that Items A5 and A6 be removed from the Consent Agenda.

McLaurin moved approval of Items A1 through A4. Carey seconded the motion which passed unanimously.

Liebzeit requested additional discussion regarding Item A5, specifically the proposed addition of the boardroom rental fees and related safety and security considerations.

McLaurin moved to postpone Item A5 to allow further discussion. Carey seconded the motion, which passed unanimously.

Airport Counsel clarified that the postponement of Item A5 did not affect the previously adopted schedule of rates and charges, which remain in effect.

Liebzeit asked for more details on item A6. Havel explained that in June 2025, the Board approved the 18th Amendment to the Woolpert On-Call Engineering Agreement for the electric vehicle charging project at the Airport. He said what is currently before the Board is a Notice to Proceed for the remaining design, support, and construction management, as detailed in the Woolpert 18th Amendment. Havel noted that the maximum cost under this Amendment is \$299,261, with DOT grant funds covering \$239,968.

Carey moved approval of the 18th Amendment to the Woolpert On-Call Engineering Agreement for the Electric Vehicle Charging Station to the design completion, bidding, and construction administration and management. Liebzeit seconded the motion which passed unanimously.

**B. FINANCIAL REPORTS:** Anderson presented the December 2025 financial reports for approval. She mentioned that income exceeded the budget, and expenses remained below projected amounts.

Liebzeit moved acceptance of the financial reports for December 2025. Wallace seconded the motion which passed unanimously.

**C. WOOLPERT 24TH AMENDMENT – TAXIWAY A DESIGN:** Havel presented for the Board's approval the 24th Amendment to the Woolpert On-Call Engineering Agreement for preparing construction plans, contract documents, and bidding for the Taxiway A project. He explained that the Taxiway A project includes rehabilitating the taxiway pavement and constructing a new aircraft turnaround pad at the south end of Taxiway A. He mentioned that the connector Taxiways A2 and A3 will be rehabilitated, subject to available funding and the results of the geotechnical report. Havel also advised that the non-federal portion of the project involves relocating a section of the existing vehicle service road west of Taxiway A.

Havel said that the total cost for the Woolpert 24th Amendment is \$1,851,265.70. He stated that the FAA has allocated the Airport's 2026 entitlement funds for the Taxiway A design project. Havel advised that the Airport is expected to receive the 2026 entitlement grant around April or May 2026. He explained that an Independent Fee Estimate (IFE) was conducted, and the proposed fees are about 10% less than the IFE. He added that staff consider the proposed fees reasonable based on the IFE.

Liebzeit moved approval of the 24<sup>th</sup> Amendment to the Woolpert On-Call Engineering Agreement for the preparation of construction plans, contract documents, and bidding for the Taxiway A project, in the form presented, in the lump-sum amount of \$1,851,265.70. Wallace seconded the motion which passed unanimously.

**VIII. DIRECTOR'S COMMENT:** Elwood presented the activity reports. He stated that general aviation (GA) operations increased by 6.99%, and commercial operations rose by 4.78% compared to December 2024. He also noted that GA is up 5.15%, and commercial operations are up 15.8% year-to-date.

Havel provided an Operations update, Crook provided a Security update, and Foster provided an FBO update.

**IX. BOARD COMMENTS:** The Board advised that there will be a Budget Workshop on March 4<sup>th</sup>, 2026, and the next Board Meeting will be held on March 16<sup>th</sup>, 2026, at 9 AM.

**X. ADJOURN:** McLaurin moved to adjourn the meeting at 11:18 AM. Liebzeit seconded the motion which passed unanimously.

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**Melissa Turley, President**

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**John Carey, Secretary**

## MINUTES OF THE JACKSON HOLE AIRPORT SPECIAL BOARD MEETING

**DATE:** February 19, 2026

**BOARD PRESENT:** Melissa Turley, Bob McLaurin, Ed Liebzeit, John Carey, and Rob Wallace were present via the Webex platform.

**OTHER PRESENT:** Dan Reimer, Airport Attorney.

- I. CALL TO ORDER:** President Turley called the Special Board Meeting to order at 2:45 PM.
- II. EXECUTIVE SESSION:** Liebzeit moved to enter Executive Session to consider the employment or right to practice of Board employees and to consider or receive information classified as confidential by law, as authorized by Wyoming Statutes Section 16-4-405(a) subsections (ii) and (ix).

Upon exiting the Executive Session, Turley shared no decisions were made.

- III. ADJOURN:** McLaurin motioned to adjourn the meeting at 4:01 PM. Carey seconded the motion which passed unanimously

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**Melissa Turley, President**

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**John P. Carey III, Secretary**

## MINUTES OF THE JACKSON HOLE AIRPORT SPECIAL BOARD MEETING

**DATE:** March 2, 2026

**BOARD PRESENT:** Melissa Turley, Bob McLaurin, Ed Liebzeit, John Carey, and Rob Wallace were present via the Webex platform.

**OTHER PRESENT:** Dan Reimer, Airport Attorney.

- I. CALL TO ORDER:** President Turley called the Special Board Meeting to order at 4:30 PM.
- II. EXECUTIVE SESSION:** Carey moved to enter Executive Session to consider the employment or right to practice of Board employees and to consider or receive information classified as confidential by law, as authorized by Wyoming Statutes Section 16-4-405(a) subsections (ii) and (ix).

Upon leaving the Executive Session, Turley shared no decisions were made.

- III. ADJOURN:** Liebzeit motioned to adjourn the meeting at 5:43 PM. Wallace seconded the motion which passed unanimously

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**Melissa Turley, President**

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**John P. Carey III, Secretary**

## MINUTES OF THE JACKSON HOLE AIRPORT SPECIAL BOARD MEETING

**DATE:** March 4, 2026

**BOARD PRESENT:** Melissa Turley and John Carey were present in person in the Airport Board Room. Bob McLaurin was present through the Webex Platform.

- I. CALL TO ORDER:** President Turley called the Special Board Meeting to order at 9:01 A.M.
- II. FY2026-2027 BUDGET WORKSHOP #1 – CAPITAL PROJECTS:** Jim Elwood advised the Board’s established vision: “To be recognized as a leader delivering a positive and unique guest experience, an unwavering commitment to safety, environmental stewardship, and a culture based on people helping people” is the basis for the budget.

Elwood provided an overview of the Budget process. Aimee Crook and Dustin Havel provided an overview of upcoming capital projects. The Board asked questions about several capital projects, including the Checked Baggage Inspection System, Deice Pad Expansion, Taxiway A South Rehabilitation, and the Aviation Safety Facility planning process. Staff responded to questions with additional information regarding scope, funding sources, timelines, operational considerations during construction, and the next steps for planning and community engagement.

This meeting was informational only and no action was taken on the budget at the meeting.

- III. ADJOURN:** Carey motioned to adjourn the meeting at 10:02 A.M. McLaurin seconded the motion, which passed unanimously

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**Melissa Turley, President**

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**John P. Carey III, Secretary**

**JACKSON HOLE AIRPORT  
AUTOMATED TELLER MACHINE (ATM)  
CONCESSION AGREEMENT**

This Automated Teller Machine (ATM) Concession Agreement (the “Agreement”) is made effective March 16, 2026, by and between the **JACKSON HOLE AIRPORT BOARD**, a body corporate, organized under the laws of Wyoming and having its principal office at 1250 East Airport Road, P.O. Box 159, Jackson, Wyoming 83001 (the “Board”), and **CASH LINK INC.** having a principal address of 1745 East Thunder Mountain Road, Billings, MT. 59106 (“Operator”).

**RECITALS**

**WHEREAS**, the Board owns and operates Jackson Hole Airport (the “Airport”), located in Teton County, for the use and benefit of the public;

**WHEREAS**, pursuant to Town of Jackson Ordinance Section 12.16.040, and the Board's Rule Respecting the Conduct of Business Operations, it is unlawful for any person to conduct any commercial operation from or upon the Airport except pursuant to a written agreement with the Board; and

**WHEREAS**, the Board wishes to provide automated teller machine (“ATM”) services to the public in the Airport, and the Operator is capable of and desires to provide such services on a non-exclusive basis.

**NOW THEREFORE**, for valuable consideration, including the covenants set forth below, the parties agree as follows:

**1. Rights Granted to Operator.**

1.1 Subject to the terms and conditions of this Agreement, Operator is granted the non-exclusive right to install, operate and maintain two (2) ATM Machines (whether one or more, a “Machine”) in the Airport Terminal Building (“Terminal”), one pre-security and one post-security, at locations to be designated by the Board’s Chief Executive Officer (“CEO”) or his/her designee in his/her sole discretion.

1.2 Operator is prohibited from conducting any other commercial activity upon or from the Airport other than that expressly set forth above without the express written consent of the Board.

1.3 Operator is granted all reasonable rights of ingress and egress to and from the Airport in common with other public users thereof, except as herein limited. Operator shall not interfere with the safe, secure and efficient use of the Airport.

**2. General Responsibilities of Operator.**

2.1 To the extent reasonably possible, Machine shall be compatible with the decor and architectural design of the Terminal, shall be quiet and shall not emit excessive or annoying light. Prior to placement or replacement of Machine in the Terminal, Operator shall submit photographs and dimensions of the Machine to the CEO for his/her approval. No Machine shall be placed in the Terminal without the CEO’s approval, which shall not be unreasonably withheld.

2.2 Operator shall, at its own expense and risk:

2.2.1 maintain the Machine in good order and repair and shall stock the Machine as necessary to provide customers with access to ATM services at all times the Terminal is open to the public;

2.2.2 provide a 24-hour service phone number with procedures for reporting problems, and shall resolve all such problems within 24 hours;

2.2.3 ensure that Machine complies with applicable requirements of the Americans with Disabilities Act;

2.2.4 be responsible for any damage caused to the Terminal or other Board property, as a result of the operation and maintenance of the Machine or Operator's activities on or at the Airport;

2.2.5 be responsible for all costs associated with the placement and operation of the ATM in the Terminal, with the exception of electricity which shall be provided by the Board, provided, however, that Machine shall be reasonably energy efficient by industry standards;

2.2.6 move the Machine to alternative locations within the Terminal if and as directed by the CEO from time to time, if the CEO determines it to be necessary due to Terminal remodeling, expansion, security or efficient operations; and

2.2.7 assume the risk of damage to, loss from or theft of Machine; provided Board shall implement such standard security measures to Machine as are commonly implemented within the Terminal.

**3. Fair and Reasonable Rates.** Operator shall only charge fees as have been determined by the Board to be fair and reasonable. The initial surcharge of \$3.00 per transaction to customers has been determined by the Board to be fair and reasonable. In the future, rates may be changed with prior Board approval, so long as they are not greater than the then-current generally accepted rate for the same or similar ATM's in the Jackson Hole market.

**4. Payments to the Board.**

4.1 For the rights and privileges granted herein, Operator shall pay the Board an amount equal to \$1.00 per transaction conducted at the Machine.

4.2 On or before the 15th day of each month, Operator shall furnish the Board a statement of transactions and simultaneously pay the Board the amount due for all such transactions for the prior month. Such statement of transactions shall be on such forms as the CEO may reasonably require. Such forms may require more detailed information, supporting documentation and verification at the end of each agreement year, and at other reasonable times upon written request of the Board. Operator shall maintain all records regarding its business conducted on the Airport for a period of not less than two years.

4.3 Any and all payments due to Board and paid by check by Operator shall be remitted to the following address: Jackson Hole Airport, P.O. Box 159, Jackson, Wyoming 83001. Operator

alternately may remit payment to Board by wire transfer or Automated Clearing House transfer, to be deposited in an account to be identified by Board.

4.4 The Board shall have the right at any reasonable time to examine all records maintained by Operator under paragraph 4.2 above and to have an audit prepared by an independent Certified Public Accountant. In the event there is a discrepancy in excess of fifty (50) transactions between the statements of Operator, required by paragraph 4.2 above, and such independent audit, Operator shall bear the cost of such audit.

