

# Jackson Hole Airport Operating Budget 2022-2023



Accounting & Finance Department  
Jackson Hole Airport  
3/22/2022

## Table of Contents

<b>BACKGROUND</b>	<b>2</b>
<b>IMPACTS OF COVID-19</b>	<b>2</b>
AIR SERVICE	2
FINANCE	3
OPERATIONS	3
<b>AIRPORT ACTIVITY</b>	<b>3</b>
<b>BUDGET GOALS</b>	<b>3</b>
<b>JACKSON HOLE AIRPORT BOARD BUDGET SUMMARY</b>	<b>3</b>
<b>AIRPORT OPERATIONS</b>	<b>5</b>
<b>SECURITY OPERATIONS</b>	<b>5</b>
<b>FUEL FARM</b>	<b>5</b>
<b>FIXED BASE OPERATION</b>	<b>5</b>
<b>AIRPORT OPERATIONS REVENUE SUMMARY</b>	<b>6</b>
<b>AIRPORT OPERATIONS EXPENSE SUMMARY</b>	<b>8</b>
<b>AIRPORT OPERATIONS BUDGET COST CENTERS</b>	<b>9</b>
AIRFIELD COST CENTER	11
LANDSIDE COST CENTER	11
TERMINAL	11
OTHER BUILDINGS AND GROUNDS	11
ENVIRONMENTAL	12
COMMUNITY OUTREACH	12
<b>SECURITY OPERATIONS BUDGET</b>	<b>13</b>
<b>FUEL FARM OPERATIONS BUDGET</b>	<b>14</b>
<b>FIXED BASE OPERATIONS BUDGET</b>	<b>15</b>
<b>DEBT</b>	<b>16</b>
<b>APPENDIX 1-CAPITAL PLAN</b>	<b>167</b>

## Background

The following pages present the Jackson Hole Airport Board's ("the Board") operating budget for fiscal year 2022/2023. 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, 2022 – January 31, 2023, the slate of officers is: Bob McLaurin, President; Ed Liebzeit, Vice President; Valerie Brown, Treasurer; Rob Wallace, Secretary; and John Eastman, 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. Changes to the Board approved rates and charges are made prior to July 1 by resolution. This includes changes to ground transportation fees, parking fees, rents, and other standard fees. The Board approved rates and charges can be found on the airport website at <https://www.jacksonholeairport.com/records-reports/board/>.

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. The Airport is funded through 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. (<http://www.dot.state.wy.us/home/aeronautics/2020-aviation-economic-impact-study.html>)

## Impacts of COVID-19

### *Air Service*

While 2020 saw traveler numbers reduced due to the COVID 19 pandemic, the Airport began a recovery with the start of the summer season mid-June 2020. This continued through 2021 with the Airport seeing 499,609 deplaned visitors. The airlines continue to view Jackson as a solid market with service to 14 non-stop destinations in the summer of 2022.

### *Finance*

While demand for air travel continues to recover Airport staff works to determine what expenses are immediately necessary and which can be deferred and accomplished later in the budget year as more information is available regarding revenue. The Airport finance department, project managers and engineers frequently review the cashflow and capital plan to ensure the financial plan established with the budget remains on track and is aligned with the budget.

### *Operations*

There were a number of operational changes made at the Airport due to the COVID pandemic. The Airport continues to evaluate the various health orders, regulations, and passenger needs to adapt to the new environment.

### **Airport Activity**

Reviewing the Airport's activity numbers is important to planning long-term needs for infrastructure, staffing, and operations. While enplanements at the Airport showed growth through 2019, the pandemic had a national impact on air travel. Across the country, travel has nearly recovered with domestic travel approaching 2019 levels. The numbers in the forecast used to develop the budget represent a "best estimate" following conversations with the Airlines and considering the dynamic environment that currently exists related to both the economy and Covid.

### **Budget Goals**

The goals for this budget cycle are as follows:

- Fiscal responsibility – execute a financial plan that provides the resources necessary to achieve the capital, operating, and cash flow objectives while maintaining a strong financial position.
- Operate a safe, secure, and environmentally responsible airport.
- Provide services that meet customer expectations.
- Community partnerships.
- Attract, develop, and retain high performing employees – Employer of Choice.

