



AIRPORT FINANCE COMMITTEE MEETING AGENDA

December 22, 2025 at 12:00 PM

Airport Admin Conference Room/Zoom

Join Zoom Meeting

<https://juneau.zoom.us/j/7494750810?pwd=w8MW77xxtKRxuFrXf856HzSOULmxTp.1&omn=81094860571>

Meeting ID: 749 475 0810 Passcode: 1015

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TO TESTIFY: CONTACT SHANNON VAN VALIN, 907-586-0962

1. CALL TO ORDER

2. ROLL CALL

3. APPROVAL OF MINUTES

- A. November 4th, 2025 — Airport Finance Committee Worksession Minutes
November 24th, 2025—Airport Finance Committee Worksession Minutes

4. APPROVAL OF AGENDA

5. PUBLIC PARTICIPATION ON NON-AGENDA ITEMS

6. NEW BUSINESS

A. Fiscal Year 2027 Budget and Proposed Rates & Fees

Review, discussion, and recommendation regarding adoption of the Juneau International Airport's Fiscal Year 2027 Budget (July 1, 2026 through June 30, 2027), with FY26 projection context. The committee will review the budget structure and assumptions, fund balance and reserve context, cost centers and allocation approach, and activity trends, and will consider the financial model outputs supporting proposed FY27 rates and fees, including capital needs and planned priorities.

Attachment A: FY27 Proposed Budget

Motion: Recommend that the FY27 Proposed Budget be presented to the full Board at January's Regular Board Meeting for consideration and approval of JNU's Proposed FY27 Budget and Proposed Rates and Fees.

B. Stakeholder Correspondence Response (For Discussion)

Review and discussion of stakeholder correspondence received from Alaska Seaplanes regarding the FY27 budget development process, the rates and fees financial model, and allocation assumptions. Staff will summarize the key questions and comments raised, provide responses, and identify follow-up items to be completed and incorporated into the next Finance Committee and/or Board Meeting.

Attachment B: Letter from Alaska Seaplanes

Attachment C: JNU Staff Response, Actions Taken, Changes Implemented

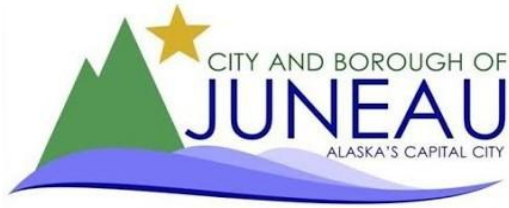
7. CORRESPONDENCE

8. BOARD MEMBER COMMENTS

9. ANNOUNCEMENTS

10. NEXT MEETING DATE Next Finance Committee Meeting: TBD. The next Airport Board Meeting will be held on January 8th, 2026 at 6pm in the Alaska Room/Zoom.

11. ADJOURNMENT



AIRPORT FINANCE COMMITTEE MINUTES

November 4, 2025 at 12:00 PM

<https://juneau.zoom.us/j/81320381493>

Or join via audio: 1-253-215-8782 Webinar ID: 813 2038 1493

TO TESTIFY: CONTACT SHANNON VAN VALIN, 907-586-0962

1. **CALL TO ORDER** Ms. Rodell called the meeting to order at 12:01 p.m.

2. **ROLL CALL**

Members Present:

Angela Rodell
Jeff Redmond
Dennis Bedford
David Epstein (Zoom)
Jerry Godkin (Zoom)

Staff Present:

Andres Delgado, Airport Manager
Shannon Van Valin, Airport Admin
Ke Mell, Airport Architect
Bruce Malazarte, Airport Acct Tech II
Angelica Lopez-Campos, Airport Business Manager

Public Present:

Pat Ford, Alaska Seaplanes
Jodi Garza, Alaska Seaplanes

3. **APPROVAL OF MINUTES**

Motion to approve the September 4, 2025 Airport Board Finance Committee Meeting minutes made by Mr. Redmond. Motion passed by unanimous consent.

4. **APPROVAL OF AGENDA**

Motion to approve agenda made by Ms. Rodell. Motion passed by unanimous consent.

5. **PUBLIC PARTICIPATION ON NON-AGENDA ITEMS**

None.

6. NEW BUSINESS

A. Airport Finance Committee Worksession & FY27 Budget Preview

Mr. Delgado explained the worksession was to be presented to the Finance Committee first and then the Board.

Ms. Rodell asked Mr. Delgado to walk them through the timeline going forward.

Mr. Delgado stated this is the first meeting of several, as they have four more scheduled. He said CBJ Finance requested to have it done by January, but they can have special board meetings through the end of January to get it done. He shared that rates and fees will change, but they are not sure where yet, and there is a new Airport Financial Model in development that will be presented at the next board meeting.

Mr. Redmond asked if they would be able to see the model ahead of the meeting.

Mr. Delgado answered yes.

Ms. Rodell inquired if there was anything they were required to have done for the Assembly Retreat in early December.

Mr. Delgado responded no.

Ms. Lopez-Campos said they will not give the fund balance until later.

Ms. Rodell voiced that fund balance is a key number, so she did not understand how they could have revenues and expenses and not a fund balance.

Ms. Lopez-Campos responded that Finance said in the past for her to come up the fund balance for 2025 until there is the final number.

Mr. Delgado discussed Attachment 2.

Ms. Rodell asked Mr. Delgado to remind them how the allocation is working between admin and terminal.

Mr. Delgado answered 50/50 split on admin cost between terminal and airfield.

Ms. Rodell asked if it was split 50/50 under discussion with FRASCA as they are building the new model.

Mr. Delgado shared they will continue to use the allocation split until negotiated otherwise.

Ms. Rodell asked what would be the advantages and disadvantages of changing the split between 50/50. She stated if they could capture more revenue by changing the split, that would be something the board would want to discuss and consider.

Mr. Delgado responded that they can research it, but moving the split onto anything else would change how much rates and fees would go up for a particular group, and they want to steer away from harming any particular group more than another.

Ms. Lopez-Campos shared that they also get 85% revenues from airlines and 15% from non-large air carriers and could play with those percentages and see what that will do.

Ms. Rodell asked how they allocate between admin and terminal and what the formula is for that.

Ms. Lopez-Campos responded there are several bills that go to different cost centers.

Ms. Mell expressed her understanding is that there is not generally a split between admin and terminal, as the admin costs are split between the terminal and airfield 50/50. She noted that the major functional cost centers are the terminal and airfield, and then admin sort of sits on top and the expenses are split between them.

Ms. Rodell reiterated the way it is put in the attachment is confusing and felt that if she found it confusing, the general public and other board members would also.

Mr. Epstein commented his understanding of Attachment 2, expense, was just raw numbers that are not modified by splitting. He asked how particular numbers would change once they apply the splits.

Ms. Lopez-Campos answered that the model will tell them what the rates should be to cover all the expenses after they have been split.

Mr. Delgado noted the numbers may fluctuate slightly as CBJ Finance calculates things and makes certain adjustments.

Ms. Rodell asked for the assumptions within the projected expense numbers.

Ms. Lopez-Campos explained that for FY27 assumptions, she did not have any percentage of increase other than personnel services, as they have Union-negotiated

rates, but Downtown will give them better numbers for that. She did not assume any vacancy factor.

Mr. Delgado added that these numbers assume a full staff and that a position will be filled for the whole year.

Ms. Rodell inquired if they were looking for feedback from the Board on these expenses.

Mr. Delgado responded they are not really looking for feedback, but want to give the committees and board members the opportunity to ask questions before they go into the rates and fees discussion.

Mr. Epstein asked if it was correct that the cost to run the airport in FY27 is projected to be \$12,285,000.

Mr. Delgado answered yes.

Mr. Epstein inquired if it was correct that in regard to the revenue they expect to generate in FY27, they come up with a split as to what part the airport and airline gives.

Mr. Delgado responded that was correct.

Ms. Rodell expressed she was trying to figure out why they would have a projected 2027 budget of \$12.2 million that drops to \$11.9 million in projected 2028, so she went through and looked to see where some of that was happening, and contractual services in the airfield was one piece of that.

Mr. Delgado said that number takes into account the runway painting that will be offset.

Mr. Epstein stated when looking at the land side cost center, he saw where the landscape division charges are cut by more than half. He asked for the reason for that.

Ms. Mell answered that after the parking lot project, they were told by Parks and Rec downtown that they had been miscalculating the expenses they incurred and would revise the fees, which went up significantly.

Mr. Delgado explained that Attachment 3 is for all personnel services, and is mostly a blank page because CBJ Finance are the ones that prepare those numbers.

Mr. Epstein asked if it was right to assume that the numbers in Attachment 3 through 6 are rolled up somewhere in Attachment 2.

Ms. Lopez-Campos answered yes.

Mr. Delgado stated that Attachment 3 shows budget requests for the admin cost center, including current training. It also includes their various memberships and subscriptions, contractual services, minor equipment, airfield travel and training, and AAAE.

Ms. Rodell asked why it was going up so much for FY27.

Mr. Delgado responded they are adding things like registration for base operation certification, airfield safety and ops specialist school, and travel for the snow symposium and training.

Mr. Delgado expressed that not much has changed in the case of airfield repairs, but said they put out a \$100,000 PO, but would not spend half as much, so the projected FY26 amount will be considerably less. He noted they also kept airfield equipment rental and airfield contractals flat. He discussed miscellaneous equipment, which covers things like printer paper, officer supplies, and ink. He pointed out that airfield materials and commodities FY26 projected is quite low thanks to the mild winter last season.

Ms. Rodell asked if FY26 projects were lower due to leftover materials from F726.

Mr. Delgado answered yes.

Mr. Delgado went over Attachment 5, which included security, travel, and training for FY26 and security contractual for having JPD at the airport.

Ms. Rodell commented that JPD at the airport was one of the items they were trying to figure out a way to cut the cost.

Mr. Delgado stated that JPD was not enthused about having Kathy Mancini go through the Academy to become a law enforcement officer in Alaska to offset this. He noted that a lot of JPD officers here are on overtime, which accounts for a lot of the budget. He mentioned there is a possibility for the Law Enforcement Officer Reimbursement Program to come back, which would also help offset some of this cost.

Ms. Rodell inquired what conversations needed to happen to not get hit with JPD overtime. She asked if they were talking with the chief of police to help mitigate that.

Mr. Delgado answered there was not much they can do, unfortunately, as even the JPD chief has his hands tied with this being union negotiated. He shared that the airport is a location usually on an overtime basis since they are so short-staffed.

Ms. Rodell voiced that as they were going through the manager search, she was hoping looking at retired personnel and other lower cost alternatives would gain some traction in those conversations. She encouraged ongoing conversations on figuring out how to reduce cost and make it where the airport is not required to do this.

Ms. Mell asked if it would be possible for the airport to provide some sort of recruitment bonus to help JPD have additional officers.

Ms. Rodell responded that if the Union negotiates it directly with the city manager, it sounds like they do not have a lot of say in how it gets staffed, even though federal security requires them to have this type of coverage. She understood JPD not liking the idea of the new security manager going to the academy, but if that is the long term solution to reduce the cost, that is what they should be looking into.

Mr. Redmond expressed he had an elaborate plan for how they could potentially solve this, but it has a lot of holes in it. He said they have control over how overtime gets delegated, but there is space to develop an airport branch of the JPD police department to be assigned and staffed by us. He inquired what would be the proper format to bring that forward.

Ms. Rodell encouraged him to sit down one on one with Mr. Delgado and talk about those holes, and once it is ready, the airport manager can bring it forward as a discussion item.

Mr. Epstein said the airport does not exist to be a source of overtime funding for the police department and he thought they would appreciate getting some of their staff back if the security officer is sent to training to be able to do that work.

Ms. Garza added there is a JPD team assigned to the airport, and overtime comes in when someone is on vacation and people have to work outside of their norm.

Mr. Delgado continued discussing Attachment 5. He said they received word a couple weeks ago that TSA will not expect them to purchase the explosive detection equipment by April 2026, as it will be postponed until further notice. He mentioned that they still budgeted it for FY27, as it is still in effect, just postponed.

Mr. Redmond commented that he seen a couple places where they have already become compliant, which conflicts with them not buying it yet.

Mr. Delgado explained they are compliant now but do not have a mandate to install and

maintain the equipment. However, the national amendment called for the installation of this equipment, which caused some difficulties and is the reason they fought back with the lawsuit.

Mr. Delgado talked about Attachment 6, Terminal, which covers travel and training. He voiced that it has not changed much.

Mr. Redmond pointed out that they are using an old model of budgeting with old numbers, with an indefinite date of when they will get good numbers, but have a definite date of when they have to have the budget together.

Mr. Delgado responded that the projected numbers are as spot on as they can possibly be right now. He said some numbers could change depending on if CBJ Finance makes any adjustments. He added that new model will be a more streamlined, user friendly version of the current financial model they were operating on.

Ms. Rodell asked that the next the expenses come before them for adoption, that they included specific assumptions.

7. CORRESPONDENCE

8. COMMITTEE REPORTS

9. BOARD MEMBER COMMENTS

None.