4.5 If a fee is not paid within thirty (30) calendar days of the due date, Operator shall pay default interest equal to 1-1/2% per month on the unpaid balance, accruing from the due date until paid.

## **5. Term and Termination.**

5.1 Subject to earlier termination as provided herein, the initial term of this Agreement shall be for three (3) years, beginning on October 1, 2025, and ending September 30, 2028. Not less than six (6) months prior to the expiration of the initial term, Operator may request that the Board extend the term of this Agreement for an additional two (2) years, ending September 30, 2030. The Board, acting through the CEO, may grant an extension in its discretion, which renewal shall be subject to the terms hereof as may be amended during the initial term. The total term of this Agreement shall be no more than five (5) years, ending September 30, 2030.

5.2 Holding over or failure of Operator to remove the Machine at the end of the term shall not be construed to be the granting or exercise of an additional term.

5.3 Upon the expiration or termination of this Agreement, Operator's rights to place and maintain the Machine in the Terminal shall cease, and Operator shall promptly remove the Machine at its own expense, repair any and all damage caused to the Terminal or other property of the Board as a result of the placement and maintenance of the Machine or Operator' activities on and from the Airport, and return the area occupied by Machine to a broom clean condition.

5.4 Either party may terminate this Agreement for convenience by providing no less than ninety days' prior written notice to the other party.

5.5 In the event that Operator is in default in any of its obligations hereunder, and the default remains uncured fifteen (15) days after written notice to Operator is sent by the Board to Operator at the address set forth above, the Board may terminate this Agreement. Upon such default, and with or without terminating this Agreement, the Board shall be entitled to any and all other remedies at law or equity and shall be entitled to recover its reasonable attorney fees and costs incurred.

5.6 Due to the special and unique nature of this Agreement, whereby the Board is operating the Airport for the purpose of serving public needs, the parties agree that each and every term, covenant and agreement in this Agreement is material, and that the default in any one covenant shall be deemed to be a default in this Agreement.

## **6. Compliance with Law/Agreement Subordinate.**

6.1 This Agreement is expressly subject to the terms and conditions of the Agreement

Between the United States Department of the Interior and the Jackson Hole Airport Board, dated April 27, 1983, as amended (“Interior Agreement”) and to applicable federal, state and local laws, rules and regulations. To the extent anything herein contained conflicts with the Interior Agreement or applicable laws, rules and regulations, the provisions of the Interior Agreement, applicable laws, rules and regulations shall control. In performing under this Agreement and whenever on the Airport, Operator shall comply with all applicable federal, state and local laws, rules, regulations and ordinances.

6.2 The Board shall be free to renegotiate the Interior Agreement with the United States in the future on such terms and conditions as it deems appropriate and in the public interest, without any consent or approval on the part of Operator or any other person. Operator shall be bound by the terms of any such renegotiated agreement to the extent it, in any way, modifies, changes or affects the rights or responsibilities of the Board or Operator under this Agreement.

6.3 This Agreement shall be subordinate to the provisions of any existing or future agreement between the Board and the United States or its agencies relative to the operation or maintenance of the Airport, the execution of which has been or may in the Board's judgment be required as a condition precedent to the expenditure of federal funds for the development of the Airport.

6.4 Operator shall comply with any applicable provisions of the Board's Airport Security Program, Security Directives issued by the Transportation Security Administration, and any applicable rules and regulations which may be promulgated by TSA from time to time and provided to Operator.

6.5 This Agreement is subject to the requirements of the U.S. Department of Transportation's regulations, 49 CFR part 23. Operator agrees that it will not discriminate against any business owner because of the owner's race, color, national origin, or sex in connection with the award or performance of any concession agreement, management contract, or subcontract, purchase or lease agreement, or other agreement covered by 49 CFR part 23. Operator agrees to include the above statements in any subsequent concession agreement or contract covered by 49 CFR part 23, that it enters and cause those businesses to similarly include the statements in further agreements.

## **7. Indemnity and Insurance.**

7.1 Operator shall defend, indemnify and hold the Board harmless from and against any claim loss, expense or damage to any person or property in or upon the Airport by operator or its agents, employees or invitees arising out of Operator's use of the Airport or any act or neglect of operator or operator's servants, employees or agents.

7.2 Operator reserves all rights to assert any claims and defenses available to it, whether as against Operator or any third party, pursuant to the Wyoming Governmental Claims Act, W.S. 1-39-101 *et seq.*

7.3 Operator shall procure and maintain insurance as set forth by the Board in its Resolution entitled “Insurance Requirements”, as the same may be amended during the term of this agreement. The contracting party acknowledges that it shall be bound by this Board Resolution on the subject of insurance.

7.4 All insurance required hereunder shall be procured and maintained (i) at Operator's expense, (ii) for the entire term of the Agreement, and (iii) with insurance underwriters qualified to transact business in the State of Wyoming and having an AM Best rating of “A” or better.

7.5 All policies required hereunder shall identify the Board and its respective members, officers, and employees as an additional insured. Further, such policies shall be primary and any insurance maintained by the Board shall be considered excess.

7.6 Operator agrees to include the insurance requirements set forth in this Agreement in all subcontracts, if any, hereunder. Operator shall hold Operator responsible in the event any subcontractor fails to have insurance meeting the requirements set forth in this Agreement. Operator reserves the right to approve variations in the insurance requirements applicable to subcontractors upon joint written request of subcontractor and Operator if, in the operator's opinion, such variations do not substantially affect operator's interests.

7.7 After the execution of this Agreement, Operator shall promptly furnish to operator a copy of a policy or policies of insurance. The certificate(s) shall provide that the insurance shall not be cancelled unless ten (10) days written notice shall have been given to Operator.

## **8. Nondiscrimination and Civil Rights.**

8.1 In all of its activities within the scope of its airport program, Operator agrees to comply with pertinent statutes, Executive Orders, and such rules as identified in Title VI List of Pertinent Nondiscrimination Acts and Authorities to ensure that no person shall, on the grounds of race, color, national origin, creed, sex, age, or disability be excluded from participating in any activity conducted with or benefiting from Federal assistance. This provision is in addition to that required by Title VI of the Civil Rights Act of 1964.

8.2 During the performance of the Agreement, Operator for itself, its assignees, and successors in interest, agrees to comply with the following non-discrimination statutes and authorities; including but not limited to:

- a. Title VI of the Civil Rights Act of 1964 (42 USC § 2000d *et seq.*, 78 stat. 252) (prohibits discrimination on the basis of race, color, national origin);
- b. 49 CFR part 21 (Non-discrimination in Federally-assisted programs of the Department of Transportation—Effectuation of Title VI of the Civil Rights Act of 1964);
- c. The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 USC § 4601) (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
- d. Section 504 of the Rehabilitation Act of 1973 (29 USC § 794 *et seq.*), as amended (prohibits discrimination on the basis of disability); and 49 CFR part 27 (Nondiscrimination on the Basis of Disability in Programs or Activities Receiving Federal Financial Assistance);
- e. The Age Discrimination Act of 1975, as amended (42 USC § 6101 *et seq.*) (prohibits discrimination on the basis of age);
- f. Airport and Airway Improvement Act of 1982 (49 USC § 471, Section 47123), as amended (prohibits discrimination based on race, creed, color, national origin, or sex);
- g. The Civil Rights Restoration Act of 1987 (PL 100-209) (broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, the Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms “programs or activities” to include all of the programs or activities

of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);

h. Titles II and III of the Americans with Disabilities Act of 1990, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 USC §§ 12131 – 12189) as implemented by U.S. Department of Transportation regulations at 49 CFR parts 37 and 38;

i. Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 USC 1681 et seq).

8.3 Operator, including personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree that (1) no person on the ground of race, color, or national origin, will be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the use of said facilities, (2) that in the construction of any improvements on, over, or under such land, and the furnishing of services thereon, no person on the ground of race, color, or national origin, will be excluded from participation in, denied the benefits of, or otherwise be subjected to discrimination, (3) that Operator will use the premises in compliance with all other requirements imposed by or pursuant to the list of non-discrimination acts and authorities, as enumerated in the preceding subsection. In the event of breach of any of the above nondiscrimination covenants, the Board will have the right to terminate the Agreement and to enter or re-enter and repossess said land and the facilities thereon, and hold the same as if the Agreement had never been made or issued.

## **9. Miscellaneous.**

9.1 Headings. The section headings contained in this Agreement are for convenience in reference and are not intended to define or limit the scope of any provision.

9.2 Time of Essence. Time is of the essence in this Agreement.

9.3 Attorneys' Fees. In any action brought to enforce the provisions of this Agreement, the prevailing party shall be entitled to an award by the Court of its reasonable attorney fees and costs incurred.

9.4 Non-Waiver. Waiver by either party of or the failure of either party to insist upon the strict performance of any provision of this Agreement shall not constitute a waiver of the right or prevent any such party from requiring the strict performance of any provision in the future.

9.5 Limitation of Benefit. This Agreement does not create in or bestow upon any other person or entity not a party to this Agreement any right, privilege or benefit unless expressly provided in this Agreement. This Agreement does not in any way represent, nor should it be deemed to imply, any standard of conduct to which the parties expect to conform its operations in relation to any person or entity not a party.

9.6 Severability. Any covenant, condition or provision herein contained that is held to be invalid by any court of competent jurisdiction shall be considered deleted from this Agreement, but such deletion shall in no way affect any other covenant, condition or provision herein contained so long as such deletion does not materially prejudice the Board or Operator in its rights and obligations contained in valid covenants, conditions or provisions.

9.7 Effect of Agreement. All covenants, conditions and provisions in this Agreement shall extend to and bind the successors of the parties hereto, the assigns of the Board and to the permitted assigns of Operator.

9.8 Notices. Notices and demands provided for herein shall be sufficient if hand delivered or sent by Certified Mail, Return Receipt Requested, postage prepaid, to the addresses set forth above or to such other addresses as the parties may from time to time designate in writing. Notices given in accordance with these provisions shall be deemed received when hand delivered or mailed.

9.9 Governing Law, Venue and Waiver of Jury. This Agreement shall be governed by and construed in accordance with the laws of the State of Wyoming. Claims or disputes between the parties arising out of or relating to this Agreement or breach thereof shall be brought in a state court in and for Teton County, Wyoming, unless the parties mutually agree otherwise. For valuable consideration, and after opportunity to consult with legal counsel, the parties agree that in any action to enforce or otherwise arising under the terms of this Agreement, each party knowingly waives its right to a trial by jury as to any and all claims in such an action, and agrees instead to proceed to a trial by the court.

9.10 Entire Agreement. This Agreement embodies the entire agreement between the parties hereto concerning the subject matter hereof and supersedes all prior conversations, proposals, negotiations, understandings and agreements, whether written or oral.

9.11 Nature of Relationship. Nothing contained herein shall be deemed or construed by the parties hereto or by any third party to create the relationship of principal and agent, partnership, joint venture, or any association between the Board and Operator, it being expressly understood and agreed that neither the method of computation of fees, nor any other provisions contained in this Agreement, nor any acts of the parties hereto shall be deemed to create any relationship between the Board and Operator other than the relationship of licensor and licensee.

9.12 Non-Waiver. Waiver of any breach of covenants herein contained to be kept and performed by the Operator shall not be deemed a continuing waiver and shall not operate to bar or prevent the Board from declaring forfeiture for any succeeding breach either of the same or another condition or covenant.

9.13 Modification of Agreement. This Agreement may not be altered, modified or changed in any manner whatsoever except by a writing signed by both parties.

9.14 Assignment. Neither this Agreement nor Operator's responsibilities hereunder may be assigned by Operator without the written approval of the Board.

SIGNATURES ON FOLLOWING PAGE.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the day and year first above written.

Attest:

JACKSON HOLE AIRPORT BOARD

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John P. Carey III, Secretary

By: \_\_\_\_\_  
Melissa Turley, President

CASH LINK INC.