### **Jackson Hole Airport Board Budget Summary**

This year we are presenting the budget with four enterprise centers and six cost centers. The enterprise centers include the Fuel Farm, Security Operations, Airport Operations, and Fixed Based Operator (FBO). The six specific cost centers remain unchanged from prior years and include: airfield, landside, terminal, other buildings and grounds, environmental, and community outreach. Revenues, expenses and cost centers for the various enterprise centers and their associated cost centers are outlined in the following pages. During this next fiscal year, the Airport will begin operating the fixed base operation at the airport. In the months leading up to this enterprise, the Airport is planning for adequate staffing, equipment and facilities to ensure a smooth transition and ongoing operations.

Presented on the following page is a chart summarizing the Airport Board's total budget for fiscal year 2022/2023.

<b>Revenues</b>		<b>2022-2023</b>
	Airport Operations	20,061,167
	Security Operations	9,036,752
	Fuel Farm Operations	26,590,520
	FBO Operations (two months)	5,885,421
	ARPA Funds	2,101,438
<b>Total Revenue</b>		<b>64,742,298</b>
<b>Expenses</b>		
	Airport Operations	(19,033,233)
	Security Operations	(9,493,327)
	Fuel Farm Operations	(27,397,299)
	FBO Operations (two months)	(5,908,675)
<b>Total Expense</b>		<b>(61,832,535)</b>
	<b>Net Income</b>	<b>2,909,763</b>
<b>Capital and Debt Sources</b>		
	Federal Grants	11,450,670
	State Grants	306,260
	Fuel Fees	2,890,568
	Passenger Facility Charges	1,800,000
	Customer Facility Charges	1,700,000
	Loan Funding	34,111,282
<b>Total Capital and Debt Sources</b>		<b>52,258,781</b>
<b>Capital Expenditures</b>		
	FBO	(18,501,282)
	Terminal	(22,077,743)
	Airfield	(7,073,828)
	Landside	(1,850,000)
	Equipment	(347,000)
	Minor Capital Projects	(895,000)
<b>Total Capital Expenditures</b>		<b>(50,744,853)</b>
<b>Debt Service</b>		
	Terminal	-
	Rental Car QTA	(1,412,020)
	Fuel Farm	(950,278)
	FBO - Hangars	-
	Restaurant	(1,237,183)
<b>Total Debt Service</b>		<b>(3,599,481)</b>
	<b>Subtotal Capital and Debt</b>	<b>(2,085,554)</b>
<b>To/(From) Net Reserves FY 21/22</b>		<b>824,209</b>
<b>Unrestricted Cash Balance Forecast FYE June 30, 2022</b>		<b>9,131,481</b>
<b>Unrestricted Cash Balance Forecast FYE June 30, 2023</b>		<b>9,955,690</b>

### Airport Operations

The Airport operating budget is a stand-alone enterprise center separate from security operations, 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. This budget year the airport will use the balance of the American Rescue Plan Act (ARPA) grant for operating expenses and debt service. The year-end balance expected from airport operations is anticipated to be -\$1,930,910 including airport funded capital expenses. This is before the \$2,101,438 in American Rescue Plan Act (ARPA) grant funding from Congress which was approved in fiscal year 2020/2021. The grant money can be used for any FAA approved airport operating expense or airport debt service. The funding will be used to support operating expenses and debt service payments in fiscal year 2022/2023. The specific details for the airport operations enterprise center are outlined on pages 6 – 12. The Airport's capital plan can be found on pages 16 – 17.

### Security Operations

Security is an individual enterprise center with a separate budget from the Airport Operating budget. All income and expenses related specifically to security operations are in this enterprise center. Revenue is derived through the security screening of both passengers, and concessions entering the secure area of the airport. It also covers costs associated with overall airport security including additional airport security achieved through two contracts: one for contract night security services and the other with the Town of Jackson for federally mandated law enforcement officer presence during airport screening operations. The balance from operating the Security Operations enterprise center is -\$456,575. The Security Operations enterprise center details can be found on page 13.