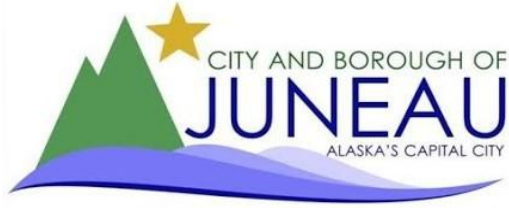
10. ANNOUNCEMENTS

None.

11. NEXT MEETING DATE

The next regular Airport Board Meeting will be held on Thursday, November 13th, at 6:00 p.m. in the Alaska Room/Zoom.

12. ADJOURNMENT Ms. Rodell moved for adjournment, meeting adjourned at 1:05 p.m.



AIRPORT FINANCE COMMITTEE WORKSESSION MINUTES

November 24, 2025 at 2:00 PM

<https://juneau.zoom.us/j/81320381493>

Or join via audio: 1-253-215-8782 Webinar ID: 813 2038 1493

TO TESTIFY: CONTACT SHANNON VAN VALIN, 907-586-0962

1. **CALL TO ORDER** Mr. Redmond called the meeting to order at 2:00 p.m.

2. **ROLL CALL**

Members Present:

Dennis Bedford

Jerry Godkin

Angela Rodell (Zoom)

Jeff Redmond (Acting Chair)

Charlie Williams (Zoom)

Members Absent:

Eve Soutiere

David Epstein

Staff Present:

Andres Delgado, Airport Manager

Ke Mell, Airport Architect

Angelica Lopez-Campos, Airport Business Manager

Bruce Malazarte, Accounting Tech

Angie Flick, CBJ Finance Director

Public Present:

Jodi Garza, AK Seaplanes

3. **APPROVAL OF AGENDA**

Motion to approve agenda made by Mr. Redmond. Motion passed by unanimous consent.

4. **PUBLIC PARTICIPATION ON NON-AGENDA ITEMS**

None.

5. **NEW BUSINESS**

A. Budget Highlights & Assumptions: Working Session

Mr. Delgado went through the packet as it was presented. He first went through the scope, approvals, and assumptions for expenses and revenues made during the process.

He talked about pie charts in Attachments B, C, and D that illustrate how much control they have over expenses and revenues and what money looks like by division and account type. He said they included a plan to build up a dedicated Capital Reserve Budget to cover non-federal items and match timing bridges, which will require some funding to be applied to the Capital Reserve Account to fund the projects highlighted in Attachment G. He noted that the list of projects roughly equates to \$60 million in unmet funding need for the projects, which need to be addressed as they go into the budget and rate setting cycle.

Mr. Bedford commented that the hard part would be convincing the constituents, which should be their primary focus.

Ms. Rodell had questions about the priority of the list and the year they were placed. She also asked if the project total given was without any money allocated to them. She noted there were some big ticket items on there that she was not familiar with and asked for context on all of the projects and where they came from.

Mr. Delgado responded they have been talking about some of the projects that are unfunded that they had no plan to address in its entirety. He noted that the GA Taxi Lane Reconstruction Project stemmed from a previous effort to have the FAA rehabilitate the taxi lane asphalt between all the GA hangers on the west side and some parts of the east side, but the FAA declined to participate in that. He noted that without fixing that, it presented a big issue in the context of snow removal. He talked about some of the other projects and ongoing discussions they have had about addressing issues not funded anywhere else, and some have more priority than others.

Mr. Williams voiced that the taxi way construction has been an ongoing issue since the hangars were built, and some of the owners of the airplanes have real challenges pushing their airplanes in and out of their hangars due to the paving. He said that was an issue that needed to be considered a priority.

Mr. Redmond suggested doing a rating system to try and define the list better.

Ms. Mell stated that the projects are a mixed bag of what needed to be done. She said there are some things on the list they have not seen before because they were under the radar on the administration side. She noted that the Shell Simmons-Yandukin upgrade has been on radar since she started the parking lot project, and the extent of FAA participation is unclear, but they likely will contribute some. She said this is a first attempt to pull together a list of things that needed to be done with the general intent of informing the Board so they can inform constituents that the FAA does not pay for everything that needs to be done at JMU and the unmet needs are significant so they have to figure out how to address them and when. She agreed that these project need to be prioritized.

Mr. Redmond appreciated the context and understood the nature of the list.

Ms. Rodell shared that when she sees things like GA Taxi Lane Reconstruction Design at \$400,000, that is something they have to think about in regard to rates and fees. She

expressed that creating a capital reserve is a good idea, but they need to think about how they would use it, who it benefits, and the source of money coming into it. She felt it was important to keep that in mind when setting rates and fees and allocating funds toward various expenses.

Mr. Delgado expressed that last Thursday, CBJ Finance gave them their final FY25 fund balance, which was \$2.362 million.

Ms. Rodell asked if they still do not have a fund balance for the end of FY25.

Mr. Delgado responded that they do, effective last Thursday, but the caveat is that FY24 was overstated by \$700,000.

Ms. Rodell inquired if it is true that as of July 1, 2025, the first day of FY26, they have a fund balance of \$2.362 million.

Mr. Delgado answered yes.

Ms. Rodell asked if it included any actual expenditures.

Ms. Lopez-Campos explained that the projected '26 is what they think is going to be the end of FY26 expenses.

Ms. Rodell inquired why personnel services are going up by \$200,000 if they are doing less.

Ms. Lopez-Campos answered because they are lowering the negative number.

Mr. Delgado added that even though that number looks negative on paper, it is a good thing for personnel expenses, as they are funds expected to come into the airport.

Mr. Delgado discussed assumptions used for projection expenses. He stated that they should be able to put airfield painting on an AIP funded CIP. He noted that it was a mild winter last season, so they were able to roll some savings through and budget for the full amount of material they expect to buy for each season. He said they budgeted for a deputy airport manager in FY27 through FY30 for continuity of operations, and they attached a CBJ leave usage and budget guidance.

Ms. Rodell stated it was not clear to her why a vacancy factor was not included. She noted that it could take a few months to find a deputy manager, so they could only need 10 months of the full funding in the budget, and they would have to increase the following years budget after filling the position. She asked how that would work.

Ms. Lopez-Campos responded they do not have a vacancy factor because historically they have not been doing it, but they could start if the board and committee decides that. She said the way the city budgets, it assumes that people are going to take all the leave they earn in a year and use it. She added that the deputy manager position has a salary and benefits and they budget for 12 months of pay.

Mr. Delgado discussed placeholder increases. He stated that for labor placeholder, they generally budget for 2%, and the current agreement goes to 2028. He talked about ARFF and Security Contracts, stating that they are still waiting for Fire and JPD's budget. He shared that security one time will affect the security fee and is a placeholder number of \$400,000 for the portable explosive detection equipment. He added there is no timeline for that, but they have it slated for FY27 just in case. In regard to revenues traffic growth enplanements, traffic projections will be corroborated with FAA's numbers. He said in regard to the ARFF truck they had funding for, whose grant was rescinded over the summer by FAA, they will do a funding swap using PFC10 money to return those dollars back to the operations budget.

Mr. Redmond asked if the funds to be returned were just the local contribution towards them.

Mr. Delgado answered yes.

Ms. Rodell inquired if they are assuming no growth in traffic revenue for FY27.

Ms. Lopez-Campos responded that she did not consider that, as she was being very conservative in her estimates.

Ms. Rodell commented that if they could figure out what the growth was for '23, '24, and '25 to get an understanding of the trend coming out of COVID, it is important to assume something for FY27.

Mr. Redmond voiced that if they allow for no growth, they would keep the numbers tighter, and if they do have growth, they will have more money than expected.

Ms. Rodell shared that having a 0% growth could potentially require them to set rates and fees higher than they otherwise would need to. She wanted to make sure they do not get so conservative that they end up over-collecting and putting all the growth out in future years. She said she wanted to understand what their growth has been and how it relates to the assumptions being made on the revenue side.

Mr. Redmond agreed that sounded reasonable.

Mr. Delgado stated they show a slim positive buffer in FY27 and are looking to inject \$300,000 into Capital Revolving Account.

Mr. Redmond asked if that would accrue overtime in small amounts.

Mr. Delgado responded yes.

Mr. Williams shared that at the last board meeting, he asked about using existing data to populate the new model and suggested getting the '24 and '25 numbers and plug those in to see how it works for the model. He added that it was also suggested to him that they do a couple of years of entering that information into the model and test it

before they adopt it. He asked what they thought of that idea.

Mr. Delgado responded that they discussed that earlier today and it was on the table and they will test it.

Mr. Williams stated that sometimes sharing this type of stuff offline is a good thing a week or two before the board meeting.

Mr. Delgado asked for the committee's concurrence to forward the preliminary FY26 projection and FY27 budget to the Airport Board for further consideration.

6. BOARD MEMBER COMMENTS

Ms. Rodell shared that she was not comfortable doing any action as a Finance Committee member on this budget until they have the full picture and understand what it will do to rates and fees. She noted that the rates she had seen so far looking fine, but they are out of context since they do not know the impact on rates and fees yet.

Mr. Delgado stated they are just looking for a consensus to proceed with what they are doing, barring any significant changes to the process.

Mr. Williams inquired when they would have this process completed if they were to give them concurrence today.

Mr. Delgado responded they would like to see approval of the budget in January 2026. He said they have a board meeting on the 8th, but they can have a special board meeting if things need to be discussed further.

Mr. Williams asked when they would be able to see all the components of this in the model and if they would be able to see it at the meeting on December 11th.

Ms. Lopez-Campos answered yes, but asked if they wanted to see it at the Finance Committee Meeting or Board Meeting.

Mr. Williams voiced that it depended on if they had the opportunity to review them carefully before the board meeting, so they would have knowledge to be able to ask further questions. He said if they had further questions, another Finance Committee Meeting would need to be scheduled.

Ms. Lopez-Campos noted they will probably not get JPD and the fire department's until the beginning of January, but if they got concurrence today, she could send it to the Finance Department to start looking at it and see if they want to change something.

Mr. Redmond commented that if they wait for the numbers, they would be spending all of their planning time waiting for an exact figure.

Ms. Lopez-Campos responded there are things they can do now even though they do not have the final numbers.

Mr. Williams suggested scheduling a Finance Committee Meeting in early December. He asked if they could have the revenue projection numbers prepared by then.

Ms. Rodell expressed that as a Finance Committee member and board member, she wanted to see a complete expense and revenue proposal and have it laid out clearly on what it will mean for rates and fees, as well as what it will mean for the airport going forward. She said if they have to wait until January, she is okay with that since they are waiting on downtown. She commented that they did a great job, but there is no sense of what is happening to rates as a result of the proposal. She also mentioned they have not spent any time talking about the increase to rates and fees that this generates.

Mr. Delgado responded there are still factors like JPD and Fire that will effect rates and fees. He said this illustrates the model how it is put together and showing what it could look like, given these assumptions, which was requested at the last Finance Committee Meeting.

Mr. Godkin asked if they would be laying this out at the meeting with Alaska Airlines on December 5th.

Mr. Delgado answered yes.

Mr. Godkin agreed with Ms. Rodell that they might be a little bit premature until they have everything. He said it seems that if they are going to have this meeting, there is not a lot there yet they can really tell them since they have not seen the big picture yet.

Mr. Delgado responded they are just keeping everyone informed throughout the process and to be as transparent as possible. He felt it was important for everyone to understand exactly what goes into preparing a budget.

Mr. Godkin inquired if they made an assumption on the two left out union contracts based on all of the other city negotiations that have passed.

Mr. Delgado answered yes, but those numbers may fluctuate. He voiced that they will present this to Alaska and Delta Airlines, and they may have feedback as well.

Mr. Godkin suggested highlighting the color of the projects that are eligible or not in Attachment G.

Ms. Mell responded that in general these projects are non-AIA eligible, meaning the FAA will not pick up 94% of them.

Ms. Garza, thanked Mr. Delgado and Ms. Lopez-Campos for all the additional meetings and transparency in the process this year. She shared she would have some questions to submit in writing. She commented that building the assumptions into the model is a very important piece to this process that should be made a priority, as right now they do not really know if they are fair and equitable. She also wanted to make sure the grant insurances were protected as well and truly fair and equitable.

Mr. Williams asked when they would be able to see these built into the model spreadsheets so they can be sure everything is going to work the way it is supposed to.

Mr. Delgado answered by the board meeting.

7. ANNOUNCEMENTS

None.

8. NEXT MEETING DATE

The next regular Airport Board Meeting is TBD.