By: Tracy Reiter

Name: Tracy Reiter

Date: 3-6-25

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LOAD FACTOR REPORT 2026

			JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTALS
ALASKA (SkyWest)	ER7	ENPLANED	1,609	1,891											3,500
	76	FLIGHTS	44	40											84
	PASSENGERS	AVG. ENPL/FLT LOAD FACTOR	36.57 48%	47.28 62%	-	-	-	-	-	-	-	-	-	-	41.67 55%
ALASKA	737-700	ENPLANED	0	0											0
	124	FLIGHTS	0	0											0
	PASSENGERS	AVG. ENPL/FLT LOAD FACTOR	-	-	-	-	-	-	-	-	-	-	-	-	-
AMERICAN	E175	ENPLANED	0	0											0
	76	FLIGHTS	0	0											0
	PASSENGERS	AVG. ENPL/FLT LOAD FACTOR	-	-	-	-	-	-	-	-	-	-	-	-	-
AMERICAN	319	ENPLANED	6,491	7,948											14,439
	128	FLIGHTS	67	72											139
	PASSENGERS	AVG. ENPL/FLT LOAD FACTOR	96.88 76%	110.39 86%	-	-	-	-	-	-	-	-	-	-	103.88 81%
DELTA	757-200	ENPLANED	2,905	3,477											6,382
	199	FLIGHTS	22	24											46
	PASSENGERS	AVG. ENPL/FLT LOAD FACTOR	132.05 66%	144.88 73%	-	-	-	-	-	-	-	-	-	-	138.74 70%
DELTA	AIR BUS 319	ENPLANED	6,115	5,515											11,630
	132	FLIGHTS	69	61											130
	PASSENGERS	AVG. ENPL/FLT LOAD FACTOR	88.62 67%	90.41 68%	-	-	-	-	-	-	-	-	-	-	89.46 68%
UNITED (Skywest)	ER7 (E75)(E7T)	ENPLANED	1,670	1,810											3,480
	70	FLIGHTS	32	34											66
	PASSENGERS	AVG. ENPL/FLT LOAD FACTOR	52.19 75%	53.24 76%	-	-	-	-	-	-	-	-	-	-	52.73 75%
UNITED (Skywest)	ER7	ENPLANED	2,603	1,370											3,973
	76	FLIGHTS	38	20											58
	PASSENGERS	AVG. ENPL/FLT LOAD FACTOR	68.50 90%	68.50 90%	-	-	-	-	-	-	-	-	-	-	68.50 90%
DELTA (Skywest)	ER7 (ES4) (EA4)	ENPLANED	2,654	2,518											5,172
	70	FLIGHTS	48	47											95
	PASSENGERS	AVG. ENPL/FLT LOAD FACTOR	55.29 79%	53.57 77%	-	-	-	-	-	-	-	-	-	-	54.44 78%
DELTA (Skywest)	ER7 (ES5)	ENPLANED	707	361											1,068
	76	FLIGHTS	14	7											21
	PASSENGERS	AVG. ENPL/FLT LOAD FACTOR	50.50 66%	51.57 68%	-	-	-	-	-	-	-	-	-	-	50.86 67%
AMERICAN (Skywest)	CRJ 700	ENPLANED	825	837											1,662
	65	FLIGHTS	27	20											47
	PASSENGERS	AVG. ENPL/FLT LOAD FACTOR	30.56 47%	41.85 64%	-	-	-	-	-	-	-	-	-	-	35.36 54%
UNITED AIRLINES	AIR BUS A319	ENPLANED	2,953	996											3,949
	126	FLIGHTS	35	12											47
	PASSENGERS	AVG. ENPL/FLT LOAD FACTOR	84.37 67%	83.00 66%	-	-	-	-	-	-	-	-	-	-	84.02 67%
UNITED AIRLINES	AIR BUS A320	ENPLANED	9,904	11,889											21,793
	150	FLIGHTS	87	99											186
	PASSENGERS	AVG. ENPL/FLT LOAD FACTOR	113.84 76%	120.09 80%	-	-	-	-	-	-	-	-	-	-	117.17 78%
UNITED AIRLINES	737-700	ENPLANED	7,694	8,565											16,259
	126	FLIGHTS	84	87											171
	PASSENGERS	AVG. ENPL/FLT LOAD FACTOR	91.60 73%	98.45 78%	-	-	-	-	-	-	-	-	-	-	95.08 75%
Total Enplanements			46,130	47,177											93,307
Total Seats			64,757	61,430											126,187
Total Flights			567	523											1090
Total Load Factor			71.24%	76.80%	-	-	-	-	-	-	-	-	-	-	73.94%

February 2026	PASSENGERS ENPLANED				PASSENGERS DEPLANED				AIRCRAFT LANDINGS			
	THIS MONTH 2026	THIS MONTH 2025	CURRENT YTD	PREVIOUS YTD	THIS MONTH 2026	THIS MONTH 2025	CURRENT YTD	PREVIOUS YTD	THIS MONTH 2026	THIS MONTH 2025	CURRENT YTD	PREVIOUS YTD
ALASKA	1,891	1,808	3,500	3,474	1,795	1,916	3,189	3,420	40	38	84	80
AMERICAN	8,785	9,210	16,101	18,383	8,644	9,091	15,654	17,621	92	101	186	210
DELTA	11,871	12,054	24,252	24,954	12,796	12,746	24,405	24,099	139	134	292	277
UNITED	24,630	24,429	49,454	48,170	25,108	24,258	46,625	45,454	252	266	528	560
<b>TOTALS</b>	<b>47,177</b>	<b>47,501</b>	<b>93,307</b>	<b>94,981</b>	<b>48,343</b>	<b>48,011</b>	<b>89,873</b>	<b>90,594</b>	<b>523</b>	<b>539</b>	<b>1,090</b>	<b>1,127</b>
<b>PERCENT CHANGE</b>	<b>-0.68%</b>		<b>-1.76%</b>		<b>0.69%</b>		<b>-0.80%</b>		<b>-2.97%</b>		<b>-3.28%</b>	

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**ENPLANEMENT/DEPLANEMENT SUMMARY**

	2021		2022		2023		2024		2025		2026	
	ENP	DEP	ENP	DEP	ENP	DEP	ENP	DEP	ENP	DEP	ENP	DEP
JAN	32,987	28,764	44,543	40,365	46,543	40,922	46,988	41,203	47,480	42,583	46,130	41,530
FEB	33,692	34,778	45,055	45,793	45,735	46,390	47,027	48,833	47,501	48,011	47,177	48,343
MAR	42,218	37,708	53,990	47,033	50,621	45,361	51,565	45,313	52,806	44,334	0	0
APR	18,834	17,318	8,492	7,915	20,551	19,320	21,463	20,847	19,931	20,323	0	0
MAY	28,107	28,844	0	0	22,559	26,039	27,870	33,630	32,102	37,971	0	0
JUN	63,491	67,750	2,788	6,027	54,283	59,855	57,482	62,492	66,563	72,761	0	0
JUL	77,421	76,225	59,565	63,560	64,100	64,861	64,522	66,328	76,791	77,904	0	0
AUG	74,093	67,990	63,140	60,029	65,164	63,209	67,127	66,247	76,248	76,819	0	0
SEP	55,861	53,918	52,676	50,536	51,936	49,081	55,666	51,327	67,452	63,441	0	0
OCT	31,381	25,214	27,010	22,539	29,818	28,739	37,948	31,394	41,622	34,417	0	0
NOV	18,096	18,083	16,986	16,880	17,675	17,335	18,442	17,809	19,753	18,656	0	0
DEC	32,657	43,017	31,448	41,587	31,757	41,158	31,192	42,461	32,453	43,398	0	0
<b>TOTAL</b>	<b>508,838</b>	<b>499,609</b>	<b>405,693</b>	<b>402,264</b>	<b>500,742</b>	<b>502,270</b>	<b>527,292</b>	<b>527,884</b>	<b>580,702</b>	<b>580,618</b>	<b>93,307</b>	<b>89,873</b>

# 2026 Tower Operations

	COMMERCIAL	GENERAL AVIATION	MILITARY	TOWER TOTALS
JAN	1107	2102	8	3,217
FEB	1046	1893	20	2,959
MAR				-
APR				-
MAY				-
JUNE				-
JULY				-
AUG				-
SEPT				-
OCT				-
NOV				-
DEC				-
<b>TOTALS</b>	<b>2153</b>	<b>3995</b>	<b>28</b>	<b>6176</b>

\*These numbers do not include aircraft prior to 0700 or after 2100.

**JH Airport 2025 vs 2026 GA and Commercial Activity\***

GA	2025	2026	%Change Month 2025	Ops Count	2025 YTD % Change	Ops Count YTD	Commercial	2025	2026	%Change Month 2025	Ops Count	2025 YTD % Change	Ops Count YTD	Overall	2025	2026	%Change Month 2025	Ops Count	2025 YTD % Change	Ops Count YTD
JAN	2,035	2,110	3.69%	75	3.69%	75	JAN	1,185	1,107	-6.58%	-78	-6.58%	-78	JAN	3,220	3,217	-0.09%	-3	-0.09%	-3
FEB	1,800	1,913	6.28%	113	4.90%	188	FEB	1,068	1,046	-2.06%	-22	-4.44%	-100	FEB	2,868	2,959	3.17%	91	1.45%	88
MAR	1,640	0					MAR	1,188	0					MAR	2,828	0				
APR	806	0					APR	493	0					APR	1,299	0				
MAY	1,302	0					MAY	695	0					MAY	1,997	0				
JUNE	2,252	0					JUNE	1,410	0					JUNE	3,662	0				
JULY	3,066	0					JULY	1,530	0					JULY	4,596	0				
AUG	3,529	0					AUG	1,510	0					AUG	5,039	0				
SEPT	2,395	0					SEPT	1,307	0					SEPT	3,702	0				
OCT	1,651	0					OCT	809	0					OCT	2,460	0				
NOV	1,138	0					NOV	458	0					NOV	1,596	0				
DEC	1,729	0					DEC	855	0					DEC	2,584	0				
<b>TOTALS</b>	<b>23,343</b>	<b>4,023</b>					<b>TOTALS</b>	<b>12,508</b>	<b>2,153</b>					<b>TOTALS</b>	<b>35,851</b>	<b>6,176</b>				

\*These numbers do not include aircraft prior to 0700 or after 2130.



# MEMO

**TO:** Jackson Hole Airport Board

**FROM:** Jim Elwood, A.A.E.

**SUBJECT:** March 17 Budget Workshop

**DATE:** 3/11/2026

Thank you for taking the time to meet with us earlier this month for the first budget workshop on capital. The March 16 workshop will focus on revenues and expenses across the three enterprise centers and will be held immediately after the Board meeting. In preparation for the workshop, the following information will help the discussion and allow further budget refinement.

Several documents are included with this summary as outlined below:

1. Summary spreadsheet comparing the 2025-2026 approved budgeted **revenues** to the proposed 2026-2027 budgeted revenues (airport operations, FBO, fuel farm).
2. Summary spreadsheet comparing the 2025-2026 approved budget **expenses** to the proposed 2026-2027 budgeted expenses (airport operations, FBO, fuel farm).
3. Payroll summary spreadsheet with a comparison of 2025-2026 approved payroll expenses to the proposed 2026-2027 payroll budget.

When preparing the budget for this year the following assumptions were made:

1. Aircraft operations and fuel purchases will follow historic trends
2. Rental car rents and minimum annual guarantees have been updated based on contract amounts
3. Terminal rent will increase 12%
4. Commercial airline landing fees will increase 12% to \$9.16 / 1,000 pounds landed
5. General aviation landing fees will increase 12% to \$10.86 / 1,000 pounds landed
6. There is an adjustment to the glycol dispensing fee from \$3.00 per gallon to \$5.00 per gallon. This fee helps to offset the construction and future operating/maintenance costs of the new glycol dispensing system.
7. The proposed budget includes bringing the contracted nighttime security operation in-house to enhance responsiveness. This results in the addition of 3 full-time staff.
8. Where possible, expenses have been projected as expected to occur using a zero-based budget process. When necessary, a 5% escalator has been applied to reflect an adjustment in inflation.
9. Certain costs have been allocated between the Operations, FBO, and Fuel Farm enterprise centers where appropriate.

