7

Financial Implementation Plan

RAPID CITY REGIONAL AIRPORT

Airport Master Plan Update

CHAPTER SEVEN
FINANCIAL IMPLEMENTATION PLAN

The purpose of the financial implementation plan is twofold: first it is needed to identify when the capital improvement program (CIP) projects are anticipated to occur and the amount of local, state, and FAA Airport Improvement Program (AIP) grant funds needed; and secondly, to provide Rapid City Regional Airport with an approach to financing the development program selected during the master planning process. Although comprehensive, the financial plan remains flexible in nature; changing demands, activity levels, cost inflation, airport programs, and legislation can greatly change the optimal plan from one year to the next. Because of this, any financial implementation plan requires frequent re-examination and periodic adjustment as conditions warrant.

A financial analysis, such as the one prepared for Rapid City Regional Airport, is highly dependent upon historical financial data and aviation demand forecasts. Historical data used in this analysis is described throughout this chapter. The remaining sections present the preliminary estimates of probable capital costs associated with the airport development program, the forecast of airport expenses and probable revenues, and proposed program financing.

The remainder of this chapter is organized in the following manner:

* Overall Approach;
* Capital Improvement Program;
* Funding Sources;
* Expenses and Revenues Analysis;
* Financial Plan; and
* Recommendations.

7.1 Overall Approach

The overall approach for development of the Financial Plan included the following steps:

* Gathering and reviewing key Airport and City documents related to historical funancial results, capital improvement plans, operating budgets, regulatory requirements, Airport and City policies, bond issue official statements, airline agreements, and other operating agreements with Airport users.

* Interviewing key Airport officials to understand the overall management philosophy, existing operating and financial environment, and operating agreements with the airlines.

* Reviewing the aviation activity forecasts previously developed in the Master Plan.

* Reviewing the detailed Capital Development Program (CDP), cost estimates, and development schedule planned for the planning period and

projecting the overall financial requirements for the program.

* Determining and analyzing sources of funding available to meet the financial requirements for operating the Airport and financing the Capital Development Program.

* Analyzing historical operations and maintenance expenses, developing operations and maintenance expense assumptions, reviewing assumptions with Airport management, and projecting future operations and maintenance costs for the planning period.

* Analyzing historical revenue sources, reviewing the Airport's rates and charges methodology, developing revenue growth assumptions, reviewing assumptions with Airport management, and projecting future airline and non-airline revenues for the planning period.

7.2 Capital Development Program (CDP)

Determining the financial implications of the master plan capital improvement program begins with a description of the specific development items, and the assignment of each item to one of three development phases:

* Phase I (Short-Range): FY 1998-FY 2002
* Phase II (Intermediate-Range): FY 2003-FY 2006;

and

* Phase III (Long-Range): FY 2008-FY 2017.

The current costs of each capital improvement item was estimated and totaled by development phase. Preliminary costs were estimated by applying current unit costs to the unit quantity identified in the master plan. Federal, local, state, and private shares of all costs were then computed using a variety of assumptions with regard to program eligibility and future funding levels.

The CDP cost projection and development schedule is derived from previous results of the Master Plan project. The CDP for capital expansion and improvement projects is projected for the five year planning period from fiscal years ending 1998 through 2002, the five year period from fiscal years ending 2003 through 2007, and the ten year period from fiscal years ending 2008 through 2017. For each of these planning periods, Table 7-1 presents the CDP for projects identified in the Master Plan as well as projects included in the Airport's first Passenger Facility Charge (PFC) authorization. The estimated timing and costs are presented in this table along with the amounts and timing of the funding sources. As shown in Table 7-1, the total estimated cost of Master Plan projects is $29,251,270. These estimated costs are presented in 1997 dollars throughout the planning period.

Each development item was estimated directly from the Airport Layout Plan using accepted engineering practice at a level of detail normally associated with project planning.

Only aviation-related capital development is described.

7.3 Sources of Capital Financing

The approach used in the past by the City of Rapid City to finance capital improvements is similar in concept to the approach used at many small/non-hub airports in the United States. Over the years, improvements to Rapid City Regional Airport have been financed through a combination of federal and state grants, passenger facility charges, City funds, and proceeds (together with investment earnings) from airport net revenue and general obligation bonds. Other potential funding sources for the Airport may include sales tax revenue and private financing. A discussion of potential funding mechanisms for the Airport's capital development follows.