9. ADJOURNMENT Mr. Williams moved for adjournment, meeting adjourned at 3:30 p.m.

INTRODUCTION AND SUMMARY

Juneau International Airport (JNU) is owned by the City and Borough of Juneau (CBJ) and operates as a CBJ enterprise fund. This document addresses the operating and capital budget for Fiscal Year (FY) 2027 (July 1, 2026 through June 30, 2027), which will be recommended by the Airport Board Finance Committee and considered for adoption by the Airport Board and the CBJ Assembly. The FY27 budget is the fiscal plan for revenues, expenses, and capital improvements needed to operate and maintain safe, reliable, and customer-focused airport facilities and services. As an enterprise fund, JNU's day-to-day operating and maintenance costs are funded primarily through airport-generated revenues, including airline rates and charges, tenant and user rents and fees, and concessions and other non-airline revenues. The budget also supports long-term resiliency, including capital needs that are not federally eligible and timing gaps where costs must be advanced ahead of reimbursement.

Background

On November 4, 2025, the Finance Committee met to establish a baseline understanding of JNU expenses and the proposed FY27 budget ahead of rates and fees consideration. The discussion covered the FY26 projection and FY27 request, with context through FY30, major cost drivers, revenue assumptions, and known uncertainties. FY25 actuals and the FY25 ending fund balance are complete and have been provided by CBJ Finance. Staff has incorporated feedback from the Board and stakeholders, including outreach to Part 121 and Part 135 operators. At the November Regular Board Meeting, staff presented an overview of the streamlined rates and fees model that retains JNU's cost-based methodology while improving clarity for the Board and the public. The presentation explained how expenses and dedicated revenues are organized into cost centers and rate bases, and how those inputs produce landing fees, terminal rent, and related charges. A follow-up meeting with Alaska Airlines and Delta Air Lines on December 5 provided additional feedback that will be reflected in the next Finance Committee iteration. JNU's capital program will continue advancing during FY27 and beyond as projects move through planning, design, and construction, supported by a combination of federal grants, passenger facility charges when available and approved, airport revenues, and other eligible funding sources.

Legal requirements

Juneau International Airport operates as a CBJ enterprise fund. The airport budget is developed and administered in accordance with CBJ's adopted budget process, purchasing rules, and financial policies, and is subject to review and approval by the Airport Board and the CBJ Assembly. Budget adoption and administration must comply

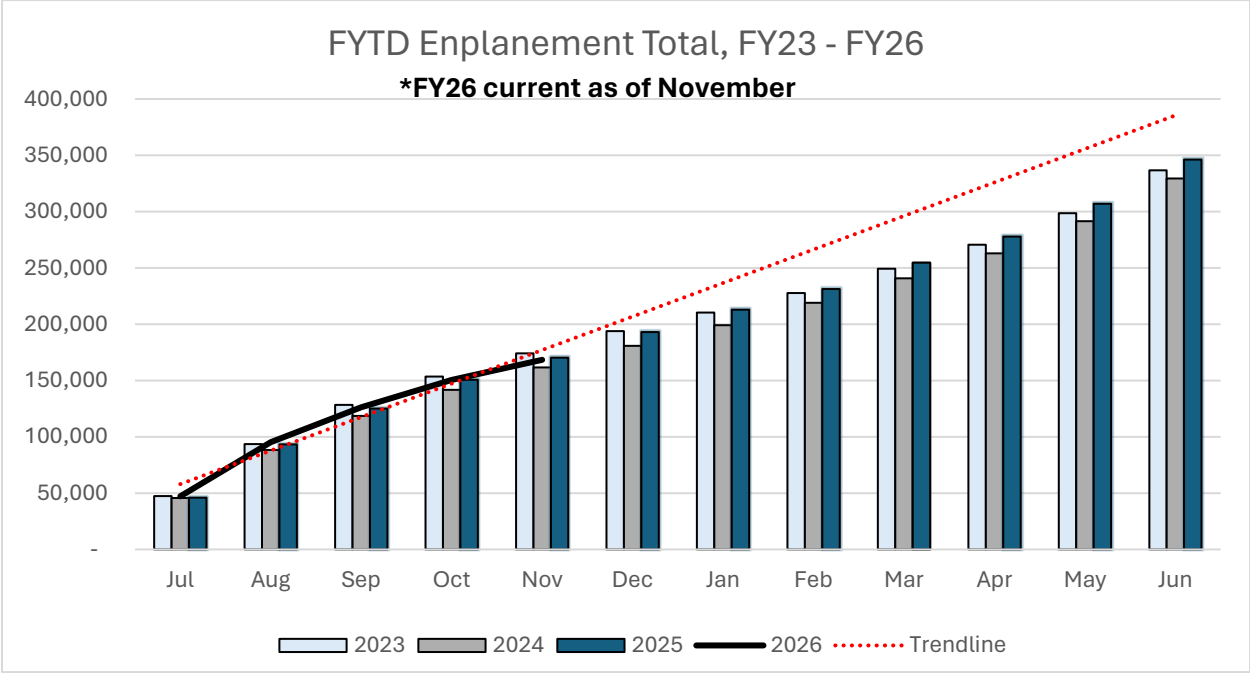
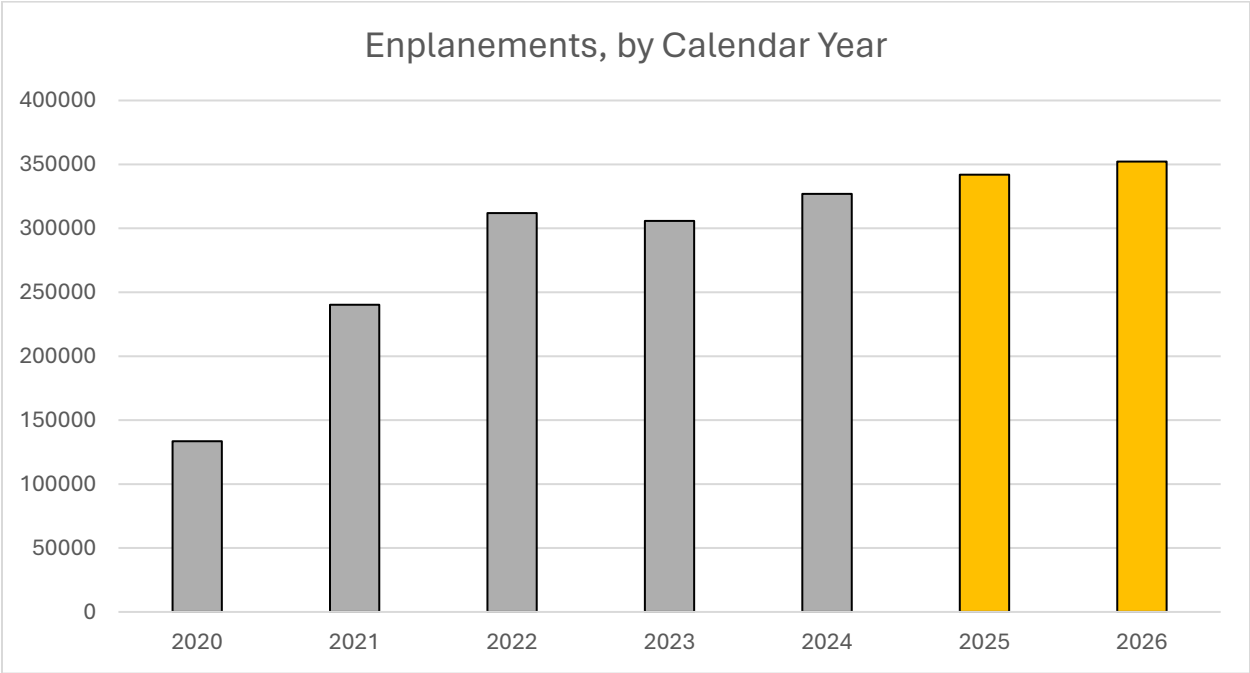
with CBJ code, CBJ purchasing and contracting requirements, and applicable federal requirements tied to airport funding programs. Airport rates and fees are established through a public process and must be fair, reasonable, and not unjustly discriminatory, consistent with applicable FAA grant assurances and local requirements. Airline agreements, lease and permit instruments, and any applicable debt reserve requirements also inform the budgeting and rate-setting framework.

Budget process

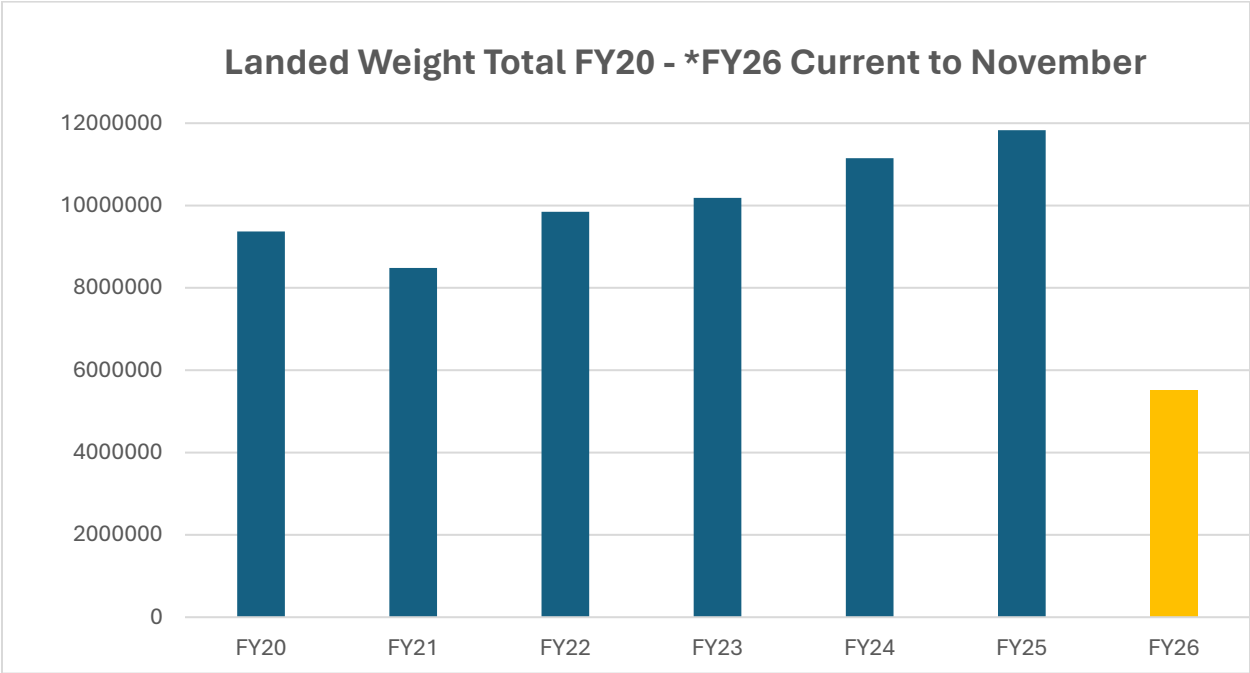
JNU's objective is a balanced, transparent budget that supports safe and compliant operations and provides a defensible basis for rates and fees. The FY26 projection and FY27 proposed budget are assembled from departmental and division requests, reviewed against historical trends, and refined based on information from CBJ Finance and operational partners. Supporting schedules summarize revenues and expenditures by division and by account type and identify ongoing versus one-time items. Personnel assumptions are based on authorized positions, known vacancies, and projected labor costs. Where external contract amounts are not yet finalized, placeholder assumptions are used with planned updates as information becomes available.

The operating budget is a primary input to the rates and fees process, together with activity forecasts and non-airline revenue assumptions. Using the streamlined financial model, expenses and dedicated revenues are mapped to airfield and terminal rate bases to identify net funding requirements by cost center, which are then translated into proposed charges such as landing fees and terminal rents. The process incorporates stakeholder input from Part 121 air carriers and Part 135 operators and committee and Board direction in public meetings. For FY27, the intent is to present a complete budgetary picture for transparency and public understanding, then advance a proposed budget and proposed rates and fees package through the Finance Committee for recommendation and forward to the full Board and Assembly for consideration and approval within CBJ's budget calendar.

Passenger Movement



Landed Weight



Fund Balance and Reserves

At JNU, the term “fund balance” is used in the budget and rate-setting context to describe the Airport’s available financial capacity, presented on a cash and reserves basis. In JNU’s materials, fund balance is synonymous with the Airport’s typical three-month operating reserve and is intended to reflect near-term liquidity and operational stability rather than asset value. This internal presentation is derived from revenues less expenses (and any transfers) and then measured against required and planned reserve allocations, including the debt reserve and capital reserve.

For clarity and transparency, fund balance is presented alongside reserve categories that represent resources constrained for a specific purpose or designated to support long-term sustainability. At JNU, the following reserve categories are commonly used:

1. **Debt Reserve:** Funds held to satisfy bond or other debt covenant requirements. This reserve is restricted for that purpose and may only be used as permitted under applicable debt documents and related policies.
2. **Capital Reserve:** Funds set aside to support capital improvement needs and to manage timing gaps where local match or eligible costs must be advanced ahead of reimbursement or ahead of future funding becoming available. This reserve supports long-range sustainability for projects that cannot be funded through federal programs and for ineligible portions of otherwise grant-funded projects, including non-federal items and match-timing bridges.

Passenger Facility Charges (PFCs) are tracked separately and are not included in JNU’s internal fund balance calculation. PFC collections and expenditures are segregated and administered consistent with FAA requirements.