## HR Initiatives

With this memo, staff also wanted to provide background on the recommendation for merit (performance-based) increases for staff for FY 2026-2027. What has been included in the budget is for discussion purposes. For background, every employee of the airport receives a thorough annual review to coincide with the end of the fiscal year. A defined pool of funds is distributed based on these

performance assessments. Once the performance assessments are complete, the management team meets to ensure that there is consistency in the process and in how increases are applied.

The airport has never done a cost-of-living (COLA) increase for three main reasons: 1) we feel that doing so would create an expectation of “automatic” pay increases; 2) the airport has other benefits in place that directly address cost of living concerns (the Housing & Transportation Stipend, for example); and 3) keeping pay increases performance based reinforces the culture of excellence we have worked hard to establish.

Historically, the merit pool has averaged approximately 6%, except for 2020, when all increases were suspended for a full fiscal year due to the pandemic. For FY 26-27, we strongly recommend maintaining the 6% average. In support of that recommendation, we offer the following background:

1. The airport has had a strong year financially and can support a 6% increase.
2. Airport staff had an above-and-beyond performance year, with numerous capital and other projects being completed while maintaining the highest levels of service and stewardship.
3. While we do not utilize a traditional COLA increase, we still review data from the WY Department of Economic Analysis to inform our recommendations every year. These data points include:
  - a. Statewide, inflation averaged 4.2% over the last year. This average includes parts of the State where cost of living is less than half of what it is in Teton County.
  - b. The cost of renting a single-family home in Teton County rose by 6.5% in the last year. The average price of apartment and home rentals has increased by approximately 40% since 2021.
  - c. Cost of living in outlying areas (Lincoln, Sublette, and Fremont Counties in WY and Teton and Madison Counties in ID), where nearly half of airport employees live, has continued to rise, in some cases at a higher rate than in Teton County.
  - d. Overall, the cost of living in Teton County is approximately 75% higher than the national average.

Based on this information, staff feel that a 6% merit pool is the minimum threshold for keeping pace with the challenging economic conditions in this region that all airport employees experience. Importantly, that amount gives us the latitude to incentivize high performance by allocating higher percentage increases to higher performing employees and allocating lower, or in rare instances, no increase to lower performing employees. This recommendation can be accommodated in FY 26-27 based on our revenue projections. We look forward to discussing this recommendation with the Board and answering any questions.

When comparing the proposed budget for 2026-2027 with the approved budget from 2025-2026, the percentage change across all three enterprise centers is projected to be 15% in revenue and 10% in expenses. Following the March 16<sup>th</sup> budget workshop, staff will prepare and send an updated budget document for consideration at the April 7<sup>th</sup> workshop. That document will incorporate all the feedback received from the Board as we continue to refine the budget. At the April 7<sup>th</sup> workshop, the goal will be to discuss any final changes and have the budget ready for adoption at the April 15<sup>th</sup> Regular Board Meeting. Additionally, a summary document will be generated to make it easier to see all the combined enterprise funds plus capital.

Jim

<b>JAC Operations</b>	<b>Proposed Budget FY 2026-2027</b>	<b>Approved Budget FY 2025-2026</b>	<b>2026-2027 vs 2025-2026 Approved % Change</b>	<b>Projected FY 2025-2026</b>	<b>Explanation</b>
<b>Revenue</b>					
<b>Commercial Airline Landing Fees</b>					
Alaska	242,834	310,359	-22%	210,101	Budget based on projected activity and 12% adjustment in landing fees
American	1,683,903	1,372,039	23%	1,511,693	Budget based on projected activity and 12% adjustment in landing fees
Delta	1,808,621	1,334,676	36%	1,572,286	Budget based on projected activity and 12% adjustment in landing fees
United	3,208,855	2,812,175	14%	2,879,295	Budget based on projected activity and 12% adjustment in landing fees
<b>Total Commercial Landing Fees</b>	<b>6,944,213</b>	<b>5,829,249</b>	<b>19%</b>	<b>6,173,376</b>	
<b>Commercial Airline Terminal Rent</b>					
Alaska	18,902	16,877	12%	16,792	
American	64,700	57,768	12%	57,480	
Delta	64,435	57,531	12%	57,064	
United	82,850	73,973	12%	73,605	
<b>Total Commercial Rent</b>	<b>230,887</b>	<b>206,149</b>	<b>12%</b>	<b>204,941</b>	
<b>Commercial Airline Other Income</b>					
Ticket Counter Space	589,753	526,564	12%	526,564	
ATO Circulation	85,465	76,308	12%	76,308	
Security Holdroom	1,976,071	1,764,350	12%	1,764,350	
Baggage Claim	1,101,989	983,919	12%	983,919	
Baggage Storage Office	94,600	84,464	12%	84,464	
Checked Baggage Inspection System	773,308	690,454	12%	690,454	
Baggage Handling (Makeup) Area	852,339	761,017	12%	761,017	
Ground Handling License Fee	18,000	6,000	200%	18,000	
<b>Total Commercial Other Income</b>	<b>5,491,525</b>	<b>4,893,077</b>	<b>12%</b>	<b>4,905,076</b>	
<b>JHFS (FBO) Revenue</b>					
FBO Landing Fees	2,666,479	2,332,020	14%	2,380,785	Adjustment based on consistent activity level with 12% adjustment in fee
FBO Rent (Hangar, TieDown, Parking)	576,505	453,498	27%	549,052	
FBO Flowage Fee	1,310,012	1,056,798	24%	1,271,876	
<b>Total FBO Revenue</b>	<b>4,552,996</b>	<b>3,842,316</b>	<b>18%</b>	<b>4,201,713</b>	
<b>General Aviation (non-FBO) Income</b>					
Landing Fees - Non FBO	41,491	41,600	0%	37,046	Adjustment based on consistent activity level with 12% adjustment in fee
Rental/User/Utility Fees	139,904	120,846	16%	121,656	
<b>Total Non-FBO Revenue</b>	<b>181,396</b>	<b>162,446</b>	<b>12%</b>	<b>158,702</b>	
<b>Glycol Fuel Facility Fee</b>	<b>500,000</b>	<b>300,000</b>	<b>67%</b>	<b>230,000</b>	New fee introduced in 2025-2026. Proposing adjust to \$5.00 per gallon for 2026-2027
<b>On Airport Rental Car Concession Income</b>					
Avis Budget	3,534,000	3,533,250	0%	3,396,856	Third year minimum annual guarantee
Enterprise National	2,435,075	2,435,075	0%	2,579,398	Third year minimum annual guarantee
Hertz	4,000,003	3,400,000	18%	3,400,000	Third year minimum annual guarantee

JAC Operations	Proposed Budget FY 2026-2027	Approved Budget FY 2025-2026	2026-2027 vs 2025-2026 Approved % Change	Projected FY 2025-2026	Explanation
<b>Total On-Airport RAC Concession</b>	<b>9,969,078</b>	<b>9,368,325</b>	<b>6%</b>	<b>9,376,253</b>	
Other Rental Car Income (Rent/Fees)	238,349	196,981	21%	235,989	Difference due to rental car usage of additional space
On-Airport RAC Terminal Rent	208,866	193,530	8%	186,488	
On-Airport RAC Ready/Return	353,770	353,770	0%	353,770	
On-Airport RAC Storage Stall	206,723	173,904	19%	173,904	
QTA O&M	557,229	309,591	80%	506,572	Adjustment to cover increased O&M costs at QTA
Off-Airport RAC Concession	523,466	450,000	16%	484,691	
<b>Total RAC Other Income</b>	<b>2,088,403</b>	<b>1,677,776</b>	<b>24%</b>	<b>1,941,413</b>	
<b>Ground Transportation Income</b>					
Courtesy Shuttle Fee	22,800	15,750	45%	22,800	
Taxi Registered Vehicles	109,509	80,968	35%	109,509	
Vehicle Permit Fee	2,500	210	1090%	2,500	
Transportation Network Company	189,179	120,749	57%	189,179	
Peer to Peer Car Sharing	309,527	200,000	55%	309,527	
Curb Violation	13,855	-	-	13,855	
<b>Total Ground Transportation</b>	<b>647,370</b>	<b>417,677</b>	<b>55%</b>	<b>647,370</b>	Projections based on activity level
<b>Other Income</b>					
Parking Fees	2,500,000	2,313,773	8%	2,500,000	
Restaurant Concession	725,000	800,000	-9%	800,000	New Concession Operator - projecting revenue at first year MAG
Other Concession	25,650	21,000	22%	25,650	
Space Rental	61,438	61,438	0%	61,438	
Security	101,351	95,266	6%	101,351	
Interest Income	900,000	300,000	200%	716,136	Variation due to changes in interest rates and amount of funds invested
Gas Tax Refund	275,000	250,000	10%	287,813	
Misc	145,000	135,600	7%	270,000	Includes disposal of assets. Projected 2025-2026 has sale of Administration trailer.
<b>Total Other Income</b>	<b>4,733,438</b>	<b>3,977,077</b>	<b>19%</b>	<b>4,762,387</b>	
<b>Revenue Total</b>	<b>35,339,306</b>	<b>30,674,091</b>	<b>15%</b>	<b>32,601,231</b>	
<b>Expenses</b>					
<b>Payroll and Personnel</b>					
<b>Personnel Expenses</b>	<b>20,301,736</b>	<b>17,695,673</b>	<b>15%</b>	<b>17,648,088</b>	Variation between FY 2025-2026 and 2026-2027 due to filling vacant positions, adding new positions and 6% merit pool
<b>Administrative Expense</b>					
Office Supplies	82,000	69,500	18%	69,921	
Postage Courier Shipping	7,765	7,600	2%	6,961	
Bank Service Charges	2,744	5,000	-45%	2,664	
Merchant Services	108,690	110,000	-1%	105,524	
Dues & Subscription	55,545	23,757	134%	48,531	Membership in industry community and industry organizations
Conferences (Directors)	177,303	177,650	0%	177,650	
Meetings (Directors)	110,230	125,300	-12%	112,700	
Meeting, Training & Schooling	292,950	253,575	16%	254,739	
Adverts (Employ, BOD, RFB)	47,513	41,711	14%	36,224	
Customer Relations	109,000	109,000	0%	105,000	