Table 7-1
CAPITAL IMPROVEMENT COST OVERVIEW: 20 YEARS
Rapid City Regional Airport

	Private Cost	Local Cost	State Cost	Federal Cost	Total Cost
PHASE I (1998-2002) 1998	$ 0	$ 68,259.00	$ 68,259.00	$ 1,228,662.00	$ 1,365,180.00
1999	$ 0	$ 44,108.00	$ 44,108.00	$ 793,944.00	$ 882,160.00
2000	$ 0	$ 80,407.00	$ 80,407.00	$ 1,447,326.00	$ 1,608,140.00
2001	$ 0	$ 112,494.00	$ 112,494.00	$ 2,024,892.00	$ 2,249,800.00
2002	$ 0	$ 232,675.00	$ 105,175.00	$ 2,275,650.00	$ 2,613,500.00
SUBTOTAL	$ 0	$ 537,943.00	$ 410,443.00	$ 7,770,474.00	$ 8,718,860.00
PHASE II (2003-2007)	$ 180,000.00	$ 785,958.00	$ 312,308.00	$ 5,621,544.00	$ 6,899,810.00
PHASE III (2008-2017)	$ 1,280,000.00	$ 1,894,430.00	$ 550,430.00	$ 9,907,740.00	$ 13,632,600.00
20-YEAR CAPITAL IMPROVEMENTS	$ 1,460,000.00	$ 3,218,331.00	$ 1,273,181.00	$ 23,299,758.00	$ 29,251,270.00

7.3.1 Federal Aviation Administration (FAA) Funding

The Airport and Airway Improvement Act of 1982, as amended, provides the authority to grant monies for specific airport planning and development projects at the Rapid City Regional Airport. This Act, and its reauthorizations, currently enables the FAA to distribute discretionary and entitlement AIP funds for eligible airport projects throughout the planning period. AIP monies are collected from aviation-user supported taxes (airline passenger tax, aircraft fuel and part sales) and deposited in the Airport and Airways Trust Fund, with none of the AIP money originating from general tax collection.

As a primary commercial service airport, a majority of the projects identified in the Rapid City Regional Airport capital development plan are eligible for AIP funds.

Table 7-2 summarizes the total eligible FAA funds estimated to be distributed for the Rapid City Regional Airport development program for each planning phase. FAA funding for the airport has been estimated at 90% of AIP eligible project costs.

Table 7-2
TOTAL PROJECTED FAA GRANTS FOR IMPLEMENTING THE CAPITAL IMPROVEMENT PROGRAM
Rapid City Regional Airport

FAA Eligible Grants	Phase I AIP Project Costs	Phase II AIP Project Costs	Phase III AIP Project Costs
Total FAA Funds	$7,770,474.00	$5,621,544.00	$9,907,740.00

Note : Estimated projects costs are based on the 1997 Airport Master Plan Cost Requirements, and are presented in 1997 dollar amounts for all planning periods.

Source: Bucher, Willis & Ratliff, Estimates AIP Funds; August, 1996.

7.3.2 Passenger Facility Charges (PFC)

The Aviation Safety and Capacity Expansion Act of 1990, enacted by Congress on November 5, 1990, authorizes the Secretary of Transportation to approve locally imposed PFC's of up to $3 per enplaned passenger. The proceeds from PFC's are to be used for certain projects that preserve or enhance capacity, safety or security, mitigate the effects of aircraft noise, or enhance airline competition. PFC's may also be used to pay debt service on bonds and other indebtedness incurred to carry out eligible projects. PFC's were authorized at the Rapid City Regional Airport beginning in August, 1997. Elements of the development program are eligible for PFC funding and this funding source is used throughout the planning period. The airport could anticipate collection of as much as

$12,155,333 in PFC's during the 20-year planning period if passenger enplanement forecasts are realized. Of this total, $1,087,209 relates to the previously approved PFC application #1. PFC's are anticipated to cover the local share of the AIP grants throughout the planning period.