Clear classification and consistent presentation of fund balance and reserves helps avoid confusion between resources that are constrained and resources that are truly available. Reserve transfers or planned set-asides are presented through the public budget process and Board action, and when reserves are used, staff will identify the reason and the expected approach to restoring reserve levels in subsequent fiscal years.

BUDGET ASSUMPTIONS

Model Updates

Modified Financial Model to allocate Part 121 and Part 135 100% benefit on Airfield Leases and Commercial Parking for their respective revenues.

Revenues

- A. Traffic Growth Projections (used for rate modeling). Per Master Plan Update (MPU) – Finalized Average Annual Growth Rate (AAGR), 12/17/2025.
 1. Part 121 Passenger Movement: +2.8% annually for FY28–FY30.
 2. Landed weight and fuel flowage: +1% annually for FY28–FY30.

- B. PFC10 funding swap (planning assumption in FY26).
 1. Plan to apply PFC10 dollars to reimburse Fund Balance after approximately \$1.0M was used to forward fund ARFF Truck acquisition that was deemed AIP-ineligible.

Expenses

- C. FY26 projection versus budget (reconciled assumption):
 1. FY26 projected under budget by approximately \$200K, primarily driven by:
 - a) Airfield painting (Acct 5390): Annual ~\$225K contract shifted from operations to an FAA funding source for FY26-FY28. This expense may return to operations beyond FY28 unless FAA Reauthorization Bill includes this item again.
 - b) Winter materials: Mild 2024-2025 winter reduced deicer and sand needs, creating savings that benefit FY26. FY27 carries fully encumbered quantities due to winter severity uncertainty.

 2. FY27–FY30 structural expense assumptions:
 - a) Deputy Airport Manager: 1.0 FTE added in FY27 (approximately \$190K) and carried through FY30 to support day-to-day management, budgeting, FAA and CBJ funding coordination, and continuity of operations.
 - b) Vacancy factor: 1% Vacancy Factor now included in budget presentation, resulting in a \$57K reduction in FY27 Budget.
 - c) Labor placeholder: +3% for FY27, +5% for FY28. For years beyond FY28, a 2% increase is assumed, though no labor agreement exists beyond FY28.

 3. CBJ rates and allocations (placeholders in outyears):
 - a) FY27 rates for full cost allocation, insurance, principal and interest are reflected in the yearly schedules.

- b) FY28–FY30 carry FY27 rates as placeholders pending CBJ updates.
4. Contracts and escalators:
- a) Wildlife Services (USDA Contract, Account 5392): +5% per year assumed for FY27–FY30 (future federal contract amounts unknown).
 - b) ARFF and Law Enforcement contracts (Acct 5390): FY26–FY27 amounts pending due to CCFR and JPD labor union negotiations. Placeholder escalators applied: +3% FY27, +5% FY28, +2% FY29–FY30.
5. One-time items:
- a) Security equipment (Acct 5510): \$200K in FY27 and FY28 for two portable explosives detection units, treated as one-time due to timing uncertainty in TSA implementation.
6. How recurring versus one-time is identified:
- a) Budget Request Sheets are used to distinguish ongoing expenses from one-time expenses.

Airport Fund/Department
12/18/2025

	FY25			FY26		FY27 Requested	FY28 Projected	FY29 Projected	FY30 Projected
	FY24 Actuals	Amended Budget	Projected Actuals	Amended Budget	Projected Actuals				
EXPENDITURES									
Total Expenditures	15,085,123	14,142,254	13,657,500	14,978,406	14,819,050	14,806,509	12,250,815	12,125,015	12,490,657
FUNDING SOURCES									
ALL Summarized	11,623,223	11,217,088	13,937,800	10,760,055	11,701,567	12,702,052	12,731,130	12,652,587	12,662,248
Total Funding Sources	11,623,223	11,217,088	13,937,800	10,760,055	11,701,567	12,702,052	12,731,130	12,652,587	12,662,248
FUND BALANCE									
Debt Reserve									
Beginning Reserve Balance	9,213,900	6,928,900	6,928,900	6,582,800	6,582,800	4,067,800	-	-	-
Increase (Decrease) in Reserve	(2,285,000)	(2,395,000)	(346,100)	(2,515,000)	(2,515,000)	(4,067,800)			
End of Period Reserve	6,928,900	4,533,900	6,582,800	4,067,800	4,067,800	-	-	-	-
Capital Reserve									
Beginning Reserve Balance	-	-	-	201,361	201,361	81,361	881,361	1,381,361	1,881,361
Increase (Decrease) in Reserve	-	201,361	201,361	(120,000)	(120,000)	800,000	500,000	500,000	
End of Period Reserve	-	201,361	201,361	81,361	81,361	881,361	1,381,361	1,881,361	1,881,361
Available Fund Balance									
Beginning of Period	3,783,400	1,937,000	1,937,000	2,362,039	2,362,039	1,879,556	3,042,899	3,023,214	3,050,786
Increase (Decrease) in Fund Balance	(1,176,900)	(731,527)	425,039	(1,583,351)	(482,483)	1,163,343	(19,685)	27,572	171,591
End of Period Available Fund Balance	2,606,500	1,205,473	2,362,039	778,688	1,879,556	3,042,899	3,023,214	3,050,786	3,222,377
Less 3 Mo. Operating Reserve	(2,742,506)	(2,734,189)	(2,609,800)	(2,811,969)	(2,772,130)	(3,035,799)	(3,062,704)	(3,031,254)	(3,122,664)
Ending Available FB (AFTER 3 Mo. RESERVE)	(136,006)	(1,528,715)	(247,761)	(2,033,281)	(892,573)	7,100	(39,490)	19,532	99,713
(Finance discovered \$670K error in beginning FB FY25 on NOV 2025)									
STAFFING	35.40	37.20	39.20	39.82	39.82	40.82	40.82	40.82	40.82

SUMMARIZED REVENUES & EXPENSES by CATEGORY

EXPENSES

EXPENSES	FY2024 Actuals	FY2025 Amended	FY2025 Actuals	FY2026 Amended	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected
PERSONNEL	3,551,907	3,895,500	3,832,947	4,399,803	4,605,442	5,065,510	5,065,582	5,154,997	5,246,278
Full Cost & Insurance	794,263	806,800	789,219	787,200	787,200	787,503	812,136	812,136	812,136
COMMODITIES & SERVICES	6,831,127	6,075,800	6,092,334	6,018,014	5,636,827	6,201,090	6,284,837	6,069,623	6,343,983
TRAVEL & TRAINING	33,363	66,200	71,828	62,860	79,052	89,092	88,260	88,260	88,260
TOTAL Operating	11,210,659	10,844,300	10,786,329	11,267,877	11,108,521	12,143,195	12,250,815	12,125,015	12,490,657
NON-Operating EXP	3,884,435	2,901,527	2,904,568	3,710,529	3,710,529	2,663,314	0	0	0
TOTAL EXPENSES	15,095,094	13,745,827	13,690,897	14,978,406	14,819,050	14,806,509	12,250,815	12,125,015	12,490,657

REVENUES

Revenues	FY2024 Actuals	FY2025 Amended	FY2025 Actuals	FY2026 Amended	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected
RENTS/LEASE/ CONCESSION	2,438,657	4,112,300	4,083,483	4,276,831	4,108,415	4,494,050	4,465,561	4,479,414	4,677,695
LANDING FEES	2,925,077	3,379,500	3,634,410	3,213,200	3,337,149	5,497,504	5,553,232	5,597,599	5,497,951
FUEL FLOWAGE FEES	1,419,795	1,625,200	1,618,215	1,660,100	1,614,977	492,348	497,271	552,720	450,476
SECURITY SCREENING FEES	726,342	872,700	1,003,970	919,324	940,403	1,665,250	1,730,166	1,537,953	1,546,226
FEDERAL REIMBURSEMENTS	148,000	127,700	0	0	0	0	0	0	0
INTEREST INCOME	29,961	87,200	12,159	38,600	(2,000)	(1,600)	(1,600)	(1,600)	(1,600)
MISC INCOME	432,354	402,100	497,731	457,100	500,608	488,500	486,500	486,500	491,500
TOTAL Operating	8,120,186	10,606,700	10,849,968	10,565,155	10,499,551	12,636,052	12,731,130	12,652,587	12,662,248
NON-Operating REV	3,503,037	610,388	3,087,909	194,900	1,202,016	66,000	0	0	0
TOTAL REVENUES	11,623,223	11,217,088	13,937,876	10,760,055	11,701,567	12,702,052	12,731,130	12,652,587	12,662,248

RATES: FY27 PROPOSED & FY28-30 PROJECTED					
	FY26 Current	FY27 Proposed	FY28 Proj	FY29 Proj	FY30 Proj
Landing Fee					
Signatory	3.34	5.45	5.49	5.44	5.29
Non-Signatory	4.18	6.81	6.86	6.80	6.62
Fuel Flowage Fee					
Part 121/Large Jet	0.30	0.09	0.09	0.10	0.08
Part 135 GA (Signatory)	0.33	0.10	0.10	0.11	0.09
Part 135 GA (Non-Signatory)	0.41	0.13	0.13	0.14	0.11
Term Bldg Rental					
Counter (North Wing) plus 7 feet	31.00	37.08	35.51	36.05	37.79
Counter (East Wing)	39.04	46.35	44.39	45.06	47.23
Office (North Wing)	28.19	33.37	31.96	32.44	34.01
Office (East Wing)(Base Rate)	31.45	37.08	35.51	36.05	37.79
Office (Admin East)	31.45	37.08	35.51	36.05	37.79
Baggage Claim (Public)	31.45	37.08	35.51	36.05	37.79
Storage/Makeup (Covered Bag)	25.05	29.67	28.41	28.84	30.23
Storage/Frt Room (North Wing)	25.05	29.67	28.41	28.84	30.23
Canopy Storage (North Wing)	15.58	18.54	17.75	18.02	18.89
Holdroom/Departure Lounge	39.04	46.34	44.39	45.06	47.23
Pax Security Screening					
With \$200K EDSE FY27 & FY28	2.69	4.68	4.73	4.00	3.90

Staff recommends 'green' highlighted rates above

Information requested by chair Ms. Rodell:

With \$400K EDSE FY27:	2.69	5.24	4.19	4.00	3.90
Without EDSE:	2.69	4.12	4.19	4.00	3.90

SUMMARY OF AERONAUTICAL RATES AND CHARGES

Juneau International Airport
For Fiscal Years Ending June 30

	Budget 2027			Current Rates in FY26			
	Signatory	Non-Sig (a)	Total	Percent change	Signatory	Non-Sig (a)	Total
AIR TRAFFIC ACTIVITY (b)							
Enplaned Passengers	355,823	n.a.	355,823				
Landed Weight (in 1,000 lbs)	969,509	40,199	1,009,708				
Fuel Flowage (in gallons)							
Part 121/Large Jet	3,911,615	-	3,911,615				
Part 135 GA and Other Users	1,036,554	281,900	1,318,454				
Total	4,948,169	281,900	5,230,069				
AIRFIELD COST CENTER (c)							
Landing Fee Rates <i>(per 1,000 lbs of MTOW)</i>	\$5.452	\$6.815		63.2%	\$3.34	\$4.18	
Fuel Flowage Fee Rates <i>(per gallon of delivered fuel)</i>							
Part 121/Large Jet	\$0.092	n.a.		-69.2%	\$0.300	n.a.	
Part 135 GA and Other Users	\$0.103	\$0.128		-68.9%	\$0.330	\$0.413	
TERMINAL COST CENTER (d)							
Terminal Building Rental Rates <i>(per rented square feet per year)</i>							
Counter (North Wing) plus 7 Feet	\$37.08	n.a.		19.6%	\$31.00	n.a.	
Counter (East Wing)	\$46.35	n.a.		18.7%	\$39.04	n.a.	
Office (North Wing)	\$33.37	n.a.		18.4%	\$28.19	n.a.	
Office (East Wing) (Base Rate)	\$37.08	n.a.		17.9%	\$31.45	n.a.	
Office (Admin East)	\$37.08	n.a.		17.9%	\$31.45	n.a.	
Baggage Claim (Public)	\$37.08	n.a.		17.9%	\$31.45	n.a.	
Storage/Makeup (Covered Bag Wel)	\$29.67	n.a.		18.4%	\$25.05	n.a.	
Storage/Frt Room (North Wing)	\$29.67	n.a.		18.4%	\$25.05	n.a.	
Canopy Storage (North Wing)	\$18.54	n.a.		19.0%	\$15.58	n.a.	
Holdroom/Departure Lounge	\$46.35	n.a.		18.7%	\$39.04	n.a.	
SECURITY COST CENTER (e)							
Passenger Security Screening Fee <i>(per enplaned passenger)</i>	\$4.68	n.a.		74.0%	\$2.69	n.a.	

MTOW - Maximum Certified Takeoff Weight.

(a) Signatory rates times a 25% premium.