### Fuel Farm

The fuel farm operation has been set up with an individual operating budget as an enterprise center, it 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 are \$1,133,511 after debt service. The fuel farm enterprise center information is detailed on page 14.

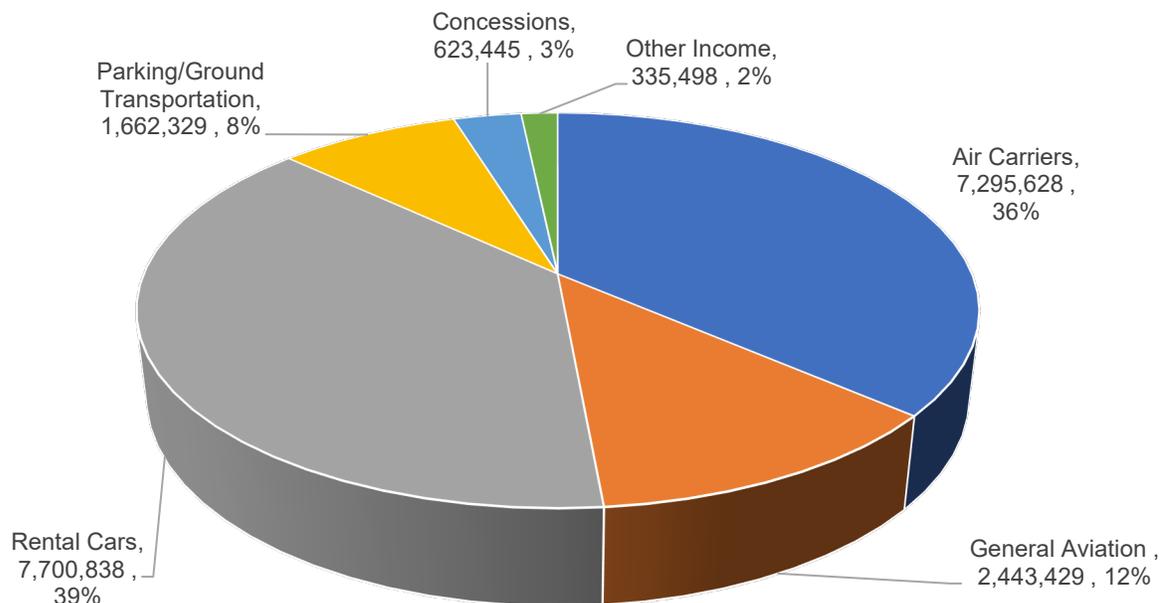
### Fixed Base Operation

The fixed base operation 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 fourth enterprise center with an individual operating budget that includes income, expense, and payroll activity. For fiscal year 2022/2023 the FBO will be operated by the Airport beginning on May 1 (two months). Year-end net income anticipated to be received from the FBO are -\$23,254. The FBO enterprise center information is detailed on page 15.

## 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. 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 revenue 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 2022/2023



#### 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. Landing fees are calculated on a maximum certified gross weight (CGW) basis and will adjust to \$5.77 per 1,000 pounds landed CGW.

Air carrier revenue is expected to be \$7,295,628 in fiscal year 2022/2023. Of this, \$3,635,652 is terminal space rental and the remaining \$3,659,976 is landing fees.

#### Rental Cars

Rental car revenue is predominantly composed of minimum annual guaranteed amounts (MAGs). The rental car agreements were re-bid in 2020 in an open competition process that established new 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. Finally, the rental cars pay rent, operations and maintenance costs for the use of the rental car quick turnaround (QTA) car wash facility. These fees help to offset the cost of operating the QTA facility. The rental car revenue for fiscal year 2022/2023 is anticipated to be \$7,700,838.

#### General Aviation

This revenue center includes landing fees as well as concession fees. The income is used to pay for airfield costs as well as environmental expenses and other operational expenses including snow removal and ARFF. This is budgeted to be \$2,443,429 for fiscal year 2022/2023.