7.3.3 South Dakota Department of Transportation

The South Dakota DOT has its own statewide program to administer and distribute grants to publicly owned airports. As a primary commercial service public-use facility, Rapid City Regional Airport is eligible for a 5% state grant to be used as a match on federally funded projects.

7.3.4 Local Funding

Local funding provides for operating and maintenance expenses and capital airport development costs. The Rapid City Regional Airport financial plan assumes that local funds will continue to be used for financing of certain capital development projects.

Table 7-3 summarizes the total local funds estimated by phase during the planning period for the Rapid City Regional Airport.

Table 7-3
TOTAL PROJECTED LOCAL FUNDS FOR IMPLEMENTING THE CAPITAL DEVELOPMENT PROGRAM
Rapid City Regional Airport

Estimated Project Cost	Phase I Project Costs	Phase II Project Costs	Phase III Project Costs
Total Local Funds	$537,943.00	$785,958.00	$1,894,430.00

Note: Estimated project costs are based on the Airport Master Plan cost requirements, and are presented in 1997 dollars for all planning periods.

Source: Bucher, Willis & Ratliff, Estimated Local Funds; August, 1997.

7.3.5 Private Financing

In recent years, private financing of airport improvements is becoming a more popular means of financing fixed-cost expenses. There are varying degrees of private sector methods used to finance airport development. The most common include the construction of hangars and most types of terminal area improvements.

Phase II and III costs include several items which are not eligible for federal or state grants, but which can be financed by revenues generated by private lease agreements. Another option is to allow construction of hangars using private financing (individuals, partnerships, etc.), then apply an airport ground lease for hangar property based on a revolving-lease agreement. However, federal funding assurances for public airports sometimes stipulate that ownership of the hangars reverts back to the airport sponsor after a reasonable time period.

As is often the case with aircraft hangars, financing fees are used to repay the airport for interest and amortization of the initial investment. As such, facilities and equipment are used by tenants but financed by the airport. Often, this covers an overhead cost associated with the airport's operating budget.

7.4 Expense and Revenue Analysis

In order to determine the financial condition of Rapid City Regional Airport and to assess the feasibility of implementing the capital improvement program previously developed, it is necessary to perform an airport financial analysis. This analysis will examine the historical airport operating expenses and revenues and project these annually through the year 2017. Expenses and revenues can then be compared, and any surpluses can be applied toward the capital development program.

This financial plan examines the relationship between airport revenues and expenditures, funding sources, and airport lease rates and fees to arrive at revenues to be applied towards capital expenditures identified in the airport development program. Summary tables used to calculate the financial information are attached at the end of this chapter.

7.4.1 Existing and Future Structure of Airport Rates and Charges

Rates and charges at the Rapid City Regional Airport have been adjusted on the basis of the most recent budget and appropriations level. This study does not consider whether the rates and charges were reasonable, but rather used the most recent budget as a baseline to project all future expenditures and revenues. The following describes the major operating revenue-producing sources for the Rapid City Regional Airport.

Structure of Airline Rates and Charges

At Rapid City Regional Airport, landing fees and terminal space rentals are paid by signatory airlines under use and lease agreements which are renegotiated annually. In general, the use agreements require the airlines to pay historically based fixed rate field and runway use fees (landing fees), rental rates with escalation clauses (terminal rentals), and certain other charges to enable the City to partially recover costs of maintaining the airport. This compensatory approach to financial management is assumed to continue at the Rapid City Regional Airport.

FBO Rates and Charges

There are 2 FBO's providing routine aircraft services at the Rapid City Regional Airport. The airport collects a fuel flowage fee from the FBO's which averages around $25,000 per year. The amount collected from the fuel flowage fee is anticipated to increase during the planning period with the projected growth of general aviation.

Airport Ground Leases

Approximately 40 acres of airport property is currently under lease. The current leases generate approximately $17,000 per year. Major leasing tenants include the Army Air National Guard, FAA, FBO's, and the U.S. Forest Service. T-hangars and conventional hangars are all on ground leases.

7.4.2 Projected Airport Revenues

The projection of airport operating and maintenance revenues determines to what extent money becomes available to implement certain capital development projects which are not contingent upon FAA grants. Development of these projects will require substantial capital investment beyond what is required for day-to-day operations of the airport. Revenue projections for fiscal years 1998 through 2017 are based on historical funding and finance trends, the nature of various use agreements, the anticipated impacts of inflation, facility improvements and expansions, aviation traffic increases, known changes in the market place, and when appropriate, recent comparisons with similar airport projects.