(b) See Table 2 for detail.

(c) See Table 6 for detailed calculation.

(d) See Table 7 for detailed calculation.

(e) See Table 8 for detailed calculation.

SUMMARY OF AERONAUTICAL RATES AND CHARGES

Juneau International Airport
For Fiscal Years Ending June 30

	Budget 2028			Assuming Prior FY Rates			
	Signatory	Non-Sig (a)	Total	Percent change	Signatory	Non-Sig (a)	Total
AIR TRAFFIC ACTIVITY (b)							
Enplaned Passengers	365,786	n.a.	365,786				
Landed Weight (in 1,000 lbs)	979,204	40,601	1,019,805				
Fuel Flowage (in gallons)							
Part 121/Large Jet	3,950,731	-	3,950,731				
Part 135 GA and Other Users	1,046,919	284,719	1,331,639				
Total	4,997,650	284,719	5,282,370				
AIRFIELD COST CENTER (c)							
Landing Fee Rates <i>(per 1,000 lbs of MTOW)</i>	\$5.489	\$6.861		0.7%	5.452	6.815	
Fuel Flowage Fee Rates <i>(per gallon of delivered fuel)</i>							
Part 121/Large Jet	\$0.092	n.a.		-0.4%	0.092	n.a.	
Part 135 GA and Other Users	\$0.102	\$0.128		-0.4%	0.103	0.128	
TERMINAL COST CENTER (d)							
Terminal Building Rental Rates <i>(per rented square feet per year)</i>							
Counter (North Wing) plus 7 Feet	\$35.51	n.a.		-4.2%	37.082	n.a.	
Counter (East Wing)	\$44.39	n.a.		-4.2%	46.352	n.a.	
Office (North Wing)	\$31.96	n.a.		-4.2%	33.373	n.a.	
Office (East Wing) (Base Rate)	\$35.51	n.a.		-4.2%	37.082	n.a.	
Office (Admin East)	\$35.51	n.a.		-4.2%	37.082	n.a.	
Baggage Claim (Public)	\$35.51	n.a.		-4.2%	37.082	n.a.	
Storage/Makeup (Covered Bag Wel)	\$28.41	n.a.		-4.2%	29.665	n.a.	
Storage/Frt Room (North Wing)	\$28.41	n.a.		-4.2%	29.665	n.a.	
Canopy Storage (North Wing)	\$17.75	n.a.		-4.2%	18.541	n.a.	
Holdroom/Departure Lounge	\$44.39	n.a.		-4.2%	46.352	n.a.	
SECURITY COST CENTER (e)							
Passenger Security Screening Fee <i>(per enplaned passenger)</i>	\$4.73	n.a.		1.1%	4.682	n.a.	

MTOW - Maximum Certified Takeoff Weight.

(a) Signatory rates times a 25% premium.

(b) See Table 2 for detail.

(c) See Table 6 for detailed calculation.

(d) See Table 7 for detailed calculation.

(e) See Table 8 for detailed calculation.

SUMMARY OF AERONAUTICAL RATES AND CHARGES

Juneau International Airport
For Fiscal Years Ending June 30

	Budget 2029			Assuming Prior FY Rates			
	Signatory	Non-Sig (a)	Total	Percent change	Signatory	Non-Sig (a)	Total
AIR TRAFFIC ACTIVITY (b)							
Enplaned Passengers	376,028	n.a.	376,028				
Landed Weight (in 1,000 lbs)	988,996	41,007	1,030,003				
Fuel Flowage (in gallons)							
Part 121/Large Jet	3,990,238	-	3,990,238				
Part 135 GA and Other Users	1,057,389	287,566	1,344,955				
Total	5,047,627	287,566	5,335,193				
AIRFIELD COST CENTER (c)							
Landing Fee Rates <i>(per 1,000 lbs of MTOW)</i>	\$5.436	\$6.795		-1.0%	5.489	6.861	
Fuel Flowage Fee Rates <i>(per gallon of delivered fuel)</i>							
Part 121/Large Jet	\$0.097	n.a.		6.0%	0.092	n.a.	
Part 135 GA and Other Users	\$0.108	\$0.135		6.0%	0.102	0.128	
TERMINAL COST CENTER (d)							
Terminal Building Rental Rates <i>(per rented square feet per year)</i>							
Counter (North Wing) plus 7 Feet	\$36.05	n.a.		1.5%	35.509	n.a.	
Counter (East Wing)	\$45.06	n.a.		1.5%	44.386	n.a.	
Office (North Wing)	\$32.44	n.a.		1.5%	31.958	n.a.	
Office (East Wing) (Base Rate)	\$36.05	n.a.		1.5%	35.509	n.a.	
Office (Admin East)	\$36.05	n.a.		1.5%	35.509	n.a.	
Baggage Claim (Public)	\$36.05	n.a.		1.5%	35.509	n.a.	
Storage/Makeup (Covered Bag Wel)	\$28.84	n.a.		1.5%	28.407	n.a.	
Storage/Frt Room (North Wing)	\$28.84	n.a.		1.5%	28.407	n.a.	
Canopy Storage (North Wing)	\$18.02	n.a.		1.5%	17.754	n.a.	
Holdroom/Departure Lounge	\$45.06	n.a.		1.5%	44.386	n.a.	
SECURITY COST CENTER (e)							
Passenger Security Screening Fee <i>(per enplaned passenger)</i>	\$4.09	n.a.		-13.6%	4.734	n.a.	

MTOW - Maximum Certified Takeoff Weight.

(a) Signatory rates times a 25% premium.

(b) See Table 2 for detail.

(c) See Table 6 for detailed calculation.

(d) See Table 7 for detailed calculation.

(e) See Table 8 for detailed calculation.

SUMMARY OF AERONAUTICAL RATES AND CHARGES

Juneau International Airport
For Fiscal Years Ending June 30

	Budget 2030			Assuming Prior FY Rates			
	Signatory	Non-Sig (a)	Total	Percent change	Signatory	Non-Sig (a)	Total
AIR TRAFFIC ACTIVITY (b)							
Enplaned Passengers	386,556	n.a.	386,556				
Landed Weight (in 1,000 lbs)	998,886	41,417	1,040,303				
Fuel Flowage (in gallons)							
Part 121/Large Jet	4,030,141	-	4,030,141				
Part 135 GA and Other Users	1,067,963	290,442	1,358,404				
Total	5,098,103	290,442	5,388,545				
AIRFIELD COST CENTER (c)							
Landing Fee Rates <i>(per 1,000 lbs of MTOW)</i>	\$5.293	\$6.617		-2.6%	5.436	6.795	
Fuel Flowage Fee Rates <i>(per gallon of delivered fuel)</i>							
Part 121/Large Jet	\$0.078	n.a.		-20.2%	0.097	n.a.	
Part 135 GA and Other Users	\$0.086	\$0.108		-20.2%	0.108	0.135	
TERMINAL COST CENTER (d)							
Terminal Building Rental Rates <i>(per rented square feet per year)</i>							
Counter (North Wing) plus 7 Feet	\$37.79	n.a.		4.8%	36.049	n.a.	
Counter (East Wing)	\$47.23	n.a.		4.8%	45.062	n.a.	
Office (North Wing)	\$34.01	n.a.		4.8%	32.445	n.a.	
Office (East Wing) (Base Rate)	\$37.79	n.a.		4.8%	36.049	n.a.	
Office (Admin East)	\$37.79	n.a.		4.8%	36.049	n.a.	
Baggage Claim (Public)	\$37.79	n.a.		4.8%	36.049	n.a.	
Storage/Makeup (Covered Bag Wel	\$30.23	n.a.		4.8%	28.840	n.a.	
Storage/Frt Room (North Wing)	\$30.23	n.a.		4.8%	28.840	n.a.	
Canopy Storage (North Wing)	\$18.89	n.a.		4.8%	18.025	n.a.	
Holdroom/Departure Lounge	\$47.23	n.a.		4.8%	45.062	n.a.	
SECURITY COST CENTER (e)							
Passenger Security Screening Fee <i>(per enplaned passenger)</i>	\$4.00	n.a.		-2.3%	4.091	n.a.	

MTOW - Maximum Certified Takeoff Weight.

(a) Signatory rates times a 25% premium.

(b) See Table 2 for detail.

(c) See Table 6 for detailed calculation.

(d) See Table 7 for detailed calculation.

(e) See Table 8 for detailed calculation.

JNU EXPENSE Budget/Proj Detail:

ADMIN	Acct Code	Account Description	FY2024 Actuals	FY2025 Amended	FY2025 Actuals	FY2026 Amended	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	JNU Control
Admin	5100-	Vacancy Factor						(16,047)	(16,849)	(17,186)	(17,530)	HIGH
Admin	5110-	Salaries	577,295	1,052,500	643,221	1,175,417	754,049	1,052,282	1,104,871	1,126,968	1,149,507	LOW
Admin	5111-	Overtime	89		479	100	500					LOW
Admin	5116-	Accrued leave	127,967		102,684							LOW
Admin	5120-	Benefits	315,418	525,500	354,838	577,247	436,849	552,456	580,071	591,672	603,505	LOW
Admin	5121-	Deferred Comp Employer Match	2,434	3,600	2,855	4,599	0	0	0	0	0	LOW
Admin	5130-	Workers compensation	13,000	13,200	13,200	10,700	10,700	12,400	12,400	12,400	12,400	LOW
Admin	5140-	ENG & CBJ workforce	156	(608,200)		(669,644)	(41,500)	(278,800)	(477,900)	(487,400)	(497,100)	LOW
Admin	5160-	Bonuses			14,343	13,750	17,750	10,000				LOW
Admin	5201-	Mileage			47							LOW
Admin	5202-	Travel and training					3,600	9,728	10,000	10,000	10,000	HIGH
Admin	5204-	Recruitment			7,247		15,342					HIGH
Admin	5310-	Telephone	8,727	10,000	8,900	10,000	15,471	16,800	16,800	16,800	16,800	LOW
Admin	5320-	Printing	1,714	2,000	3,200	2,000	2,000	2,000	2,000	2,000	2,000	LOW
Admin	5322-	Advertising	1,096	1,000	1,860	1,000	1,000	1,000	1,000	1,000	1,000	LOW
Admin	5332-	Electricity	3,416	3,500	3,442	3,500	3,500	3,500	3,500	3,500	3,500	LOW
Admin	5375-	GL, Auto & EE Pract						700	700	700	700	LOW
Admin	5380-	Dues and subscriptions	10,380	12,000	12,893	12,000	13,500	13,500	13,500	13,500	13,500	HIGH
Admin	5390-	Contractual services	35,117	25,000	84,419	55,000	64,424	47,000	47,000	47,000	47,000	MEDIUM
Admin	5394-	Full Cost Allocation	374,500	358,000	358,000	359,900	359,903	426,736	426,736	426,736	426,736	NONE
Admin	5480-	Office supplies	1,546	1,500	393	1,500	1,500	1,500	1,500	1,500	1,500	MEDIUM
Admin	5481-	Postage and parcel post	41	400	63	400	400	400	400	400	400	MEDIUM
Admin	5490-	Materials and commodities	870	2,000	5,360	2,000	2,000	2,000	2,000	2,000	2,000	MEDIUM
Admin	5494-	Loss contingency		1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	NONE
Admin	5496-	Minor equipment		1,000	0	1,000	7,879	5,000				MEDIUM
Admin	7005-	Reimbursable Expense - Externa			(50)							NONE
	SUBTOTAL:		1,473,766	1,404,000	1,617,392	1,561,470	1,669,867	1,863,155	1,728,729	1,752,590	1,776,919	-
												-
Terminal	Acct Code	Account Description	FY2024 Actuals	FY2025 Amended	FY2025 Actuals	FY2026 Amended	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	JNU Control
Terminal	5100-	Vacancy Factor						(11,562)	(12,089)	(12,310)	(12,536)	HIGH
Terminal	5110-	Salaries	475,007	631,500	554,676	663,336	663,358	685,479	717,222	730,579	744,204	LOW
Terminal	5111-	Overtime	35,717	15,000	49,586	15,432	15,000	15,000	15,000	15,000	15,000	LOW
Terminal	5116-	Accrued leave	83,590		86,467							LOW
Terminal	5120-	Benefits	340,169	414,600	393,155	425,768	454,524	455,765	476,668	485,455	494,418	LOW
Terminal	5121-	Deferred Comp Employer Match	5,372	6,700	5,677	9,302	7,000	10,577	10,577	10,577	10,577	NONE
Terminal	5130-	Workers compensation	9,200	9,400	9,400	7,600	7,600	8,800	8,800	8,800	8,800	LOW
Terminal	5160-	Bonuses				27,500	27,500	20,000				LOW
Terminal	5202-	Travel and training				2,000	1,650	2,600	5,000	5,000	5,000	HIGH
Terminal	5310-	Telephone	6,183	6,000	8,183	7,200	14,500	15,000	15,000	15,000	15,000	LOW
Terminal	5320-	Printing			367							LOW
Terminal	5332-	Electricity	191,229	185,000	210,910	202,000	215,000	215,000	220,000	220,000	220,000	LOW