#### Concessions

Much of the income from concessions is received from restaurant revenue. All concession revenue is dependent on activity level and has been adjusted based on anticipated reduced activity during the restaurant reconstruction. 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 catering. The concession revenue stream helps to fund the terminal cost center. Revenue is budgeted to be \$623,445 for fiscal year 2022/2023.

#### Parking/Ground Transportation

Parking and ground transportation revenue includes parking fees and ground transportation access fees. A parking fee adjustment to include re-defining short- and medium-term parking has been included for budget purposes. Also included are adjustments to parking and ground transportation fees. These fees help to support the maintenance and upgrades of the airport's roadways and parking lots. For fiscal year 2022/2023, parking/ground transportation income is budgeted to be \$1,662,329.

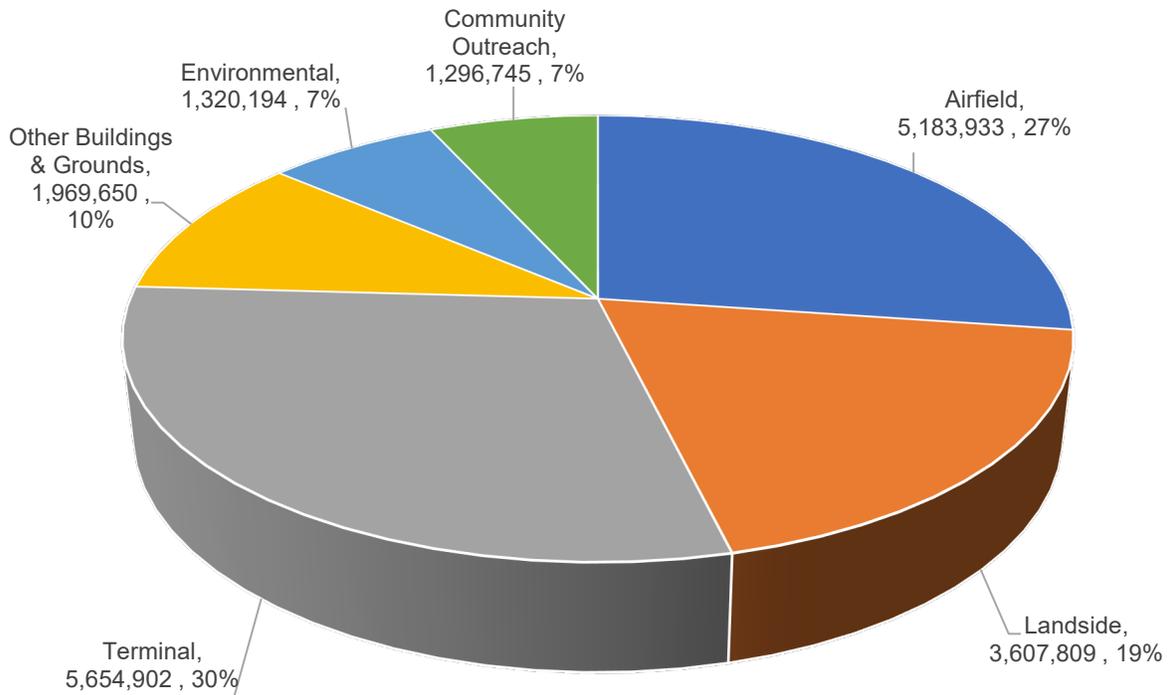
#### Other Income

Other income includes interest income, advertising income, and other airport revenue received from smaller lessees such as the cell tower or brochure space agreements. The budgeted amount for fiscal year 2022/2023 is \$335,498.

## 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) meet 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 2022/2023



Budgeted expenses for airport operations total \$19,033,233. Operating expenses exclude security operations, fuel farm expenses, and FBO expenses as those are reflected in separate budgets on pages 13 (security), 14 (fuel farm) and 15 (FBO) following the detailed cost center information.