JAC Operations	Proposed Budget FY 2026-2027	Approved Budget FY 2025-2026	2026-2027 vs 2025-2026 Approved % Change	Projected FY 2025-2026	Explanation
Community Outreach	530,841	560,310	-5%	591,495	
Employee Relations	124,379	133,530	-7%	96,790	
Uniforms	90,930	90,930	0%	84,423	
Office Equipment (Rent/Own)	9,447	2,202	329%	9,447	
Parking Program Discount Uber/Lyft	2,000	2,000	0%	1,990	
Legal	191,250	157,500	21%	161,709	
Accounting/Auditing	165,250	140,000	18%	140,000	A portion of this includes the Geothermal rebate work
Program Services/Consulting	125,000	75,000	67%	227,553	2025-2026 included professional services for concessions RFP
Bus.SupportServices/Mktg	129,500	135,663	-5%	146,722	
TOJ Law Enforcement Support	838,615	756,143	11%	756,143	
Night Security	-	159,538	-100%	159,538	Propose in house night security, expense included in payroll
User Fees (GTNP)	1,346,445	1,248,200	8%	1,234,637	Estimated based on projected airport revenues
HR Services	103,700	58,396	78%	103,700	Additional training for supervisory staff implemented mid-year
Medical Oversight Services	15,000	12,750	18%	15,000	
<b>Administrative Expenses Total</b>	<b>4,666,095</b>	<b>4,455,252</b>	<b>5%</b>	<b>4,649,062</b>	
<b>Environmental</b>					
Noise Abatement Plan (Fly Quiet) Commercial AC Shar	20,000	26,000	-23%	22,244	
USGS Water Testing	175,200	175,200	0%	167,900	
Environmental Planning	110,250	110,000	0%	100,457	
Locate/Digs	15,000	15,000	0%	15,000	
PFAS Initiatives	115,500	120,000	-4%	52,500	Includes residential water well sampling, filter system purchase/installation
Carbon Offsets	15,500	10,000	55%	15,500	
Recycling Initiatives	7,040	7,040	0%	3,200	
TC Drinking Water Testing	15,000	10,500	43%	15,000	
Food Composting	3,000	2,010	49%	3,000	
Carbon Accreditation	75,000	60,000	25%	60,000	
Resiliency Road Map	35,000	56,400	-38%	51,951	Continued work on Resiliency Initiatives
Urban Night Sky Place	8,750	60,000	-85%	58,084	This project has been completed and will only require small updates
Environmental Other	100,000	10,000	900%	91,544	Includes work on geothermal energy credit
<b>Environmental</b>	<b>695,240</b>	<b>662,150</b>	<b>5%</b>	<b>656,379</b>	
<b>Licenses &amp; Property Insurance</b>					
Licenses	1,500	1,500	0%	1,500	
Property Insurance	686,906	775,978	-11%	656,664	
<b>Licenses &amp; Property Insurance Total</b>	<b>688,406</b>	<b>777,478</b>	<b>-11%</b>	<b>658,164</b>	
<b>Airfield/ARFF</b>					
Tools & Supplies	12,600	10,600	19%	10,311	
RVR Maintenance	16,400	12,400	32%	12,477	
Signs & Lights	40,000	36,000	11%	33,566	
Perimeter Gates & Fences	24,000	24,000	0%	14,000	Planned repairs to perimeter gates and fences
Other General/Maintenance	43,160	30,000	44%	30,000	Includes minor airfield/ramp repairs.
ARFF - Full Scale/TableTop	20,000	24,000	-17%	24,000	
ARFF - Training/Certification	27,600	27,600	0%	28,800	

JAC Operations	Proposed Budget FY 2026-2027	Approved Budget FY 2025-2026	2026-2027 vs 2025-2026 Approved % Change	Projected FY 2025-2026	Explanation
ARFF - Medical Supplies	7,440	7,440	0%	7,200	
ARFF - Fire Retardant Supplies	2,120	21,120	-90%	21,120	Full replacement of fire retardant supply in 2025-2026.
ARFF - Others	73,200	73,200	0%	73,200	
<b>Airfield/ARFF Total</b>	<b>266,520</b>	<b>266,360</b>	<b>0%</b>	<b>254,674</b>	
<b>Control Tower</b>					
ATCT/RVR Maint. Agreement	20,000	26,000	-23%	20,000	
Serco Housing	33,000	28,800	15%	21,012	Adjusted from \$1,200 per mo to \$1,500 per mo.
Other General/Maintenance	22,000	19,000	16%	19,000	Includes HVAC maintenance
Tools & Supplies	4,000	4,000	0%	4,000	
<b>Control Tower Total</b>	<b>79,000</b>	<b>77,800</b>	<b>2%</b>	<b>64,012</b>	
<b>Security</b>					
Tools & Supplies	20,000	16,200	23%	15,000	
Clearing House (Fingerprint)	59,200	53,280	11%	46,400	
Security Supplies	15,000	15,000	0%	15,000	
Security (Licenses)	47,276	49,716	-5%	49,900	
Security Equipment	120,000	150,500	-20%	150,000	Purchase additional storage servers to support cameras and video storage capacity; replace old cameras across facility (price per camera has increased)
Security Locks/Keys	25,000	27,000	-7%	20,000	
Other General/Maintenance	19,822	19,823	0%	15,000	
<b>Security Total</b>	<b>306,298</b>	<b>331,518</b>	<b>-8%</b>	<b>311,300</b>	
<b>Information Technology (IT)</b>					
Tools & Supplies	42,000	40,110	5%	43,997	
Displays	38,400	31,515	22%	37,000	
Software/Updates	172,850	168,583	3%	164,027	
Software OnLine Backup	32,600	31,170	5%	28,000	
Website Maintenance	25,000	125,000	-80%	121,000	Website updates in FY 2025-2026 with carryover into FY 2026-2027
HRIS Maintenance	56,000	48,918	14%	47,077	
Accounting System Maintenance	5,000	4,775	5%	8,090	
Flight Tracker	2,300	2,101	9%	2,200	
Common Use Supplies	15,000	15,000	0%	15,000	
Common Use Parts	25,000	15,000	67%	15,000	
Common Use Subscription	114,000	85,000	34%	85,000	
CyberSecurity	270,300	210,100	29%	209,340	
Computer Equipment <\$5K	147,000	118,474	24%	146,119	
Radio Equipment	80,000	62,075	29%	59,373	
IT Equipment Maintenance	36,000	23,875	51%	20,000	
PublicAddressPagingSystem	53,000	26,500	100%	24,000	Update or replace public address/paging system in terminal
<b>Information Technology (IT) Total</b>	<b>1,114,450</b>	<b>1,008,197</b>	<b>11%</b>	<b>1,025,221</b>	
<b>Parking</b>					
Tools & Supplies	10,000	7,000	43%	32,816	
PARCS Contracts	65,000	65,000	0%	65,000	
PARCS Maint/Spare Parts	45,000	30,000	50%	37,000	Maintain parking access management system and replace parts as needed

JAC Operations	Proposed Budget FY 2026-2027	Approved Budget FY 2025-2026	2026-2027 vs 2025-2026 Approved % Change	Projected FY 2025-2026	Explanation
Parking Signs & Supplies	40,000	30,000	33%	30,000	
Supplies (Host Area)	5,000	7,000	-29%	5,000	
Towing Expense	5,000	25,000	-80%	5,000	
<b>Parking Total</b>	<b>170,000</b>	<b>164,000</b>	<b>4%</b>	<b>174,816</b>	
<b>Building Facilities</b>					
Tools & Supplies	200,000	170,000	18%	170,000	
HVAC	77,500	84,500	-8%	75,000	
Sprinkler & Fire Detection	66,000	51,000	29%	51,000	
Roofs	10,000	8,500	18%	10,000	
Doors	150,000	150,000	0%	150,000	Service and replace terminal doors and garage doors
Flooring	80,000	69,500	15%	65,000	Replace carpet tiles (as needed), entryway carpets, refinish terminal lobby floor
Wall Finishings	40,000	17,000	135%	20,000	
Bag Belt (CBIS)	103,000	103,000	0%	103,000	Service contract and parts
Generators	23,690	20,000	18%	23,690	
Electrical	162,000	167,000	-3%	165,816	Includes all electrical across airport (parking lots, lighting, terminal, etc.)
Plumbing (LiftStation/Sumps)	110,000	115,690	-5%	114,000	
Furniture & Fixtures	190,000	124,000	53%	125,000	Refurbish landside ticket lobby chairs, FFE equipment maintenance
Fencing/Gates	15,000	6,000	150%	15,000	
IT Infrastructure	55,000	55,000	0%	55,000	Annual fiber line repair
Landscaping	235,000	160,000	47%	153,500	Planned tree replacement
Equipment/Rental	25,000	25,000	0%	25,000	
Other General/Maintenance	117,500	60,000	96%	60,000	Continued upgrade/refresh of airport building areas
Elevator	9,000	3,000	200%	3,000	Added 2 additional elevators
Water Well Maint & Repair	50,000	45,000	11%	50,000	
Small Non-Capital Projects	35,000	35,000	0%	35,000	
Landside/Parking	60,000	60,000	0%	60,000	
Pest Control	6,000	6,000	0%	6,000	
<b>Building Facilities Total</b>	<b>1,819,690</b>	<b>1,535,190</b>	<b>19%</b>	<b>1,535,006</b>	
<b>Custodial</b>					
Tools & Supplies	118,166	103,120	15%	102,500	Includes replacement floor buffer, replacement burnisher, new carpet extractor, additional floor maintenance products
Cleaning Supplies	320,000	238,000	34%	237,500	
Other General/Maintenance	55,000	38,000	45%	35,000	
<b>Custodial Total</b>	<b>493,166</b>	<b>379,120</b>	<b>30%</b>	<b>375,000</b>	
<b>Utilities</b>					
Telephone	63,345	55,913	13%	54,016	
Internet	26,666	14,484	84%	21,666	
Electricity & Power	523,688	505,312	4%	498,750	
Garbage & Disposal	130,304	115,985	12%	124,099	
Waste Water Maintenance	80,000	80,000	0%	80,000	
Waste Water Flow Fees	191,195	164,610	16%	164,610	
<b>Utilities Total</b>	<b>1,015,198</b>	<b>936,304</b>	<b>8%</b>	<b>943,141</b>	

JAC Operations	Proposed Budget FY 2026-2027	Approved Budget FY 2025-2026	2026-2027 vs 2025-2026 Approved % Change	Projected FY 2025-2026	Explanation
<b>Vehicles/Snow Removal</b>					
Tools & Supplies	86,302	127,115	-32%	121,293	
Parts	67,800	74,101	-9%	71,380	
Sand/Deicer	36,725	26,000	41%	25,918	
Parts (Bits)	28,250	19,520	45%	38,410	
Broom Bristles	60,568	42,880	41%	64,257	
Tires	42,375	39,776	7%	33,763	Variance depending on vehicle utilization and oil prices
Fuel (Unleaded/Diesel)	99,429	81,032	23%	81,251	Variance depending on vehicle utilization and fuel prices
Contract Services (Equipment Rental)	5,650	8,000	-29%	4,520	
Other General/Maintenance	168,461	181,957	-7%	103,082	Variance depending on vehicle utilization
Snow Plow Training Program	11,300	8,000	41%	4,520	
<b>Snow Removal Total</b>	<b>606,860</b>	<b>608,381</b>	<b>0%</b>	<b>548,393</b>	
<b>QTA Operations</b>					
Tools & Supplies	20,000	20,000	0%	26,912	
Parts	85,000	85,000	0%	87,643	
Other General/Maintenance	40,000	40,000	0%	40,000	
Sumps Disposal	16,000	-	-	15,500	
Charged Labor	80,000	-	-	67,000	Labor performed by staff at the QTA is billed to this account
HVAC	10,000	9,500	5%	6,000	
Electricity & Power	31,500	31,500	0%	31,500	
Garbage & Disposal	10,500	10,500	0%	10,500	
Sewer (WWCS)	10,500	10,500	0%	10,500	
Recycling Initiatives	8,000	8,000	0%	8,000	
Property Insurance	47,654	38,677	23%	38,677	
<b>QTA Operations Total</b>	<b>359,154</b>	<b>253,677</b>	<b>42%</b>	<b>342,232</b>	
<b>Expenses Total</b>	<b>32,581,812</b>	<b>29,151,099</b>	<b>12%</b>	<b>29,185,488</b>	
<b>Bond Revenue Sources</b>					
Customer Facility Charges	2,536,515	2,153,551	18%	2,536,515	
Passenger Facility Charges	2,088,748	2,004,000	4%	2,027,911	
<b>Bond Revenue Sources Total</b>	<b>4,625,263</b>	<b>4,157,551</b>	<b>11%</b>	<b>4,564,426</b>	
<b>Debt Service Principle &amp; Interest Payment</b>					
6-801.002 - DSI - BOW 2018 \$8.5M	1,195,754	1,249,375	-4%	1,249,375	Rental car car wash (QTA) bond - anticipated pay off November 2027
6-801.005 - DSI - FIB 2022A \$16.3M	2,027,461	2,079,865	-3%	2,079,865	Restaurant construction bond - anticipated pay off October 2032
<b>Debt Service Payment Total</b>	<b>3,223,215</b>	<b>3,329,240</b>	<b>-3%</b>	<b>3,329,240</b>	
<b>Operations Net Income after Bond Pmt</b>	<b>4,159,543</b>	<b>2,351,303</b>		<b>4,650,929</b>	