Terminal	5333- Fuel oil & propane		4,000		4,000	4,000	4,000	4,000	4,000	4,000	4,000	LOW
Terminal	5334- Refuse disposal	23,865	16,000	32,486	33,000	35,000	35,000	35,000	35,000	35,000	35,000	LOW
Terminal	5335- Water service	5,341	6,000	5,392	6,000	6,000	6,000	6,000	6,000	6,000	6,000	LOW
Terminal	5336- Wastewater service	20,094	20,000	20,263	20,000	21,000	21,000	21,000	21,000	21,000	21,000	LOW
Terminal	5340- Repairs	6,727	35,000	29,469	35,000	35,000	35,000	35,000	35,000	35,000	35,000	MEDIUM
Terminal	5344- Maintenance - buildings	13,297	8,000	0	8,000	8,000	8,000	8,000	8,000	8,000	8,000	NONE
Terminal	5370- Spec & Prop	125,889	134,600	129,326	128,300	128,400	115,600	115,600	115,600	115,600	115,600	NONE
Terminal	5375- GL, Auto & EE Pract						500	500	500	500	500	NONE
Terminal	5390- Contractual services	257,820	220,000	153,829	220,000	249,100	234,100	234,100	234,100	234,100	234,100	LOW
Terminal	5480- Office supplies											
Terminal	5490- Materials and commodities	179,767	153,200	263,769	172,800	188,200	198,200	153,200	153,200	153,200	153,200	LOW
Terminal	5494- Loss contingency		1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	NONE
Terminal	5496- Minor equipment		55,000	7,586	45,000	35,000	35,000	35,000	35,000	35,000	35,000	LOW
Terminal	5510- Vehicles and equipment	19,210	9,000	0	20,000	20,000		20,000			20,000	MEDIUM
SUBTOTAL:		1,798,476	1,930,000	1,960,540	2,053,237	2,136,832	2,110,059	2,124,578	2,126,501	2,168,862		-

Airfield	Acct Code	Account Description	FY2024 Actuals	FY2025 Amended	FY2025 Actuals	FY2026 Amended	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	
Airfield	5100-	Vacancy Factor						(26,367)	(27,690)	(28,160)	(28,639)	HIGH
Airfield	5110-	Salaries	805,085	1,246,100	824,597	1,357,982	1,269,438	1,436,458	1,505,644	1,534,844	1,564,628	LOW
Airfield	5111-	Overtime	138,805	200,000	113,232	202,693	202,693	220,000	220,000	220,000	220,000	LOW
Airfield	5116-	Accrued leave	96,209		95,349							LOW
Airfield	5120-	Benefits	494,566	809,000	519,677	790,811	853,836	980,250	1,043,358	1,061,144	1,079,285	LOW
Airfield	5121-	Deferred Comp Employer Match	8,628	15,600	11,864	13,744	14,300	20,868	20,868	20,868	20,868	LOW
Airfield	5130-	Workers compensation	23,200	23,500	23,500	19,000	19,000	22,000	22,000	22,000	22,000	LOW
Airfield	5140-	Engineering workforce		(462,500)		(418,300)	(402,300)	(443,300)	(465,100)	(474,500)	(484,000)	LOW
Airfield	5160-	Bonuses				34,375	34,375	25,000				LOW
Airfield	5202-	Travel and training		3,600	545	3,600	1,200	19,504	16,000	16,000	16,000	HIGH
Airfield	5310-	Telephone	6,361	5,000	6,494	6,460	8,550	9,750	9,750	9,750	9,750	LOW
Airfield	5320-	Printing			91							LOW
Airfield	5322-	Advertising	206		281							LOW
Airfield	5332-	Electricity	116,696	136,500	132,892	125,000	135,000	135,000	135,000	135,000	135,000	LOW
Airfield	5333-	Fuel oil & propane	52,878	30,000	45,263	45,000	45,000	45,000	45,000	45,000	45,000	LOW
Airfield	5334-	Refuse disposal	2,690	5,000	6,536	9,000	9,000	9,000	9,000	9,000	9,000	LOW
Airfield	5335-	Water service	14,246	15,000	14,358	16,000	16,000	16,000	16,000	16,000	16,000	LOW
Airfield	5336-	Wastewater service	81,887	45,000	72,871	82,000	82,000	82,000	82,000	82,000	82,000	LOW
Airfield	5340-	Repairs	27,543	55,000	42,844	55,000	155,000	55,000	55,000	55,000	55,000	LOW
Airfield	5344-	Maintenance - buildings	0	4,000	0	4,000						NONE
Airfield	5360-	Equipment rentals	94,316	25,000	29,905	30,000	30,000	30,000	30,000	30,000	30,000	LOW
Airfield	5362-	Fleet replacement reserve	30,000	60,000	60,000	60,000	60,000	100,000	100,000	100,000	100,000	MEDIUM
Airfield	5370-	Spec & Prop	251,878	269,300	258,751	256,300	256,500	231,200	231,200	231,200	231,200	NONE
Airfield	5375-	General Liab, Auto & EE Pract	4,900	4,600	4,600	1,300	1,300	3,300	3,300	3,300	3,300	NONE
Airfield	5380-	Dues and subscriptions	4,000		1,566							HIGH
Airfield	5390-	Contractual services	1,375,767	376,000	368,914	381,000	148,900	137,900	137,900	137,900	362,900	LOW
Airfield	5392-	Management and consultant fee:	197,009	215,000	237,422	235,000	237,400	249,270	261,734	261,734	261,734	NONE
Airfield	5480-	Office supplies	4,951	5,000	2,462	5,000	2,500	2,500	2,500	2,500	2,500	LOW
Airfield	5490-	Materials and commodities	1,343,342	1,250,600	1,200,842	1,352,600	1,011,700	1,370,100	1,370,100	1,370,100	1,370,100	LOW

Airfield	5492- Gasoline and oil	133,499	130,000	62,884	130,000	130,000	130,000	130,000	130,000	130,000	130,000	LOW
Airfield	5496- Minor equipment	0	2,500	3,176	2,500	5,000	5,000	5,000	5,000	5,000	5,000	LOW
Airfield	5510- Vehicles and equipment	10,000		18,783	0	0	0	0	0	0	0	HIGH
Airfield	5690- Construction	211,397	295,000	295,000	0	0	0	0	0	0	0	HIGH
Airfield	5830- Fees	1,792		223								LOW
Airfield	7005- Reimb (usually Jury Duty checks)			(50)								NONE

SUBTOTAL:	5,531,851	4,763,800	4,454,872	4,800,066	4,326,392	4,865,433	4,958,563	4,995,679	5,258,625	-
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ARFF	Acct Code	Account Description	FY2024 Actuals	FY2025 Amended	FY2025 Actuals	FY2026 Amended	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	
ARFF	5202-	Travel and training	33,363	62,600	63,989	57,260	57,260	57,260	57,260	57,260	57,260	NONE
ARFF	5310-	Telephone	1,845	1,800	1,843	1,800	1,800	1,800	1,800	1,800	1,800	NONE
ARFF	5320-	Printing			704							NONE
ARFF	5330-	Rental	12,000	24,000	24,000	24,000	24,000	24,000	24,000	0	0	NONE
ARFF	5332-	Electricity	10,510	9,900	31,164	25,500	25,500	25,500	25,500	25,500	25,500	NONE
ARFF	5333-	Fuel oil & propane	25,270	31,800	364	500	500	500	500	500	500	NONE
ARFF	5334-	Refuse disposal	2,382	2,900	2,632	2,600	2,600	2,600	2,600	2,600	2,600	NONE
ARFF	5335-	Water service	388	500	800	500	500	500	500	500	500	NONE
ARFF	5336-	Wastewater service	1,465	1,600	3,019	1,500	1,500	1,500	1,500	1,500	1,500	NONE
ARFF	5340-	Repairs	13,297	25,200	13,852	25,200	25,200	25,200	25,200	25,200	25,200	NONE
ARFF	5345-	Building Maint Division Charges	29,100	32,400	32,400	29,700	29,700	31,700	31,700	31,700	31,700	NONE
ARFF	5380-	Dues and subscriptions	205	300	275	1,900	1,900	1,900	1,900	1,900	1,900	NONE
ARFF	5390-	Contractual services	1,206,854	1,358,500	1,358,500	1,330,800	1,330,800	1,370,724	1,439,260	1,468,045	1,497,406	NONE
ARFF	5488-	Uniforms and safety equipment	4,984	5,000	0	5,000	5,000	5,000	5,000	5,000	5,000	NONE
ARFF	5490-	Materials and commodities	243	2,000	4,826	2,000	2,000	2,000	2,000	2,000	2,000	NONE
ARFF	5491-	Safety programs and equipment			160							NONE
ARFF	5492-	Gasoline and oil	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	NONE
ARFF	5493-	Chemicals	6,594	5,000	77,182	7,500	7,500	7,500	7,500	7,500	7,500	NONE
ARFF	5496-	Minor equipment	35,761	32,000	27,426	32,000	32,000	32,000	32,000	32,000	32,000	NONE
SUBTOTAL:	1,389,261	1,600,500	1,648,136	1,552,760	1,552,760	1,594,684	1,663,220	1,668,005	1,697,366	-		

Security	Acct Code	Account Description	FY2024 Actuals	FY2025 Amended	FY2025 Actuals	FY2026 Amended	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	
Security	5100-	Vacancy Factor						(3,134)	(3,290)	(3,356)	(3,423)	HIGH
Security	5110-	Salaries			9,623	82,308	151,089	192,940	202,562	206,613	210,745	LOW
Security	5111-	Overtime			138		500					LOW
Security	5116-	Accrued Leave			1,167							LOW
Security	5120-	Benefits			3,221	53,332	88,431	120,445	126,460	128,989	131,569	LOW
Security	5160-	Bonuses				2,750	2,750	2,000				LOW
Security	5202	Travel & Training					3,000	2,000	2,000	2,000	2,000	HIGH
Security	5204	Recruitment					15,000					HIGH
Security	5310-	Telephone	1,330	1,300	2,989	2,954	2,900	2,900	2,900	2,900	2,900	LOW
Security	5362-	Fleet replacement reserve						200,000	200,000			LOW
Security	5370-	Spec & Prop	41,996	44,900	43,142	42,700	42,700	38,600	38,600	38,600	38,600	NONE
Security	5390-	Contractual services	907,305	1,016,600	990,185	1,057,100	1,057,100	1,087,613	1,139,994	1,139,994	1,139,994	NONE
Security	5392-	Management and consultant fee:	12,000	10,000	6,000	10,000	10,000	10,000	10,000	10,000	10,000	NONE

Security	5489- Uniform and tool allowance		6,500	0	6,500	6,500	6,500	6,500	6,500	6,500	NONE	
Security	5490- Materials and commodities	9,476	6,000	8,443	6,000	6,000	6,000	6,000	6,000	6,000	NONE	
Security	5510- Vehicles & Equipment										LOW	
SUBTOTAL:		972,108	1,085,300	1,064,908	1,263,645	1,385,970	1,665,865	1,731,725	1,538,240	1,544,885	-	
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Acct	Code	Account Description	FY2024	FY2025	FY2025	FY2026	FY2026	FY2027	FY2028	FY2029	FY2030	
Landside			Actuals	Amended	Actuals	Amended	Projected	Projected	Projected	Projected	Projected	
Landside	5332-	Electricity	1,097	1,300	1,081	1,300	1,300	1,300	1,300	1,300	1,300	LOW
Landside	5350-	Landscape Division Charges	44,100	39,400	39,400	15,400	15,400	22,700	22,700	22,700	22,700	NONE
SUBTOTAL:			45,197	40,700	40,481	16,700	16,700	24,000	24,000	24,000	24,000	-
-												
-												
PFAS	Code	Account Description	FY2024	FY2025	FY2025	FY2026	FY2026	FY2027	FY2028	FY2029	FY2030	
			Actuals	Amended	Actuals	Amended	Projected	Projected	Projected	Projected	Projected	
PFAS	5390-	Contractual services	0	20,000	0	20,000	20,000	20,000	20,000	20,000	20,000	LOW

AIRPORT TOTAL OPERATING EXPENSES: 11,210,659 10,844,300 10,786,329 11,267,877 11,108,521 12,143,195 12,250,815 12,125,015 12,490,657

Non-Ops	Code	Account Description	FY2024	FY2025	FY2025	FY2026	FY2026	FY2027	FY2028	FY2029	FY2030
			Actuals	Amended	Actuals	Amended	Projected	Projected	Projected	Projected	Projected
Non-Dept	5950-	Transfers Out - JIA GO Bond debt	657,100	0	0	0	0	0	0	0	0
Non-Dept	5950-	Transfers Out FB- Airport project	822,066	300,000	300,000	1,007,116	1,007,116				
Non-Dept	5950-	Transfers Out RVLV- Airport projects		96,427	96,427	120,000	120,000				
Debt Serv	5810	Principal	2,285,000	2,395,000	2,395,000	2,515,000	2,515,000	2,640,000			
Debt Serv	5820	Interest and service charges	120,269	110,100	113,141	68,413	68,413	23,314			
SUBTOTAL:			3,884,435	2,901,527	2,904,568	3,710,529	3,710,529	2,663,314	0	0	0
TOTAL CBJ spreadsheet			15,095,094	13,745,827	13,690,897	14,978,406	14,819,050	14,806,509	12,250,815	12,125,015	12,490,657