The number of full-time equivalent staff for Airport (non-screening) employees is projected to increase to 62 for this upcoming fiscal year 2022/2023 including seasonal hosts and seasonal winter operations employees. A key change in the Airport's staffing will be the inclusion of an in-house custodial department with seven full time/year-round and seven full time/seasonal positions. Screening staff will remain at 62 including support staff. Finally, there is a planned 5% adjustment in health insurance this year.

### Airport Operations Budget Cost Centers

Throughout this past year the Airport has been planning for a 78-day closure to occur for the runway reconstruction project just prior to the start of this budget (April 11 – June 27, 2022). Additionally, there have been several other terminal projects underway concurrently with the Airport runway closure.

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.

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

	<b>Budget Operating Expense FY 2022-23</b>	<b>Airfield</b>	<b>Landside</b>	<b>Terminal</b>	<b>Other Buildings &amp; Grounds</b>	<b>Environmental</b>	<b>Community Outreach</b>
Payroll	9,434,378	2,735,970	2,264,251	2,783,142	584,931	330,203	735,882
Administrative Expense	3,317,001	1,160,950	663,400	1,061,440	331,700	33,170	66,340
Utilities	675,623	90,017	13,017	477,196	69,360	16,867	9,167
Snow Removal Expense/other	404,524	329,468	65,114	-	9,942	-	-
Equipment (non-capital) Expense	366,650	135,870	58,720	77,035	82,256	3,955	8,814
Customer & Employee Relations	331,443	-	-	-	-	-	331,443
Environmental Planning & Ops	1,104,698	-	169,050	49,550	-	750,999	135,100
R & M - Building	1,150,670	-	-	1,045,015	105,655	-	-
R & M - Operations	329,500	129,333	150,833	22,500	16,833	-	10,000
R & M - Vehicles	353,090	173,375	139,334	11,915	28,466	-	-
Security Operations	252,500	75,750	75,750	75,750	25,250	-	-
QTA Operations	413,756	-	-	-	413,756	-	-
ARFF	442,400	353,200	8,340	51,360	29,500	-	-
Noise Monitoring and Fly Quiet Program	185,000	-	-	-	-	185,000	-
Control Tower Operation	272,000	-	-	-	272,000	-	-
<b>TOTAL OPERATING EXPENSE</b>	<b>19,033,233</b>	<b>5,183,933</b>	<b>3,607,809</b>	<b>5,654,902</b>	<b>1,969,650</b>	<b>1,320,194</b>	<b>1,296,745</b>

*Airfield Cost Center:*

This cost center includes the costs associated with the airfield and air carrier apron including snow removal, aircraft rescue firefighting, operations and maintenance expenses, and utilities expenses. The adjustment in this cost center is due to an increase in non-capital equipment, Aircraft Rescue and Fire Fighting (ARFF) expenses and snow removal. Non-capital equipment increased due to an investment in a bunker gear extractor and an ARFF self-contained breathing apparatus (SCBA) compressor. The adjustment in ARFF is a result of the anticipated transition to new Class B fire retardant and the expense for the full scale training this year. Snow removal expenses are tied to fuel and snow removal materials price increases.

*Landside Cost Center:*

This cost center includes the expenses associated with the parking lots and roadways at the Airport. The adjustment in environmental planning and ops in the landside cost center is due to a reallocation of expenses. Repair and maintenance (R & M) operations increased as a result of some minor landside projects such as curb and fencing repairs.

*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). Increases in this cost center include payroll and administrative expense. The adjustment in the terminal cost center is mostly due to payroll. This is reflective of the move from outsourcing custodial services to having them in-house. Administrative expense was adjusted to include additional IT needs in the terminal to meet growing cybersecurity demands and training needs for the new staff.

*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. There is also an adjustment in payroll to account for the transition from outsourced custodial to in house custodial. Finally, there is an adjustment in control tower operation due to a need to support tower personnel costs to ensure adequate staffing and operating hours in the control tower.

*Environmental:*

This past year the airport continued the progress made in the area of environmental initiatives. The objective this year is to continue to work on the previously established initiatives including the water quality initiatives, noise monitoring and the Fly Quiet Program.