FAA Order 5100.8A, Airport Improvement Program (AIP) Handbook states that airport sponsors must provide assurances that "all revenue generated by their public-owned airport will be expended for the capital or operating costs of the airport, the local airport system, or other local facilities which are owned or operated by the sponsor and directly and substantially related to the actual air transportation of passengers or property."

An airport that has a policy to be self-sufficient is recommended to structure its fees and rates directly around the user; whereas, in a subsidized operation, the taxpayer would assume greater costs. In instances of partial subsidy, users and taxpayers divide the costs, as appropriate, to the short and long-term needs of the airport. Most sponsors, in effect, tend to subsidize airport expenditures and expenses because of the direct and indirect transportation and economic value of the airport to the area. At Rapid City Regional Airport, with reasonable baseline fees and by adjusting the user rates accordingly, the airport will continue to achieve positive financial position without subsidy.

Table 7-4 lists main revenue categories and the adjustment assumptions used in projecting revenues at the Rapid City Regional Airport over the 20-year planning period. In addition, comments which explain adjustments associated with the timing and duration of the capital airport development program projects are provided.

Table 7-4
PROJECTED REVENUE ADJUSTMENT ASSUMPTIONS
Rapid City Regional Airport

Factor	Annual Adjustment	Comments
Landing Fees	Fluctuates	Adjusts to maintain surplus revenue
Terminal/Commercial Service	2.7%	Increase matches growth rate of forecast pax
Fuel Flowage	3.0%	Inflation increase only
Car Rental	2.7%	Increase matches growth rate of forecast pax
Parking Lot	2.7%	Increase matches growth rate of forecast pax

Source: Bucher, Willis & Ratliff, Revenue Adjustment Assumptions; August, 1997.

7.4.3 Potential New Revenues

Areas on the airport which are not specifically required for aeronautical purposes should be utilized to generate operating revenues. This includes developing agricultural land for office or industrial uses. An increase in revenue for these areas was not shown due to the speculative nature of this type of development.

7.4.4 Revenue Summary

Based on the assumptions above, total locally generated annual airport revenues are expected to increase from about $2,042,839 to $3,838,147 during the 20-year planning period. These revenues shown do not include FAA grants, but rather revenues generated by the airport only. The projection of total revenues is provided in the financial program table following this section.

7.4.5 Projected Airport Expenses

The expenses for fiscal year 1997 are based on the approved airport budget. The projection of expenditures for fiscal years ending 1998 through 2017 are based on a review of historical trends, the anticipated impacts of inflation, facility improvements and expansions, aviation traffic increases, and recent comparisons with similar airport projects.

Historic and projected annual operating expenses were prepared over the forecast period. The expenditures are based on the forecast facility requirement parameters previously listed, which contain the cost and schedule for the airport development program. The major operating expenses include those associated with airport operations, maintenance and administration.

Table 7-5 lists the percent adjustment of operations and maintenance expenses used in projecting future expenses over the planning period, in addition to comments which explain adjustments and timing relevant to the airport capital development program. Expenses have been adjusted from 1997 dollars by the assumed per year inflation rate.

Table 7-5
EXPENSE AND EXPENDITURE ASSUMPTIONS
Rapid City Regional Airport

Factor	Annual Adjustment	Comments
Employee Salary, Wages and Benefits	5.0%	Beginning in 1998. Retainment of all existing airport administrative and operations employees. No additional airport employees or staffing requirements during planning period.
Insurance	4.0%	Beginning 1998
Utilities	3.0%	Expenses are anticipated to increase proportionally.
Capital Outlay	3.0%	Beginning in 1998
Terminal Depreciation	N/A	Flat rate - adjusts every five years
Professional Services	3.0%	Beginning in 1998
Supplies, publishing, misc.	3.0%	Beginning in 1998
Travel & Conference	3.0%	Beginning in 1998
Lease Purchase Rental Payments	N/A	Annual debt payment retired in 2003
Principle & Interest Payments	N/A	Annual debt payment retired in 2000.