<b>FBO Operations</b>	<b>Proposed Budget FY 2026-2027</b>	<b>Approved Budget FY 2025-2026</b>	<b>2026-2027 vs 2025-2026 % Change</b>	<b>Projected FY 2025-2026</b>	<b>Explanation</b>
<b>Revenue</b>					
<b>Aircraft Fuel and Services</b>					
4-301.001 - Jet A Airline (AvFuel-ITP)	2,603,685	2,395,063	9%	2,527,850	
4-301.002 - Jet A GA (AvFuel-ITP)	17,284,926	14,606,441	18%	16,461,834	
4-301.003 - Jet A Fuel Retail Sales	5,410,961	5,306,643	2%	5,357,387	
4-301.004 - AvGas Fuel Retail Sales	103,293	107,634	-4%	102,119	
4-301.005 - Hook Up Fee (Airlines-ITP)	87,094	59,144	47%	80,642	
4-301.006 - Jet A Defuel	0	500	-100%	0	
4-301.007 - FSII Additive	23,190	20,524	13%	22,086	
4-301.008 - GPU/PowerCart/Airstart	152,117	134,690	13%	144,873	
4-301.009 - Potable Water	20,301	15,698	29%	19,334	
4-301.010 - GA Lavatory Service	195,857	156,825	25%	186,530	
4-301.011 - GA DishWashing	15,316	12,700	21%	14,587	
4-301.012 - Nitrogen	5,544	10,000	-45%	5,280	
4-301.014 - Oxygen	6,736	3,675	83%	6,416	
4-301.015 - Oil Sales	13,181	10,253	29%	12,554	
4-301.016 - Ramp Fee	2,659,821	2,720,810	-2%	2,509,265	
4-301.017 - Line Call Out	473	756	-38%	450	
4-301.018 - Deice Fluid - Glycol T-I	2,021,680	2,199,963	-8%	1,925,410	
4-301.019 - Glycol Disp. Fee - Glycol T-I	149,627	190,575	-21%	142,502	
4-301.020 - Deice Fluid - Glycol T-IV	273,683	255,879	7%	260,651	
4-301.021 - Glycol Disp. Fee - Glycol T-IV	21,126	15,179	39%	20,120	
4-301.022 - TKS Fluid	2,418	1,878	29%	2,303	
4-301.024 - Belt Loader Service	1,200	1,600	-25%	1,200	
4-301.026 - Aircraft Stairs/ForkLift	800	1,000	-20%	800	
4-301.027 - Compressed Air/Fee	184	3,000	-94%	175	
4-301.029 - Glycol T-I Deicing Fluid FF	75,930	0	-	72,314	
4-301.030 - Glycol T-IV Deicing Fluid FF	11,340	0	-	10,800	
4-301.101 - Hangar Rent Transient	1,181,951	660,661	79%	1,125,668	
4-301.102 - H-Hangar Rent Based	333,169	144,000	131%	317,304	
4-301.103 - T-Hangar Rent Based	33,075	21,600	53%	31,500	
4-301.201 - Day Ramp Parking	21,583	18,144	19%	20,555	
4-301.202 - Overnight Ramp Parking	1,528,393	1,670,424	-9%	1,513,260	
4-301.203 - Parking Tied Down Based	5,040	6,000	-16%	4,800	
4-301.401 - Catering/Vendor Commissions	79,295	71,512	11%	75,519	
4-301.403 - Office Space Rental	7,071	6,216	14%	6,734	
4-301.404 - Outside Maintenance Fee	226,085	131,500	72%	220,571	
4-301.405 - Aerial Space Rental	53,405	0	-	50,862	
4-301.409 - Miscellaneous	39,032	10,000	290%	37,173	
<b>Aircraft Fuel and Services Total</b>	<b>34,648,581</b>	<b>30,977,456</b>	<b>12%</b>	<b>33,291,426</b>	Projections based on historic activity
<b>Airport Fees Collected Airlines</b>					

	Proposed Budget FY 2026-2027	Approved Budget FY 2025-2026	2026-2027 vs 2025-2026 % Change	Projected FY 2025-2026	Explanation
<b>FBO Operations</b>					
4-302.001 - Customer Facility Fee Airlines	338,005	315,123	7%	328,160	Projections based on historic activity
4-302.002 - Fuel Facility User Fee Airline	1,557,908	1,260,492	24%	1,512,532	Projections based on historic activity
4-302.003 - Airline Flow Fee Airlines	1,014,120	945,369	7%	984,582	Projections based on historic activity
<b>Airport Fees Collected Airlines Total</b>	<b>2,910,033</b>	<b>2,520,985</b>	<b>15%</b>	<b>2,825,274</b>	
<b>Airport Fees Collected GA</b>					
4-303.001 - Landing Fees GA	3,137,034	2,932,548	7%	2,800,923	Projection based on historic activity and 12% landing fee adjustment
4-303.002 - Customer Facility Fee GA - Jet	181,406	160,062	13%	176,122	Projections based on historic activity
4-303.003 - Customer Facility Fee GA - AvGas	600	625	-4%	591	Projections based on historic activity
<b>Airport Fees Collected GA Total</b>	<b>3,319,040</b>	<b>3,093,235</b>	<b>7%</b>	<b>2,977,637</b>	
<b>Maintenance Services</b>					
4-304.001 - Maint-Labor Airline	125,968	72,820	73%	117,727	
4-304.002 - Maint-CallOutFee Airline	226,328	145,100	56%	215,550	
4-304.003 - Maint-CallOutFee-OT Airline	544,015	291,615	87%	508,425	
4-304.004 - Maint-Labor GA	43,867	44,453	-1%	40,997	
4-304.005 - Maint-CallOutFee GA	13,545	12,850	5%	12,900	
4-304.006 - Maint-CallOutFee-OT GA	30,181	37,478	-19%	28,744	
4-304.007 - Shop Supply Fee Airline	37,596	22,001	71%	35,806	
4-304.008 - Maint-Parts/Accessories Airlin	358	500	-28%	334	
4-304.009 - Shop Supply Fee GA	3,972	4,868	-18%	3,783	
4-304.010 - Maint-Parts/Accessories GA	831	5,000	-83%	791	
4-304.011 - Maint-LavDump Fee	77,896	10,500	642%	72,800	
4-304.012 - Maint-LS Labor Airline	315	1,000	-69%	300	
4-304.014 - Maint-GSE Rental	12,128	2,450	395%	11,550	
4-304.015 - Maint-Oil Sales	1,722	100	1622%	1,640	
4-304.016 - Maint-Oxygen	499	500	0%	475	
4-304.017 - Maint-Nitrogen	1,050	275	282%	1,000	
4-304.018 - Maint-Battery	688	1,000	-31%	655	
4-304.020 - Maint-Potable Water	263	250	5%	250	
4-304.021 - Maint-Defuel	3,066	0	-	2,920	
4-304.025 - Maint-Miscellaneous	7,389	0	-	7,037	
<b>Maintenance Services Total</b>	<b>1,131,675</b>	<b>653,908</b>	<b>73%</b>	<b>1,063,685</b>	Projections based on historic activity
<b>Non-Aero-Transportation</b>					
4-305.001 - On-FBO RAC - MAG/Concession	472,500	366,670	29%	450,000	
4-305.002 - On-FBO RAC - Counter Rent	13,840	13,181	5%	13,181	
4-305.003 - On-FBO RAC - Storage T-Hangar	37,800	24,000	58%	36,000	
4-305.004 - On-FBO RAC - Parking Stall	126,000	120,000	5%	120,000	
4-305.005 - On-FBO RAC - Storage Space \$7	83,021	49,918	66%	79,068	
<b>Non-Aero-Transportation Total</b>	<b>733,161</b>	<b>573,769</b>	<b>28%</b>	<b>698,249</b>	
<b>Revenue Total</b>	<b>42,742,489</b>	<b>37,819,353</b>	<b>13%</b>	<b>40,856,271</b>	

<b>FBO Operations</b>	<b>Proposed Budget FY 2026-2027</b>	<b>Approved Budget FY 2025-2026</b>	<b>2026-2027 vs 2025-2026 % Change</b>	<b>Projected FY 2025-2026</b>	<b>Explanation</b>
<b>Cost Of Goods Sold</b>					
<b>CGS-Airport Fuel &amp; Services</b>					
5-301.001 - COGS Jet A Fuel Retail	1,701,453	1,927,721	-12%	1,651,896	
5-301.002 - COGS AvGas Fuel Retail	65,529	70,000	-6%	64,561	
5-301.003 - COGS FSII Additive	8,930	6,000	49%	8,505	
5-301.006 - COGS Oil Sales	270	8,000	-97%	257	
5-301.007 - COGS Deice Fluid - Glycol T-I	286,634	435,000	-34%	272,985	
5-301.008 - COGS Deice Fluid - Glycol T-IV	65,371	70,000	-7%	62,258	
5-301.009 - COGS TKS Fluid	11,344	0	-	10,804	
5-301.010 - COGS Disposal - Glycol T-I	68,428	82,000	-17%	65,170	
5-301.011 - COGS Disposal - Glycol T-IV	18,370	17,000	8%	17,496	
5-301.013 - COGS-DF FacilityFee G-TI	30,555	0	-	29,100	
5-301.014 - COGS-DF FacilityFee G-TIV	9,910	0	-	9,438	
<b>CGS-Airport Fuel &amp; Services Total</b>	<b>2,266,794</b>	<b>2,615,721</b>	<b>-13%</b>	<b>2,192,468</b>	
<b>CGS-Airport Fees Airlines</b>					
5-302.001 - Customer Facility Fee Jet A	307,272	315,674	-3%	298,322	
5-302.002 - Fuel Facility User Fee Jet A	1,404,168	1,262,693	11%	1,363,270	
5-302.003 - Airline Flow Fee Jet A	921,816	946,075	-3%	894,967	
<b>CGS-Airport Fees Airlines Total</b>	<b>2,633,256</b>	<b>2,524,442</b>	<b>4%</b>	<b>2,556,559</b>	
<b>CGS-Airport Fees GA</b>					
5-303.001 - Landing Fees GA	2,666,479	2,492,666	7%	2,380,785	
5-303.002 - Customer Facility Fee Jet A	161,175	166,292	-3%	156,480	
5-303.003 - Customer Facility Fee AvGas	574	611	-6%	565	
5-303.004 - Fuel Facility User Fee Jet A	744,718	665,167	12%	723,027	
5-303.005 - Fuel Facility User Fee AvGas	2,649	2,443	8%	2,610	
5-303.006 - GA Flow Fee Jet A	386,819	399,100	-3%	375,552	
5-303.007 - GA Flow Fee AvGas	1,377	1,465	-6%	1,356	
5-303.008 - Parking,TieDown,RampFee	384,066	415,039	-7%	365,777	
5-303.009 - Hangar Fees	192,439	136,419	41%	183,275	
<b>CGS-Airport Fees GA Total</b>	<b>4,540,295</b>	<b>4,279,201</b>	<b>6%</b>	<b>4,189,428</b>	
<b>CGS-Maintenance Services</b>					
5-304.001 - Parts & Accessories	5,233	300	1644%	4,984	Additional aircraft services maintenance services being performed.
5-304.002 - Freight Costs	982	0	-	935	
<b>CGS-Maintenance Services Total</b>	<b>6,215</b>	<b>300</b>	<b>1972%</b>	<b>5,919</b>	
<b>Cost Of Goods Sold Total</b>	<b>9,446,559</b>	<b>9,419,664</b>	<b>0%</b>	<b>8,944,374</b>	
<b>Revenue Net Cost Of Goods Sold</b>	<b>33,295,930</b>	<b>28,399,689</b>	<b>17%</b>	<b>31,911,897</b>	
<b>Expenses</b>					