Accounting Unit	Account Description	FY2024 Actuals	FY2025 Amended	FY2025 Actuals	FY2026 Amended	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	JNU Control
NON-DEPT	Bad debts (all)	4,421		(1,734)		3,000	3,000	3,000	3,000	3,000	NONE
NON-DEPT	Interest income	(29,961)	(87,200)	(12,159)	(38,600)	2,000	1,600	1,600	1,600	1,600	NONE
NON-DEPT	AR interest and fines	(1,326)		(14,872)	(2,000)	(6,000)	(2,000)	(2,000)	(2,000)	(2,000)	NONE
NON-DEPT	UB Fin Chg Rev	(230)		(219)		(100)					NONE
NON-DEPT	Proceeds on disposal of assets	(495)		(7,670)		(8,000)	(8,000)	(1,000)	(1,000)	(1,000)	NONE
ADMIN	Fingerprinting Fees	(13,150)	(18,000)	(8,775)	(15,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	HIGH
ADMIN	Badging Fees	(68,890)	(60,000)	(61,237)	(70,000)	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)	HIGH
ADMIN	Staff Parking Fees	(60,510)	(55,000)	(54,047)	(60,500)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	HIGH
ADMIN	Miscellaneous revenue	(12,124)	(500)	(20,997)		(8,000)					HIGH
	SUBTOTAL:	(182,265)	(220,700)	(181,709)	(186,100)	(147,100)	(135,400)	(128,400)	(128,400)	(128,400)	-
											-
AIRFIELD	State shared revenues	(57,554)	(90,000)	(77,407)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	NONE
AIRFIELD	Fuel Flowage SIG Part121-Air Car	(884,970)	(1,125,600)	(1,131,523)	(1,125,600)	(1,161,866)	(352,045)	(355,566)	(399,024)	(322,411)	HIGH
AIRFIELD	Jetway Use (Jetbridge 5 & 2 shared)		(126,000)	(126,000)	(112,000)	(126,000)	(126,000)	(126,000)	(126,000)	(126,000)	HIGH
AIRFIELD	Air carrier Landing Fees (SIG)	(2,837,882)	(3,273,900)	(3,543,668)	(3,118,500)	(3,206,099)	(5,283,825)	(5,336,663)	(5,380,140)	(5,284,108)	HIGH
AIRFIELD	Commercial Aircraft Parking	(11,897)	(130,700)	(123,595)	(127,500)	(127,500)	(127,500)	(127,500)	(127,500)	(127,500)	HIGH
AIRFIELD	Small Aircraft Parking/Tiedowns/	(48,396)	(39,800)	(61,174)	(49,000)	(49,000)	(49,000)	(49,000)	(49,000)	(49,000)	HIGH
AIRFIELD	Fuel Flowage SIG Part 135/GA	(314,387)	(352,300)	(372,268)	(365,400)	(338,676)	(103,655)	(104,692)	(116,313)	(96,117)	HIGH
AIRFIELD	Fuel Flowage Non-SIG Part135/G.	(220,438)	(147,300)	(114,424)	(169,100)	(114,435)	(36,647)	(37,013)	(37,384)	(31,949)	HIGH
AIRFIELD	Landing Fees Part 135/GA	(87,195)	(105,600)	(90,742)	(94,700)	(131,049)	(213,679)	(216,569)	(217,460)	(213,843)	HIGH
AIRFIELD	Water Services	(23,849)	(23,000)	(24,208)	(23,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	LOW
AIRFIELD	Sewer Services	(74,769)	(72,500)	(79,134)	(72,500)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	LOW
AIRFIELD	Fuel Sales/ARFF Budgeted Amour	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	LOW
AIRFIELD	Rental Car Storage	(151,275)	(125,000)	(151,200)	(151,300)	(151,200)	(151,200)	(151,200)	(151,200)	(151,200)	HIGH
AIRFIELD	Concession Food&Bev			(1,247)		(2,994)	(2,994)	(2,994)	(2,994)	(2,994)	LOW
AIRFIELD	FAA-CWO Lease	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	MEDIUM
AIRFIELD	Airfield Ground Leases	(598,848)	(1,164,200)	(1,029,303)	(1,258,800)	(1,030,800)	(1,192,620)	(1,192,620)	(1,192,620)	(1,335,620)	HIGH
AIRFIELD	Miscellaneous revenue			-							LOW
	SUBTOTAL:	(5,328,460)	(6,792,900)	(6,942,892)	(6,774,400)	(6,651,619)	(7,851,165)	(7,911,817)	(8,011,633)	(7,952,741)	-
											-
SECURITY	TSA LEO Reimb	(148,000)	(127,700)	-	-	-	-	-	-	-	NONE
SECURITY	Customs Fees	(80)	(100)			(8)					LOW
SECURITY	Air Carrier Security Fee (AK AIR &	(726,342)	(872,700)	(1,003,970)	(919,324)	(940,403)	(1,665,250)	(1,730,166)	(1,537,953)	(1,546,226)	HIGH
SECURITY	Minor Violations	(650)	(2,000)	(1,345)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	MEDIUM
	SUBTOTAL:	(875,072)	(1,002,500)	(1,005,315)	(920,824)	(941,911)	(1,666,750)	(1,731,666)	(1,539,453)	(1,547,726)	-
											-
TERMINAL	Taxi, Bus Access Fees	(117,608)	(75,000)	(141,088)	(117,600)	(150,000)	(150,000)	(155,000)	(155,000)	(160,000)	HIGH
TERMINAL	FAA Tower/Equip Rm	(213,804)	(117,900)	(160,013)	(131,200)	(54,905)	(104,613)	(104,613)	(104,613)	(104,613)	MEDIUM
TERMINAL	Advertising Display	(175,582)	(86,000)	(170,156)	(139,600)	(170,156)	(175,156)	(180,156)	(180,156)	(180,156)	LOW
TERMINAL	Fee revenues CAR RENTAL	(653,357)	(600,000)	(651,608)	(653,400)	(653,400)	(658,400)	(663,400)	(663,400)	(663,400)	LOW
TERMINAL	Vending revenue	(50,087)	(52,000)	(46,781)	(52,000)	(52,000)	(52,000)	(52,000)	(52,000)	(52,000)	LOW
TERMINAL	Facility rental revenue	(2,215)	(1,500)	(12,658)	(2,200)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	MEDIUM
TERMINAL	Federal Terminal Lease	(28,362)	(29,000)	(29,239)	(28,400)	(30,172)	(30,172)	(30,172)	(30,172)	(30,172)	MEDIUM
TERMINAL	Parking Lot Lease	(285,840)	(480,000)	(427,855)	(480,000)	(480,000)	(480,000)	(480,000)	(480,000)	(480,000)	LOW
TERMINAL	Air Carrier Terminal Lease (plus JOINT USE)		(803,700)	(731,062)	(788,000)	(802,117)	(948,369)	(909,675)	(923,528)	(968,054)	HIGH

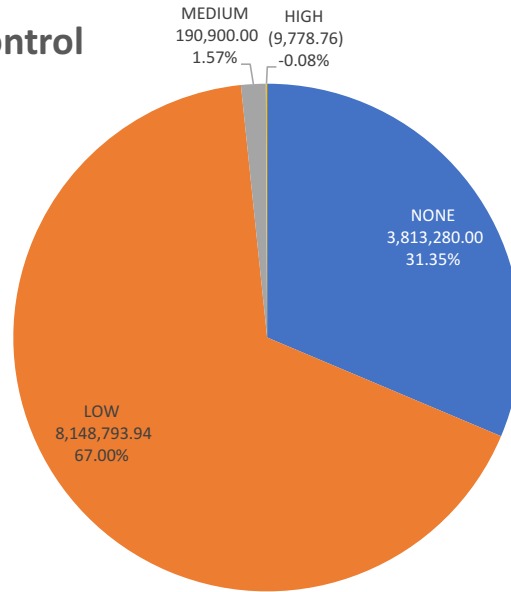
Accounting Unit	Account Description	FY2024 Actuals	FY2025 Amended	FY2025 Actuals	FY2026 Amended	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	JNU Control
TERMINAL	Other Terminal Leases (ATM, Sea	(31,821)	(152,000)	(103,382)	(102,031)	(102,031)	(119,887)	(115,091)	(115,091)	(120,846)	LOW
TERMINAL	Rest., Bar, Flight Kitchen (Conces	(161,910)	(165,000)	(178,829)	(161,900)	(180,000)	(180,000)	(185,000)	(185,000)	(190,000)	LOW
TERMINAL	Gift Shop (Concessions)	(13,263)	(27,500)	(67,380)	(27,500)	(81,140)	(81,140)	(81,140)	(81,140)	(81,140)	LOW
TERMINAL	Miscellaneous revenue	(540)	(1,000)								LOW
	SUBTOTAL:	(1,734,389)	(2,590,600)	(2,720,052)	(2,683,831)	(2,758,921)	(2,982,737)	(2,959,247)	(2,973,100)	(3,033,381)	
TOTAL OPERATING REVENUES:		(8,120,186)	(10,606,700)	(10,849,968)	(10,565,155)	(10,499,551)	(12,636,052)	(12,731,130)	(12,652,587)	(12,662,248)	
NON-OPERATING:											
NON-DEPT	Federal-COVID revenues	(3,054,045)	-	(1,910,131)	-	-	-	-	-	-	
NON-DEPT	Lease revenue (Finance's Yearenc	4,600		(2,344)							
NON-DEPT	Lease Interest Income (Finance's	(4,347)		(1,874)							
NON-DEPT	Airport projects	(14,620)	(292,788)	(292,788)		(1,007,116)					
DEBT SERV	Federal Revenue AIP 81 & 83			(563,146)							
DEBT SERV	Misc Fed Grant/PFC pmt for Debt	(434,625)	(317,600)	(317,625)	(194,900)	(194,900)	(66,000)				
PFAS	Miscellaneous revenue										
	SUBTOTAL:	(3,503,037)	(610,388)	(3,087,909)	(194,900)	(1,202,016)	(66,000)	-	-	-	
TOTAL REVENUES:		(11,623,223)	(11,217,088)	(13,937,876)	(10,760,055)	(11,701,567)	(12,702,052)	(12,731,130)	(12,652,587)	(12,662,248)	

Presented by degree of 'Control'

(FY27 Operating REV & EXP)

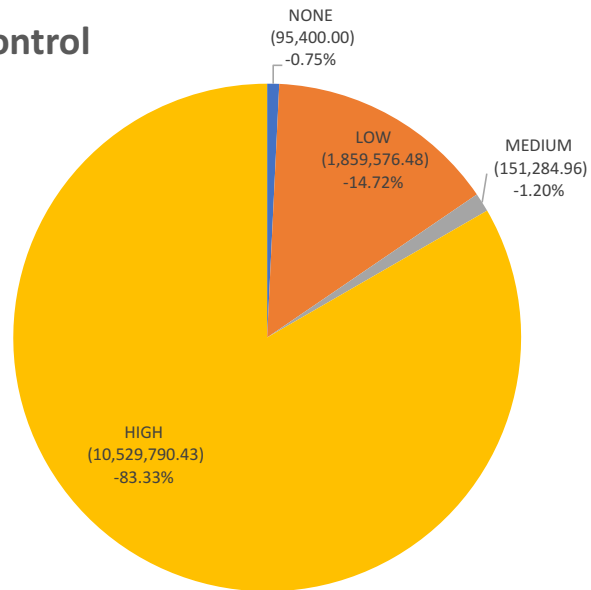
JNU Control	FY27 Expenses
NONE	3,813,280.00
LOW	8,148,793.94
MEDIUM	190,900.00
HIGH	(9,778.76)
Grand Total	12,143,195.18

Expense Control



Row Labels	FY27 Revenue
NONE	(95,400.00)
LOW	(1,859,576.48)
MEDIUM	(151,284.96)
HIGH	(10,529,790.43)
Grand Total	(12,636,051.87)

Revenue Control

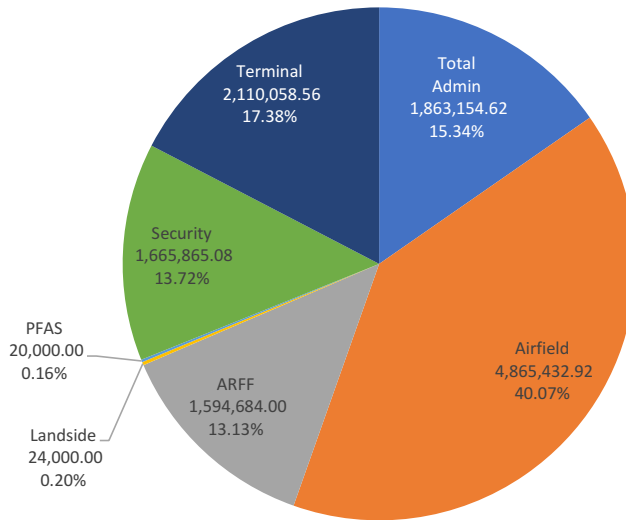


Presented by 'Divisions' within JNU Dept

(FY27 Operating REV & EXP)