Source: Bucher, Willis & Ratliff, Airport Expense and Expenditure Assumptions; August, 1997.

7.4.6 Net Operating Ratio

Table 7-6 provides the summary and net operating ratio of projected operating revenues versus estimated operating expenses for the Rapid City Regional Airport throughout the planning period. The net operating ratio simply means that in 2007 (for example) for every dollar coming in there is $0.99 going out.

7.4.7 Expense Summary

In most cases, cities have subsidized airport operations when revenues have not been sufficient to cover operating expenses and minor capital outlays. Under the present airport financial structure and methodology, this practice will not occur at Rapid City Regional Airport. FAA encourages airports to be financially secure as possible and states in airport sponsor assurances that "the facilities and services being provided to airport users should make the airport as self-sustaining as possible." Based on the proposed CIP and projected revenues and expenses, it is feasible for the City to fund the development program. The financial program table is shown at the end of this chapter.

Table 7-6
SUMMARY - NET OPERATING RATIO
Rapid City Regional Airport

Year	Projected Total Airport Revenues	Projected Total Airport Operating and Maintenance Expenses	Surplus (Deficit)	Net Operating Ratio
Existing	2,042,839	2,030,540	12,299	0.99
2003	2,387,817	2,383,976	3,842	1.00
2007	2,512,874	2,486,193	26,681	.99
2012	3,097,109	3,074,961	22,148	.99
2017	3,838,147	3,823,202	14,946	1.00

Note: The net operating ratio equals airport operating and maintenance expenses divided by total airport revenues.

Source: Bucher, Willis & Ratliff, Net Operating Ratio, August, 1997.

7.5 Implementation

If the development program is implemented as scheduled, the net operating ratio for the Rapid City Regional Airport is expected to remain stable over the planning period. Increases in expenditures are primarily due to increases related to employee salaries and benefits, which will be offset by increases in passenger enplanements and landing fees.

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7.6 Conclusions

* The current financial status of the Airport with the additions of PFC's is strong, and the sources of revenues to implement the CIP are available.

* Areas on the Airport not specifically designated for aeronautical purposes should be promoted for commercial or light industrial development.

* The City should more aggressively pursue another airline to provide competition, reduce airfares, and increase ridership.

Table 7-8
Expenditures

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Personnel	$ 927,401	$ 948,852	$ 1,012,355	$ 1,062,973	$ 1,116,121	$ 1,171,927	$ 1,230,524	$ 1,292,050	$ 1,356,653	$ 1,424,485	$ 1,495,709	$ 1,570,495
Insurance	$ 97,929	$ 92,989	$ 91,673	$ 95,340	$ 99,154	$ 103,120	$ 107,244	$ 111,534	$ 115,996	$ 120,635	$ 125,461	$ 130,479
Professional Services	$ 71,500	$ 41,500	$ 56,509	$ 57,074	$ 57,645	$ 58,221	$ 58,803	$ 59,392	$ 59,985	$ 60,585	$ 61,191	$ 61,803
Publishing	$2,000	$1,000	$2,000	$2,060	$2,122	$2,185	$2,251	$2,319	$2,388	$2,460	$2,534	$2,610
Lease/Purchase/Rental	$256,674	$255,874	$256,000	$256,000	$256,000	$256,000	$256,000	$256,000	$0	$0	$0	$0
Repairs	$81,500	$78,600	$64,800	$66,744	$68,746	$70,809	$72,933	$75,121	$77,375	$79,696	$82,087	$84,549
Supplies	$71,800	$74,200	$80,000	$82,400	$84,872	$87,418	$90,041	$92,742	$95,524	$98,390	$101,342	$104,382
Travel and Conference	$15,000	$14,000	$15,000	$15,450	$15,914	$16,391	$16,883	$17,389	$17,911	$18,448	$19,002	$19,572
Utilities	$231,500	$220,300	$188,720	$194,382	$200,213	$206,219	$212,406	$218,778	$225,342	$232,102	$239,065	$246,237
Miscellaneous	$1,650	$1,600	$1,000	$1,040	$1,082	$1,125	$1,170	$1,217	$1,265	$1,316	$1,369	$1,423
Capital Outlay	$14,000	$49,000	$22,000	$50,000	$51,500	$53,045	$54,636	$56,275	$57,964	$59,703	$61,494	$63,339
Principle and Interest	$0	$65,638	$65,638	$65,638	$65,638	$0	$0	$0	$0	$0	$0	$0
Terminal Depreciation	$0	$175,987	$176,000	$176,000	$176,000	$176,000	$176,000	$200,000	$200,000	$200,000	$200,000	$200,000
Other Expenses	$1,500	$1,000	$1,000	$1,030	$1,061	$1,093	$1,126	$1,159	$1,194	$1,230	$1,267	$1,305
Sub Total	$1,762,254	$2,030,540	$2,032,695	$2,126,130	$2,196,067	$2,203,554	$2,280,017	$2,383,976	$2,211,596	$2,299,050	$2,390,519	$2,486,193
Revenues	$1,843,006	$2,037,839	$2,134,134	$2,150,445	$2,202,393	$2,246,974	$2,293,876	$2,387,817	$2,260,071	$2,309,992	$2,409,611	$2,512,874
Expenditures	$1,762,254	$2,030,540	$2,032,695	$2,126,130	$2,196,067	$2,203,554	$2,280,017	$2,383,976	$2,211,596	$2,299,050	$2,390,519	$2,486,193
Surplus(Deficit)	$80,752	$7,299	$101,439	$24,315	$6,326	$43,420	$13,859	$3,842	$48,475	$10,942	$19,093	$26,681