<b>FBO Operations</b>	<b>Proposed Budget FY 2026-2027</b>	<b>Approved Budget FY 2025-2026</b>	<b>2026-2027 vs 2025-2026 % Change</b>	<b>Projected FY 2025-2026</b>	<b>Explanation</b>
<b>Personnel Expenses</b>	9,133,118	9,367,447	-3%	8,549,237	Difference between 2025-2026 budget and actual due to reclassification of 4 staff from FBO budget to farm (total 5 staff in fuel farm)
<b>Office Expenses</b>					
6-201.001 - Office Supplies	26,595	23,235	14%	22,731	
6-201.002 - Postage Courier Shipping	1,355	1,490	-9%	1,316	
6-201.005 - Dues & Subscription	23,460	23,391	0%	20,579	
6-201.008 - Meeting, Training & Schooling	79,281	70,000	13%	68,940	Continued participation in trade organizations as well as onsite training for staff
6-201.009 - Adverts (Employ, BOD, RFB)	12,487	11,790	6%	11,352	
6-201.010 - Customer Relations	7,059	62,594	-89%	6,980	
6-201.011 - Community Outreach	4,009	130,040	-97%	123,855	Career technical educational startup costs in 2025-2026
6-201.012 - Employee Relations	19,621	19,970	-2%	15,210	
6-201.013 - Uniforms	79,652	81,142	-2%	79,652	
6-201.014 - Office Equipment (Owned-Maint)	5,000	11,000	-55%	5,000	
6-201.040 - Merchant Card Fees	64,921	58,658	11%	53,321	
<b>Office Expenses Total</b>	<b>323,501</b>	<b>493,310</b>	<b>-34%</b>	<b>408,994</b>	
<b>Contractual Agreements</b>					
6-202.001 - Legal	33,750	33,750	0%	29,140	
6-202.002 - Accounting/Auditing	9,750	0	-	0	
6-202.004 - Bus.SupportServices/Mktg	4,500	0	-	0	
6-202.008 - HR Services	15,555	5,700	173%	17,229	
6-202.009 - Medical Oversight Services	2,250	0	-	0	
<b>Contractual Agreements Total</b>	<b>65,805</b>	<b>371,250</b>	<b>-82%</b>	<b>46,369</b>	Allocation of FBO share of contractual agreements
<b>Licenses &amp; General Insurance</b>					
6-204.001 - Licenses	1,500	3,709	-60%	1,500	
6-204.002 - Property Insurance	615,353	554,372	11%	554,372	
<b>Licenses &amp; General Insurance Total</b>	<b>616,853</b>	<b>562,548</b>	<b>10%</b>	<b>555,872</b>	
<b>Security</b>					
6-207.001 - Tools & Supplies	2,000	1,800	11%	9,349	
6-207.002 - Clearing House (Fingerprint)	5,920	5,920	0%	0	
6-207.004 - Security Cameras (Licenses)	4,728	5,524	-14%	0	
6-207.005 - Security Equipment	11,000	14,500	-24%	0	
6-207.006 - Security Locks/Keys	1,500	3,000	-50%	0	
6-207.007 - Other General/Maintenance	2,982	0	-	0	
<b>Security Total</b>	<b>28,130</b>	<b>30,744</b>	<b>-9%</b>	<b>9,349</b>	Allocation of FBO share of security expenses
<b>Information Technology (IT)</b>					
6-208.001 - Tools & Supplies	1,890	1,890	0%	1,753	
6-208.002 - Displays	1,728	1,485	16%	0	
6-208.003 - Software/Updates	7,778	7,944	-2%	6,095	

<b>FBO Operations</b>	<b>Proposed Budget FY 2026-2027</b>	<b>Approved Budget FY 2025-2026</b>	<b>2026-2027 vs 2025-2026 % Change</b>	<b>Projected FY 2025-2026</b>	<b>Explanation</b>
6-208.004 - Software OnLine Backup	1,467	810	81%	0	
6-208.005 - Website Maintenance	1,125	270	317%	0	
6-208.006 - HRIS Maintenance	2,520	1,834	37%	0	
6-208.007 - Accounting System Maintenance	225	225	0%	0	
6-208.008 - Flight Tracker	104	99	5%	0	
6-208.012 - CyberSecurity	12,164	9,900	23%	0	
6-208.013 - FBO System Maint	61,640	50,000	23%	47,036	
6-208.014 - Computer Equipment <\$5K	4,365	3,227	35%	3,342	
6-208.015 - Radio Equipment	3,600	2,925	23%	0	
6-208.016 - IT Equipment Maintenance	1,620	1,125	44%	0	
6-208.017 - PublicAddressPagingSystem	900	0	-	0	
<b>Information Technology (IT) Total</b>	<b>101,126</b>	<b>81,733</b>	<b>24%</b>	<b>58,226</b>	Allocation of FBO share of Information Technology expenses
<b>Building/Facilities</b>					
6-210.001 - Tools & Supplies	8,000	5,000	60%	3,780	
6-210.002 - HVAC	1,500	0	-	1,464	
6-210.003 - Sprinkler & Fire Detection	1,000	0	-	1,392	
6-210.004 - Roofs	1,500	1,500	0%	0	
6-210.005 - Doors	0	0	-	0	
6-210.006 - Flooring	10,500	10,500	0%	10,500	
6-210.007 - Wall Finishings	3,000	3,000	0%	3,000	
6-210.009 - Generators	3,554	3,554	0%	0	
6-210.010 - Electrical	21,000	7,500	180%	0	
6-210.011 - Plumbing (LiftStation/Sumps)	5,500	5,100	8%	5,100	
6-210.012 - Furniture & Fixtures	3,000	6,000	-50%	0	
6-210.014 - Fencing/Gates	9,000	9,000	0%	0	
6-210.015 - IT Infrastructure	0	0	-	5,055	
6-210.017 - Equipment/Rental	0	0	-	4,100	
6-210.018 - EV Charging Station Maintenance	11,500	3,000	283%	0	
6-210.019 - Elevator	0	0	-	0	
6-210.020 - Water Wells Repairs/Maint	5,000	5,000	0%	0	
6-210.xxx Pest Control	400		-	0	
<b>Building/Facilities Total</b>	<b>84,054</b>	<b>71,154</b>	<b>18%</b>	<b>34,390</b>	Allocation of FBO share of Building/Facilities expenses
<b>Custodial</b>					
6-211.001 - Tools & Supplies	17,633	10,500	68%	1,434	
6-211.002 - Cleaning Supplies	64,000	59,500	8%	13,014	
6-211.003 - Other General/Maintenance	26,000	2,000	1200%	4,780	
<b>Custodial Total</b>	<b>107,633</b>	<b>72,000</b>	<b>49%</b>	<b>19,228</b>	Larger facilities (terminal/hanger 3) requiring more custodial service
<b>Utilities</b>					
6-212.001 - Telephone	7,500	6,000	25%	7,475	

	Proposed Budget FY 2026-2027	Approved Budget FY 2025-2026	2026-2027 vs 2025-2026 % Change	Projected FY 2025-2026	Explanation
<b>FBO Operations</b>					
6-212.002 - Internet	1,000	1,000	0%	930	
6-212.003 - Electricity & Power	115,106	98,741	17%	110,720	
6-212.004 - Garbage & Disposal	8,000	6,000	33%	7,910	
<b>Utilities Total</b>	<b>131,606</b>	<b>111,741</b>	<b>18%</b>	<b>127,035</b>	
<b>Operations - FBO Line Services</b>		<b>111,741</b>			
6-501.001 - Tools & Supplies	43,094	43,094	0%	38,891	
6-501.002 - R&M Refueler	111,614	182,605	-39%	101,467	
6-501.003 - R&M Other GroundSupportEqpts	45,897	33,000	39%	41,725	
6-501.004 - R&M Deice Trucks	15,507	25,000	-38%	14,097	
6-501.005 - Sumps Disposal	10,271	5,000	105%	9,337	
6-501.007 - Leased Car Payments	37,864	15,000	152%	34,422	
6-501.008 - Oil & Grease	28,051	0	-	25,501	
6-501.009 - AvFuel Trucks Rent Billing	167,183	0	-	151,984	
6-501.102 - Usage Fuel (UnleadGas)	12,919	8,145	59%	11,744	
6-501.202 - Usage Fuel (DyedDiesel)	63,667	89,261	-29%	57,879	
<b>Operations - FBO Line Services Total</b>	<b>536,066</b>	<b>401,104</b>	<b>34%</b>	<b>487,048</b>	
<b>Operations - FBO Maintenance</b>					
6-502.001 - Tools & Supplies	107,391	171,000	-37%	103,264	
6-502.002 - Other General/Maintenance	0	20,000	-100%	0	
<b>Operations - FBO Maintenance Total</b>	<b>107,391</b>	<b>191,000</b>	<b>-44%</b>	<b>103,264</b>	
<b>Shared/Alloc/ChargedCost</b>					
9-002.001 - Assigned Airfield/ARFF	399,780	399,540	0%	382,011	
9-002.002 - Assigned Control Tower	143,000	116,700	23%	116,700	
9-002.003 - Assigned Environmental	696,160	845,016	-18%	750,263	
9-002.004 - Assigned Insurance	549,880	562,548	-2%	569,946	
9-002.005 - Assigned TOJ Law Enforcement	93,179	82,560	13%	82,560	
9-002.006 - Assigned Security Night	41,226	15,722	162%	15,722	
9-002.007 - Assigned SnowRem Payroll	385,007	329,108	17%	329,108	
9-002.008 - Assigned SnowRem Others	582,364	487,780	19%	365,029	
9-002.009 - Assigned WWCS	21,696	18,290	19%	16,488	
9-002.010 - Assigned Use Fee	331,800	317,000	5%	327,834	
<b>Shared/Alloc/ChargedCost Total</b>	<b>3,244,092</b>	<b>3,174,264</b>	<b>2%</b>	<b>2,955,661</b>	
<b>Expenses Total</b>	<b>14,479,376</b>	<b>14,928,295</b>	<b>-3%</b>	<b>13,354,673</b>	
<b>Debt Service Principle &amp; Interest Payment</b>					
6-801.007 - DSI - FIB 2022C \$33.5M	4,258,982	4,258,982	0%	4,258,982	Hangar 3 Bond - anticipated pay off May 2037
6-801.008 - DSI - FIB 2024A \$41.3M	2,231,061	186,510	1096%	186,510	Administration/FBO Facility Bond - anticipated pay off March 2041
<b>Debt Service Payment Total</b>	<b>6,490,043</b>	<b>4,445,492</b>	<b>46%</b>	<b>4,445,492</b>	
<b>FBO Net Income after Bond Pmt</b>	<b>12,326,511</b>	<b>9,025,902</b>		<b>14,111,731</b>	

Costs are split among the users based on activity.