*Community Outreach:*

With the projected activity levels and proposed projects as well as the uncertainty regarding travel requirements during the ongoing COVID pandemic, continued messaging and community outreach remain important. This is reflected in an increase in the customer and employee relations indirect cost center. There have been utilities and equipment items included in this cost center which are related to telephone and computer expenses. The environmental expenses are associated with Good Traveler, carbon offsets, and work on the environmental initiatives.

### Security Operations Budget

The airport continues to reflect all security operations in a separate enterprise center. Expenses include the provision of security screening services, night security, and the costs associated with the Town of Jackson Law Enforcement Officer agreement. There is an increase in the night security agreement for FY 2022/2023. The security screening contract was extended for an additional year with TSA. All these items are reflected in the security operations budget which is presented below.

<b>Revenues</b>	<b>FY 2022/2023</b>
TSA Security	8,896,927
TSA LEO	120,000
Security Badges	19,825
Total Revenues	9,036,752
<b>Expenses</b>	
Security Payroll	(8,683,692)
Claims	(10,000)
Consumables	(100,000)
Night Security	(146,000)
TOJ LEO	(553,635)
Total Expenses	(9,493,327)
<b>Net Revenues JHAB</b>	<b>(456,575)</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 FY 2022/2023</b>
	<b>BUDGET</b>
Revenues	29,481,088
Expenses	27,397,299
Funds available for debt service	2,083,789
Interest / Principal Loan Payment	950,278
Net Revenues	1,133,511

### Fixed Base Operations Budget

The airport will begin operating the fixed base operation (FBO) at 12:01 am on 5/1/2023. Therefore, two months of operation including revenues and all expenses such as payroll, rents and operating fees have been included in the FBO budget. Additionally, in anticipation of this enterprise, the airport will need to acquire equipment and bring on staff ahead of the transition.

	<b>Total FY 2022/2023</b>
	<b>BUDGET</b>
<b>Revenues</b>	
Fuel Revenue	5,179,607
Maintenance	63,972
Parking/Handling/Tiedown	358,018
Hangar Revenue	161,000
Landing Fees	122,824
<b>Expenses</b>	
Fuel Fees	255,077
Fuel/Glycol Expense	1,789,852
Operating Fees	320,110
Administrative	1,305,303
Overhead	2,238,333
<b>Sub-Total Company</b>	
Revenues	5,885,421
Expenses	5,908,675
Net Revenues	(23,254)

**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 2022/2023 the Board has three bonds outstanding. The Board decided to retire the terminal bonds during fiscal year 2021/2022 and to refinance the fuel facility bond under better terms. The outstanding debt service for the upcoming fiscal year is:

	Annual Source	Annual Payment
FIB Rental Car QTA		-\$1,435,001
FIB - Fuel Farm		-\$950,377
FIB – Restaurant		-\$1,385,477
Total Bond Payments		-\$3,770,855
Paid with CFC	\$1,435,001	
Paid with Flow Fee	\$950,377	
Paid with Operating Revenues	\$1,385,477	
Total Bond Sources	\$3,770,855	

**Capital Plan**

Capital expenses such as equipment purchases, and construction costs are funded through the Capital Improvement Program (CIP). Capital funds include the Federal Airport Improvement Program (AIP), state grant funds, Passenger Facility Charges (PFCs) and rental car Customer Facility Charges (CFCs). The Board will continue to work on the restaurant reconstruction project which was started during the airport closure. Additional projects anticipated this year include beginning construction of hangar 3 and design work for expansion of the existing stormwater detention system. The hangar 3 project is to replace previously removed infrastructure following the commitment made to build these hangars for locals who were displaced several years ago. There are also several minor capital projects the Airport intends to complete such as landside and airside pavement repairs and painting and equipment purchases. Staff continues to work closely with the construction management team to coordinate all projects and reduce the impacts to travelers as much as possible. Additionally, it is important to note that the CIP is developed each year and updated throughout the year as funding becomes available. The list is comprehensive and not all the listed projects may be completed in a single year. Priority projects are identified and may be accomplished as time and funding allows. All the proposed projects for FY 2022/2023 are detailed in Appendix 1.