Table 7-7
Revenues

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Air Flight Tax	[illegible]	$ 145,000	$ 145,000	$ 243,000	$ 243,000	$ 243,000	$ 243,000	$ 243,000	$ 243,000	$ 243,000	$ 243,000	$ 243,000
Airport Gas Tax Revenue	$50,000	$50,000	$65,000	$66,950	$68,959	$71,027	$73,158	$75,353	$77,613	$79,942	$82,340	$84,810
Fax/Copy Charges	$100	$100	$0	$100	$100	$100	$100	$100	$100	$100	$100	$100
Gate Card Deposit	$620	$400	$200	$500	$515	$530	$546	$563	$580	$597	$615	$633
Vending Machine	$4,000	$5,600	$6,100	$6,600	$7,100	$7,600	$8,100	$8,600	$9,100	$9,600	$10,100	$10,600
Telephone Commissions	$10,000	$10,800	$11,000	$11,330	$11,670	$12,020	$12,381	$12,752	$13,135	[illegible]	$13,934	[illegible]
Recovery Direct Expense	$8,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000
Interest Earned	$3,000	$500	$1,000	$2,029	$486	$127	$868	$277	$77	$970	$219	$382
Land & Private Hangar	$17,864	$16,800	$21,000	$21,630	$22,279	$22,947	$23,636	$24,345	$25,075	$25,827	$26,602	$27,400
Building Rental	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Equipment Rental	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sale of Vehicle	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sale of Equipment	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sale of Scrap	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Gain/Loss Displacement	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Inter-Fund Transfer	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Escheats	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Taxes on Use	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Landing Fees	$392,914	$397,087	$455,494	$347,792	$367,183	$377,097	$387,278	$417,735	$249,014	$255,737	$312,642	$371,083
Terminal Building O&M	$248,704	$454,497	$466,810	$479,414	$492,358	$505,652	$519,304	$533,326	$547,725	$562,514	$577,702	$593,300
Terminal Depreciation	[illegible]	$175,987	$176,000	$176,000	$176,000	$176,000	$186,000	$200,000	$200,000	$200,000	$200,000	$200,000
Car Rent Parking	$19,548	$18,480	$18,480	$19,034	$19,605	$20,194	$20,799	$21,423	$22,066	$22,728	$23,410	$24,112
Old Terminal	$26,364	$27,338	$24,600	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000
Bar/Cafe Commissions	$13,000	$14,000	$16,000	$16,480	$16,974	$17,484	$18,008	$18,548	$19,105	$19,678	$20,268	$20,876
Advertise/Rent	$26,000	$28,000	$25,000	$25,750	$26,523	$27,318	$28,138	$28,982	$29,851	$30,747	$31,669	$32,619
Pasture Rent	$2,000	$2,000	$2,000	$2,060	$2,122	$2,185	$2,251	$2,319	$2,388	$2,460	$2,534	$2,610
Fuel Sales	$16,031	$13,940	$13,940	$14,358	$14,789	$15,233	$15,690	$16,160	$16,645	$17,144	$17,659	$18,189
Fuel Flowage	$25,000	$25,000	$26,000	$26,780	$27,583	$28,411	$29,263	$30,141	$31,045	$31,977	$32,936	$33,924
Limo and Park Lot	$315,150	$316,150	$318,150	$326,740	$335,562	$344,622	$353,927	$363,483	$373,297	$383,376	$393,727	$404,358
FAA Building	$77,436	$77,000	$80,000	$80,000	$80,000	$80,000	$80,000	$82,400	$84,872	$87,418	$90,041	$92,742
Jetway Rental	[illegible]	$7,900	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Car Rental Commissions	$190,000	$170,000	$190,000	$195,130	$200,399	$205,809	$211,366	$217,073	$222,934	$228,953	$235,135	$241,484
Gift Shop Commissions	$2,000	$3,600	$7,000	$7,210	$7,426	$7,649	$7,879	$8,115	$8,358	$8,609	$8,867	$9,133
Miscellaneous	$2,000	$2,000	$1,500	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000
CRP Program	$11,040	$11,040	$11,040	$11,040	$11,040	$11,040	$11,040	$11,040	$11,040	$11,040	$11,040	$11,040
Parking Violation	[illegible]	$1,500	$1,500	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000
Employee Parking	$19,860	$23,120	$24,000	$24,000	$24,000	$24,000	$24,000	$24,720	$25,462	$26,225	$27,012	$27,823
Total	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	$ 2,260,071	[illegible]	$ 2,409,611	$ 2,512,874