	Proposed Budget FY 2026-2027	Approved Budget FY 2025-2026	2026-2027 vs 2025-2026 % Change	Projected FY 2025-2026	Explanation
<b>Fuel Farm Operations</b>					
<b>Revenue</b>					
<b>Fuel Revenue w/o Fees</b>					
Fuel Revenue Jet A	27,056,077	26,813,153	1%	25,767,692	
Fuel Revenue AvGas	57,791	80,949	-29%	55,039	
<b>Fuel Revenue w/o Fees Total</b>	<b>27,113,867</b>	<b>26,894,103</b>	<b>1%</b>	<b>25,822,731</b>	
<b>Airport Fees - Jet A</b>					
4-201.001 - CustomerFacilityFee (JetA Air)	347,014	309,298	12%	330,490	
4-201.002 - Fuel Facility Fee (JetA Air)	1,566,536	1,221,467	28%	1,491,939	
4-201.003 - CustomerFacilityFee (JetA GA)	182,324	160,923	13%	173,642	
4-201.004 - Fuel Facility Fee (JetA GA)	831,257	643,692	29%	791,674	
<b>Airport Fees - Jet A Total</b>	<b>2,927,131</b>	<b>2,335,380</b>	<b>25%</b>	<b>2,787,744</b>	
<b>Airport Fees -AvGas</b>					
4-202.001 - Customer Facility Fee (AvG GA)	629	662	-5%	599	
4-202.002 - Fuel Facility Fee (AvG GA)	2,884	2,508	15%	2,747	
<b>Airport Fees -AvGas Total</b>	<b>3,513</b>	<b>3,170</b>	<b>11%</b>	<b>3,346</b>	
<b>Fluid Sales - AvGas</b>					
4-203.001 - Gallon Sold	64,886	79,658	-19%	61,796	
4-203.002 - Flow Fee Collection	5,696	3,056	86%	5,425	
4-203.003 - Administration Fee	2,354	0	-	2,242	
<b>Fluid Sales - AvGas Total</b>	<b>72,937</b>	<b>82,714</b>	<b>-12%</b>	<b>69,463</b>	
<b>Fluid Sales - Unleaded Gas</b>					
4-204.001 - Gallons Sold	990,319	1,015,305	-2%	943,161	
4-204.002 - Administration Fee	151,738	156,082	-3%	144,512	
4-204.003 - Flow Fee Collection	69,930	74,282	-6%	66,600	
<b>Fluid Sales - Unleaded Gas Total</b>	<b>1,211,986</b>	<b>1,245,669</b>	<b>-3%</b>	<b>1,154,273</b>	
<b>Fluid Sales - Dyed Diesel</b>					
4-205.001 - Gallons Sold	212,204	211,123	1%	200,195	
4-205.002 - Administration Fee	28,342	28,228	0%	26,992	
4-205.003 - Flow Fee Collection	13,084	12,447	5%	12,461	
<b>Fluid Sales - Dyed Diesel Total</b>	<b>253,630</b>	<b>251,798</b>	<b>1%</b>	<b>239,648</b>	
<b>Fluid Sales - Glycol T-I</b>					
4-206.001 - Gallons Sold	1,224,401	1,224,401	0%	1,021,240	
4-206.002 - Administration Fee	367,320	367,320	0%	306,607	
4-206.003 - Glycol Recovery Fee	324,259	324,259	0%	311,968	
<b>Fluid Sales - Glycol T-I Total</b>	<b>1,915,981</b>	<b>1,915,981</b>	<b>0%</b>	<b>1,639,815</b>	
<b>Fluid Sales - Glycol T-IV</b>					
4-207.001 - Gallons Sold	299,772	264,331	13%	285,497	
4-207.002 - Administrative Fee	90,011	79,299	14%	85,725	
4-207.003 - Glycol Recovery Fee	106,231	84,978	25%	101,173	
<b>Fluid Sales - Glycol T-IV Total</b>	<b>496,015</b>	<b>428,608</b>	<b>16%</b>	<b>472,395</b>	
<b>Revenue Total</b>	<b>33,995,061</b>	<b>33,157,423</b>	<b>3%</b>	<b>32,189,415</b>	
<b>Cost Of Goods Sold</b>					
<b>Fuel CGS w/o Fees</b>					
Fuel CGS Jet A	27,056,077	26,813,153	1%	25,767,692	
Fuel CGS AvGas	57,791	80,949	-29%	55,039	
<b>Fuel CGS w/o Fees Total</b>	<b>27,113,867</b>	<b>26,894,103</b>	<b>1%</b>	<b>25,822,731</b>	
Fluid Sales - AvGas Total	89,104	61,759	44%	84,861	
Fluid Sales - Unleaded Gas Total	972,564	899,005	8%	926,251	

<b>Fuel Farm Operations</b>	<b>Proposed Budget FY 2026-2027</b>	<b>Approved Budget FY 2025-2026</b>	<b>2026-2027 vs 2025-2026 % Change</b>	<b>Projected FY 2025-2026</b>	<b>Explanation</b>
Fluid Sales - Dyed Diesel Total	262,719	147,300	78%	250,209	
Fluid Sales - Glycol T-I Total	1,323,746	1,323,746	0%	1,053,878	
Fluid Sales - Glycol T-IV Total	265,817	265,817	0%	241,029	
<b>Cost Of Goods Sold Total</b>	<b>30,027,818</b>	<b>29,591,730</b>	<b>1%</b>	<b>28,378,958</b>	
<b>Revenue Net Cost Of Goods Sold</b>	<b>3,967,243</b>	<b>3,565,693</b>	<b>11%</b>	<b>3,810,457</b>	
<b>Expenses</b>					
<b>Personnel Expenses</b>	804,355	206,358	290%	748,236	Difference between 2025-2026 budget and actual due to reclassification of 4 staff from FBO budget to farm (total 5 staff in fuel farm)
<b>Office Expenses</b>					
6-201.001 - Office Supplies	1,055	1,000	6%	959	
6-201.008 - Meeting, Training & Schooling	1,604	1,000	60%	1,459	
6-201.012 - Employee Relations	109	0	-	99	
6-201.013 - Uniforms	4,557	0	-	4,143	Adding more expense detail per enterprise and cost center in accounting system
<b>Office Expenses Total</b>	<b>7,326</b>	<b>2,000</b>	<b>266%</b>	<b>6,660</b>	
<b>Contractual Agreements</b>					
6-202.003 - Program Services/Consulting	3,548	0	-	3,225	Adding more expense detail per enterprise and cost center in accounting system
6-202.008 - HR Services	4,447	0	-	4,043	Adding more expense detail per enterprise and cost center in accounting system
<b>Contractual Agreements Total</b>	<b>7,995</b>	<b>0</b>	<b>-</b>	<b>7,268</b>	
<b>Licenses &amp; General Insurance</b>					
6-204.001 - Licenses	209	100	109%	190	
6-204.005 - FFCharged Insurance 6%	85,863	76,995	12%	77,354	
<b>Licenses &amp; General Insurance Total</b>	<b>76,995</b>	<b>77,095</b>	<b>0%</b>	<b>77,544</b>	
<b>Information Technology (IT)</b>					
6-208.001 - Tools & Supplies	0		-	0	
6-208.014 - Computer Equipment <\$5K	650	2,000	-68%	600	
<b>Information Technology (IT) Total</b>	<b>650</b>	<b>2,000</b>	<b>-68%</b>	<b>600</b>	
<b>Building/Facilities</b>					
6-210.003 - Sprinkler & Fire Detection	700		-	637	Adding more expense detail per enterprise and cost center in accounting system
6-210.014 - Fencing/Gates	193		-	175	Adding more expense detail per enterprise and cost center in accounting system
<b>Building/Facilities Total</b>	<b>893</b>	<b>0</b>	<b>-</b>	<b>812</b>	
<b>Utilities</b>					
6-212.001 - Telephone	1,533	1,000	53%	1,393	
6-212.003 - Electricity & Power (HeatOil)	14,697	14,000	5%	13,361	
6-212.005 - Sewer (WWCS)	8,432		-	7,665	Adding more expense detail per enterprise and cost center in accounting system
<b>Utilities Total</b>	<b>24,661</b>	<b>15,000</b>	<b>64%</b>	<b>22,419</b>	

<b>Fuel Farm Operations</b>	<b>Proposed Budget FY 2026-2027</b>	<b>Approved Budget FY 2025-2026</b>	<b>2026-2027 vs 2025-2026 % Change</b>	<b>Projected FY 2025-2026</b>	<b>Explanation</b>
<b>Operations - Fuel Farm</b>					
6-301.001 - Tools & Supplies	96,810	61,764	57%	75,009	Additional supplies needed for fuel farm maintenance
6-301.002 - Demurrage	8,905	9,682	-8%	8,095	
6-301.003 - Glycol Delce Disposal	145,182	130,006	12%	131,984	
6-301.004 - Oil/Fuel Sumps Disposal	31,382	24,757	27%	28,530	
6-301.005 - Certific/Inspect/Registration	6,364	8,171	-22%	5,785	
6-301.006 - Other General/Maintenance	17,186	17,172	0%	15,624	
6-301.007 - Fuel Farm Software License	47,862	43,270	11%	43,511	
6-301.008 - Equipment/Rental	13,200	15,240	-13%	12,000	
<b>Operations - Fuel Farm Total</b>	<b>366,891</b>	<b>310,063</b>	<b>18%</b>	<b>320,537</b>	
<b>Expenses Total</b>	<b>1,289,765</b>	<b>612,516</b>	<b>111%</b>	<b>1,184,076</b>	Difference largely due to variation in personnel expenses
<b>Bond Revenue Sources</b>					
Customer Facility Fees	469,020	470,883	0%	455,368	
Fuel Facility Fees	2,151,535	1,867,667	15%	2,088,907	
<b>Bond Revenue Sources Total</b>	<b>2,620,555</b>	<b>2,338,550</b>	<b>12%</b>	<b>2,544,275</b>	
<b>Debt Service Principle and Interest</b>					
6-801.006 - DSI - FIB 2022B \$5.4M	950,377	950,376	0%	950,376	Fuel Facility Bond - anticipated pay off February 2027
<b>Debt Service Payment Total</b>	<b>950,377</b>	<b>950,376</b>	<b>0%</b>	<b>950,376</b>	
<b>Fuel Farm Net Income after Bond Pmt</b>	<b>4,347,655</b>	<b>4,341,351</b>		<b>4,220,280</b>	

SUMMARY (Fully Burdened by Job Group)	Budget	Approved	% Change	Projected	Notes on Change Between Projected and Budget
	2026-2027	2025-2026	25/26-26/27	2025-2026	
Administrative Fully Burdened Cost	4,322,552	4,087,268	6%	4,179,505	Includes 6% merit adjustment pool; 5% health insurance adjustment for full 12 months; and employer tax adjustments. Assumes full staffing of all positions across airport. Variation in Fuel Farm and FBO budget and projection is due to a reallocation of staff from the Fuel Farm to the FBO.
Operations/Maintenance/ARFF Fully Burdened Cost	7,941,719	6,941,455	14%	7,022,416	
Custodial Fully Burdened Cost	2,614,990	2,250,211	16%	2,414,917	
Seasonal Maintenance Fully Burdened Cost	1,236,130	911,271	36%	1,183,752	
Hosts Fully Burdened Cost	1,473,607	1,419,625	4%	1,374,398	
Security Fully Burdened Cost	2,106,138	1,479,243	42%	1,995,060	
Sub-total Airport Fully Burdened Cost	19,695,136	17,089,073	15%	18,170,048	
Fuel Farm Fully Burdened Cost	784,135	186,138	321%	728,022	
FBO Fully Burdened Cost	8,748,938	8,983,267	-3%	8,165,057	
Employee Incentives (Parental Leave/Service/Hire)	825,000	825,000	0%	825,000	
AAAE CM/Profess. Certs	36,000	36,000	0%	36,000	
Employee Assistance	150,000	150,000	0%	150,000	
<b>Total Airport Personnel Expenses</b>	<b>30,239,209</b>	<b>27,269,478</b>		<b>28,074,127</b>	
Housing Airport General	1,899,000	1,881,000	1%	1,881,000	
Health Insurance Airport General	2,201,128	2,197,633	0%	2,197,633	5% adjustment. Assumes 12 months of premiums vs 11 months in FY 2026
Retirement Airport General	1,694,107	1,473,556	15%	1,516,572	No proposed change.
Taxes Airport General	1,948,566	1,676,907	16%	1,785,969	Rates set by federal/state government - increase in state taxes in FY 2027
Housing Fuel Farm	90,000	18,000	400%	90,000	Staff reallocated from FBO to fuel farm in FY 2025-2026
Health Insurance Fuel Farm	152,625	38,921	292%	152,625	5% adjustment. Assumes 12 months of premiums vs 11 months in FY 2026
Retirement Fuel Farm	73,802	17,682	317%	65,962	No proposed change.
Taxes Fuel Farm	71,349	16,572	331%	65,173	Rates set by federal/state government - increase in state taxes in FY 2027
Housing FBO	918,000	1,008,000	-9%	918,000	Staff reallocated from FBO to fuel farm in FY 2025-2026
Health Insurance FBO	1,423,170	1,583,898	-10%	1,423,170	5% adjustment. Assumes 12 months of premiums vs 11 months in FY 2026
Retirement FBO	853,953	849,818	0%	772,388	No proposed change.
Taxes FBO	827,954	837,899	-1%	763,692	Rates set by federal/state government - increase in state taxes in FY 2027
<b>Total Airport Personnel Expenses</b>	<b>30,239,209</b>	<b>27,269,478</b>		<b>28,074,127</b>	