## Appendix 1

<b>AIRFIELD</b>		<b>Federal</b>	<b>State</b>	<b>Loan</b>	<b>Airport</b>
Runway Reconstruction CA/CO Phase 2 - 2021_2022	641,234	641,234			
Runway Reconstruction Phase 1 - 2021_2022	552,268	552,268			
Runway Reconstruction Phase 2 - 2021_2023	2,224,054	2,085,050	55,601		83,402
Taxiway A4 Reconstruction - CA/CO - 2022	30,000	28,125	750		1,125
Taxiway A4 Reconstruction - 2022	439,954	412,457	10,999		16,498
Taxiway A1 Reconstruction - CA/CO - 2022	30,000	28,125	750		1,125
Taxiway A1 Reconstruction - 2022	452,905	424,598	11,323		16,984
Expand Existing Detention System Design - 2022_2023	1,012,417	949,141	25,310		37,966
GA Ramp Reconstruction Design - 2022_2023	954,795	895,120	23,870		35,805
Taxilane and Deice Pad Project Design - 2022_2023	1,008,150	945,141	25,204		37,806
Taxilane and Deice Pad Project (CA/CO) - 2023-2024	125,000	117,188	3,125		4,688
Taxilane and Deice Pad Construction - 2023_2024	1,500,000	1,406,250	37,500		56,250
Taxiway A Rehab (North) Design - 2022_2023	700,000	656,250	17,500		26,250
Taxiway A Rehab (North) CA/CO - 2023_2024	100,000	93,750	2,500		3,750
Taxiway A Rehab (North) - 2023_2024	1,250,000	1,171,875	31,250		46,875
Seal Coat and Mark Pavements - CA/CO	290,000				290,000
Wildlife Hazard Modifications	120,000	120,000			
ATCT Upgrades	1,000,000	1,000,000			
<b>EQUIPMENT</b>					
Replace Operations Vehicles	220,000				220,000
New SRE (Broom or Plow trucks)	125,000				125,000
New Loader/Dozer	1,000,000				1,000,000
Pavement Rubber/Paint Removal Vehicle	550,000				550,000
SRE attachments	142,000				142,000
<b>FBO</b>					
Hangar 3A-C & GSE CMAR Pre-Construct Services	17,007				17,007
Ph 2 - Construct Hangar 3 & GSE Building	30,000,000			30,000,000	
Ph 2 - CA/CO	1,250,000			1,250,000	
FBO Terminal & New Hangars Design	2,148,071				2,148,071
FBO Terminal & New Hangars Design CMAR Cons. Svcs	38,000				38,000
<b>LANDSIDE</b>					
EV Charging Stations	1,500,000	1,500,000			
Upgrade Tower HVAC Nat. Gas	150,000				150,000
<b>MINOR PROJECTS/JAC OPS</b>					
Terminal Paging System/Upgrade	250,000				250,000
Automated Floor Cleaner	60,000				60,000
Alert Phone System	75,000				75,000
New Gate Hangar 5	80,000				80,000
Wildlife Fence	100,000				100,000
Taxiway A Rut Repair	100,000				100,000
Lighting Control System	80,000				80,000
New ATIS	100,000				100,000
Bagbelt System Upgrades	400,000				400,000
<b>TERMINAL</b>					
Restaurant Project - CA/CO	412,725			412,725	
Restaurant Expansion Project - Construction	13,791,717			13,791,717	
Restaurant Expansion Project - Basement Fit-Out	650,000			650,000	
Special Inspections and Testing	30,000			30,000	
Restaurant Furniture	1,150,000			1,150,000	
Checkpoint Project - Construction	5,104,007				5,104,007
Special Inspections and Testing	10,000				10,000
TSA Screening Equipment Relocation 2x	100,000				100,000
ATO to Holdroom Project-CA/CO	55,000				55,000
ATO to Holdroom Project-Construction	751,690				751,690
Restaurant Kiosk Relocation - Furniture	137,692				137,692
Project Coordinator/Owners Rep	52,255				52,255