Table 7-7
Revenues

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Air Flight Tax	$ 243,000	$ 245,000	$ 243,000	$ 243,000	$ 243,000	$ 243,000	$ 243,000	$ 243,000	$ 243,000	$ 243,000
Airport Gas Tax Revenue	$87,355	$89,975	$92,674	$95,455	$98,318	$101,268	$104,306	$107,435	$110,658	$113,978
Fax/Copy Charges	$100	$100	$100	$100	$100	$100	$100	$100	$100	$100
Gate Card Deposit	$652	$672	$692	$713	$734	$756	$779	$802	$826	$851
Vending Machine	$11,100	$11,600	$12,100	$12,600	$13,100	$13,600	$14,100	$14,600	$15,100	$15,600
Telephone Commissions	$14,783	$15,227	$15,683	$16,154	$16,638	$17,138	$17,652	$18,181	$18,727	$19,289
Recovery Direct Expense	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000
Interest Earned	$534	$653	$737	$784	$488	$443	$356	$417	$432	$395
Land & Private Hangar	$28,222	$29,069	$29,941	$30,839	$31,764	$32,717	$33,699	$34,710	$35,751	$36,824
Building Rental	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Equipment Rental	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sale of Vehicle	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sale of Equipment	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sale of Scrap	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Gain/Loss Displacement	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Inter-Fund Transfer	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Escheats	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Taxes on Use	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Landing Fees	$431,102	$492,742	$556,046	$621,060	$687,828	$756,399	$836,822	$919,416	$1,004,241	$1,091,355
Terminal Building O&M	$609,319	$625,770	$642,666	$660,018	$677,839	$696,140	$714,936	$734,239	$754,064	$774,424
Terminal Depreciation	$240,000	$240,000	$240,000	$240,000	$240,000	$300,000	$300,000	$300,000	$300,000	$300,000
Car Rent Parking	$24,836	$25,581	$26,348	$27,139	$27,953	$28,791	$29,655	$30,545	$31,461	$32,405
Old Terminal	$15,000	$15,000	$15,000	$0	$0	$0	$0	$0	$0	$0
Bar/Cafe Commissions	$21,503	$22,148	$22,812	$23,497	$24,201	$24,927	$25,675	$26,446	$27,239	$28,056
Advertise/Rent	$33,598	$34,606	$35,644	$36,713	$37,815	$38,949	$40,118	$41,321	$42,561	$43,838
Pasture Rent	$2,688	$2,768	$2,852	$2,937	$3,025	$3,116	$3,209	$3,306	$3,405	$3,507
Fuel Sales	$18,734	$19,296	$19,875	$20,471	$21,086	$21,718	$22,370	$23,041	$23,732	$24,444
Fuel Flowage	$34,942	$35,990	$37,070	$38,182	$39,327	$40,507	$41,722	$42,974	$44,263	$45,591
Limo and Park Lot	$415,276	$426,488	$438,003	$449,829	$461,975	$474,448	$487,258	$500,414	$513,925	$527,801
FAA Building	$95,524	$98,390	$101,342	$104,382	$107,513	$110,739	$114,061	$117,483	$121,007	$124,637
Jetway Rental	$9,555	$9,813	$10,078	$10,350	$10,629	$10,916	$11,210	$11,513	$11,824	$12,144
Car Rental Commissions	$248,004	$254,700	$261,577	$268,639	$275,892	$283,342	$290,992	$298,849	$306,917	$315,204
Gift Shop Commissions	$9,407	$9,690	$9,980	$10,280	$10,588	$10,906	$11,233	$11,570	$11,917	$12,275
Miscellaneous	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000
CRP Program	$11,040	$11,040	$11,040	$11,040	$11,040	$11,040	$11,040	$11,040	$11,040	$11,040
Parking Violations	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000
Employee Parking	$28,657	$29,517	$30,402	$31,315	$32,254	$33,222	$34,218	$35,245	$36,302	$37,391
Subtotal	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	$ 3,692,494	$ 3,838,147

Table 7-8
Expenditures

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Personnel	$ 1,649,020	$ 1,731,471	$ 1,818,044	$ 1,908,946	$ 2,004,394	$ 2,104,613	$ 2,209,844	$ 2,320,336	$ 2,436,353	$ 2,558,171
Insurance	$ 135,698	$ 141,126	$ 146,771	$ 152,642	$ 158,748	$ 165,098	$ 171,702	$ 178,570	$ 185,713	$ 193,141
Professional Services	$ 62,421	$ 63,045	$ 63,676	$ 64,313	$ 64,956	$ 65,605	$ 66,261	$ 66,924	$ 67,593	$ 68,269
Publishing	$2,688	$2,768	$2,852	$2,937	$3,025	$3,116	$3,209	$3,306	$3,405	$3,507
Lease/Purchase/Rental	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Repairs	$87,086	$89,698	$92,389	$95,161	$98,016	$100,956	$103,985	$107,105	$110,318	$113,627
Supplies	*$107,513*	*$110,739*	*$114,061*	*$117,483*	*$121,007*	*$124,637*	*$128,377*	*$132,228*	*$136,195*	*$140,280*
Travel and Conference	$20,159	$20,764	$21,386	$22,028	$22,689	$23,370	$24,071	$24,793	$25,536	$26,303
Utilities	$253,624	$261,233	$269,070	$277,142	$285,456	$294,020	$302,840	$311,925	$321,283	$330,922
Miscellaneous	$1,480	$1,539	$1,601	$1,665	$1,732	$1,801	$1,873	$1,948	$2,026	$2,107
Capital Outlay	$65,239	$67,196	$69,212	$71,288	$73,427	$75,629	$77,898	$80,235	$82,642	$85,122
Principle and Interest	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Terminal Depreciation	$240,000	$240,000	$240,000	$240,000	$240,000	$300,000	$300,000	$300,000	$300,000	$300,000
Other Expenses	$1,344	$1,384	$1,426	$1,469	$1,513	$1,558	$1,605	$1,653	$1,702	$1,754
Sub Total	$2,626,272	$2,730,963	$2,840,488	$2,955,073	$3,074,961	$3,260,404	$3,391,665	$3,529,022	$3,672,766	$3,823,202
Revenues	$2,658,930	$2,767,834	$2,879,663	$2,979,495	$3,097,109	$3,278,183	$3,412,512	$3,550,647	$3,692,494	$3,838,147
Expenditures	$2,626,272	$2,730,963	$2,840,488	$2,955,073	$3,074,961	$3,260,404	$3,391,665	$3,529,022	$3,672,766	$3,823,202
Surplus(Deficit)	$32,658	$36,871	$39,176	$24,422	$22,148	$17,779	$20,847	$21,625	$19,728	$14,946