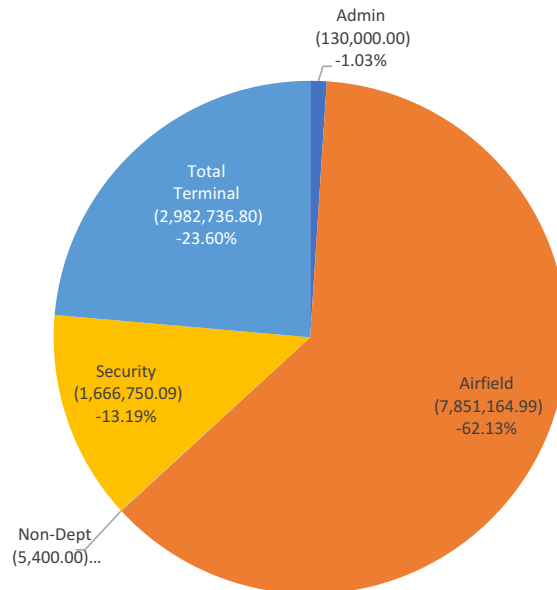
Divisions	FY27 Expenses
Admin	1,863,154.62
Airfield	4,865,432.92
ARFF	1,594,684.00
Landside	24,000.00
PFAS	20,000.00
Security	1,665,865.08
Terminal	2,110,058.56
Grand Total	12,143,195.18

Expenses



Divisions	FY27 Revenue
Admin	(130,000.00)
Airfield	(7,851,164.99)
Non-Dept	(5,400.00)
Security	(1,666,750.09)
Terminal	(2,982,736.80)
Grand Total	(12,636,051.87)

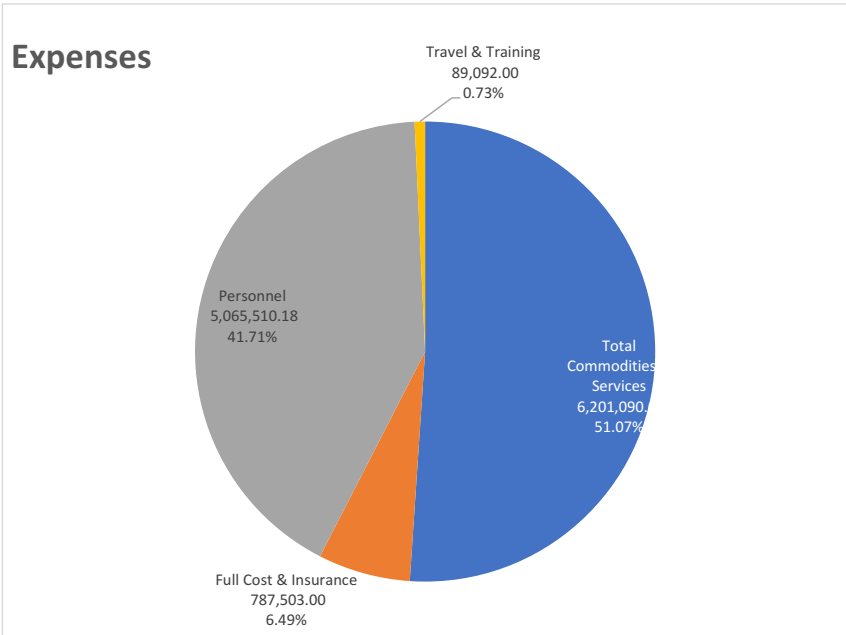
Revenue



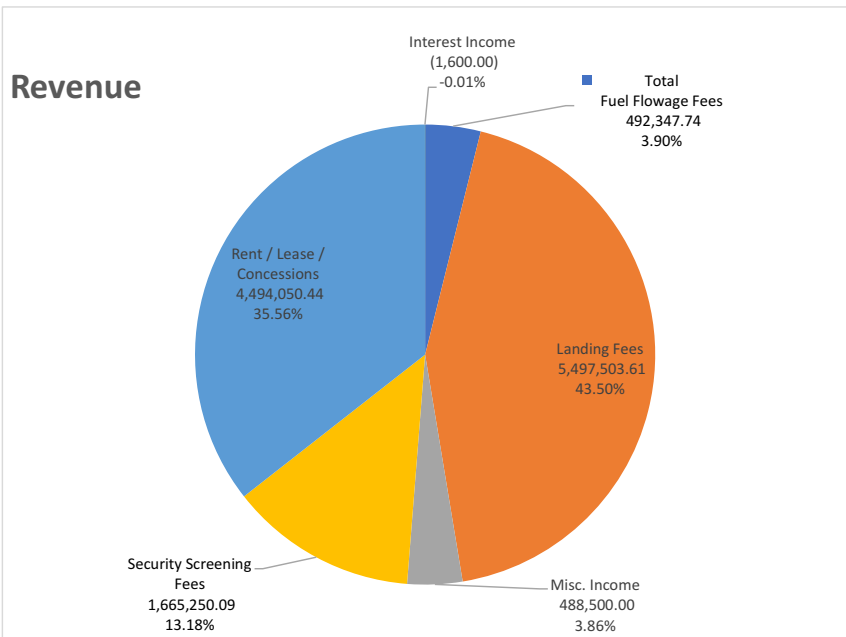
Presented by 'Account Type'

(FY27 Operating REV & EXP)

Account Types	FY27 Expenses
Commodities & Services	6,201,090.00
Full Cost & Insurance	787,503.00
Personnel	5,065,510.18
Travel & Training	89,092.00
Grand Total	12,143,195.18



Account Types	FY27 Revenue
Fuel Flowage Fees	492,347.74
Landing Fees	5,497,503.61
Misc. Income	488,500.00
Security Screening Fees	1,665,250.09
Rent / Lease / Concessions	4,494,050.44
Interest Income	(1,600.00)
Grand Total	12,636,051.87



Capital Improvement Program

Juneau International Airport's Capital Improvement Program (CIP) is a rolling multi-year program that supports critical safety, compliance, capacity, and asset preservation needs. The CIP allocates resources to projects that build, improve, rehabilitate, or maintain airport facilities and infrastructure, and it is updated through the annual budget process in coordination with FAA planning cycles. The CIP is supported by multiple funding sources, primarily FAA Airport Improvement Program (AIP) grants and other federal programs when available, Passenger Facility Charges (PFC) for eligible and approved projects, and local airport funds as needed for match requirements, ineligible components, and projects that are not federally eligible. Local sources may include airport revenues and designated reserves, including the capital reserve, which is intended to strengthen the Airport's ability to fund non-federal capital needs and manage timing gaps when costs must be advanced ahead of reimbursement or ahead of future funding becoming available.

Airport Capital Reserve

Date	Capital Reserve Balance	Reimbursed Amount (+)	Forward Fund Amount (-) anticipate reimbursement	Encumbered Amount (-) permanent/ <u>no</u> reimbursement	Description
	\$819,788	-	-	-	
FY19			(\$477,000)		Terminal Project
FY21			(\$50,000)		Property Acquisition Specialist Forward Fund
FY25			(\$5,000)		ARFF Truck
FY25			(\$26,427)		Master Plan Update
FY25			(\$50,000)		SIDA ADA Elevator
FY25			(\$10,000)		ARFF Truck
FY26			(\$15,000)		ADA/SIDA Elevator
FY26			(\$25,000)		ATCT repairs
FY26			(\$20,000)		Wetland Rescue Vehicle
FY26			(\$60,000)		SRE Motor Grader and Vacuum Truck
	\$81,361				AVAILABLE BUDGET

Juneau International Airport Capital Improvement Program - FFY 2026 to 2030

December 17, 2025		Federal					Local					AIP Entitlement w/ Rollover	BIL/IJA w/ Rollover		
FFY	Description	Project Total	AIP Entitlement 93.75%	AIP Discretionary	IJA AIG 95%	IJA ATP	Other Grant	Unidentified Funds	PFC's	Sales Tax	JNU FB	Capital Reserve	Bonds		
	Available Funds													\$7,676,816	\$13,031,298
2026	E-1 Ramp Rehab - DESIGN	\$750,000			\$712,500							\$37,500		\$7,676,816	\$12,318,798
	Snow Removal Equipment - ACQUIRE	\$6,000,000	\$5,625,000						\$375,000					\$2,051,816	\$12,318,798
	Departure Lounge ADA Elevator - CONSTRUCT	\$2,500,000			\$2,375,000							\$125,000		\$2,051,816	\$9,943,798
	RSA Grading - CONSTRUCT	\$3,300,000			\$3,135,000				\$165,000					\$2,051,816	\$6,808,798
	Conduct Terminal Area Plan	\$800,000			\$760,000				\$40,000					\$2,051,816	\$6,048,798
	Movement Area Markings (3 Year, Year 1)	\$250,000			\$237,500							\$12,500		\$2,051,816	\$5,811,298
	Available Funds													\$5,251,816	\$9,211,298
2027	E-1 Ramp Rehab - CONSTRUCT	\$6,000,000			\$5,625,000				\$375,000					\$5,251,816	\$3,586,298
	RWY 26 MALSR - RECONSTRUCT	\$8,000,000		\$7,500,000					\$500,000					\$5,251,816	\$3,586,298
	MAGVAR Conversion to 09/27 - DESIGN	\$400,000			\$375,000							\$25,000		\$5,251,816	\$3,211,298
	Movement Area Markings (3 year, Year 2)	\$250,000			\$237,500							\$12,500		\$5,251,816	\$2,973,798
	Terminal Upgrade - DESIGN	\$800,000	\$750,000						\$50,000					\$4,501,816	\$2,973,798
	Outbound Baggage Belt Upgrades - DESIGN	\$100,000			\$93,750				\$6,250					\$4,501,816	\$2,880,048
	Available Funds													\$7,701,816	\$6,280,048
2028	Terminal Upgrade - CONSTRUCT	\$5,000,000	\$4,687,500						\$312,500					\$3,014,316	\$6,280,048
	MAGVAR Conversion to 09/27 - CONSTRUCT	\$800,000			\$750,000				\$50,000					\$3,014,316	\$5,530,048
	Movement Area Markings (5 year, Year 3)	\$250,000			\$237,500				\$12,500					\$3,014,316	\$5,292,548
	Outbound Bag Belt Upgrades - CONSTRUCT	\$2,000,000				\$1,875,000			\$125,000					\$3,014,316	\$5,292,548
	Shell Simmons/Yandukin Upgrade - DESIGN	\$1,000,000				\$937,500			\$62,500					\$3,014,316	\$5,292,548
														\$3,014,316	\$5,292,548
	Available Funds													\$6,214,316	\$8,692,548
2029	Gate 6 PBB - DESIGN/CONSTRUCT	\$2,250,000			\$2,109,375				\$140,625					\$6,214,316	\$6,583,173
	Runway MAGVAR Conversion - CONSTRUCT	\$1,000,000	\$937,500						\$62,500					\$5,276,816	\$6,583,173
	Shell Simmons/Yandukin Upgrade - CONSTRUCT	\$10,000,000				\$9,375,000			\$625,000					\$5,276,816	\$6,583,173
	Fuel Farm Access Road - DESIGN	\$500,000						\$468,750	\$31,250					\$5,276,816	\$6,583,173
	Runway Rehabilitation - DESIGN	\$3,000,000		\$2,812,500					\$187,500					\$5,276,816	\$6,583,173
	Available Funds													\$8,476,816	\$9,983,173
2030	Snow Removal Equipment - ACQUIRE	\$6,000,000	\$5,625,000						\$375,000					\$2,851,816	\$9,983,173
	EVAR Extension - DESIGN	\$750,000			\$703,125				\$46,875					\$2,851,816	\$9,280,048
	NEDA/TL H/F-1 Rehab - DESIGN	\$1,000,000			\$937,500				\$62,500					\$2,851,816	\$8,342,548
	Fuel Farm Access Road - CONSTRUCT	\$2,000,000						\$2,000,000						\$2,851,816	\$8,342,548
	Runway Rehabilitation - CONSTRUCT	\$30,000,000		\$28,125,000					\$1,875,000					\$2,851,816	\$8,342,548
		\$94,700,000	\$19,385,428	\$55,041,063	\$19,200,647	\$12,187,500	\$0	\$2,468,750	\$5,600,000	\$785,126	\$357,500	\$318,927	\$0	\$2,851,816	\$8,342,548

12/17/25	Juneau International Airport Non-AIP Eligible Projects List - FFY 2026 to 2030	
	Description	Project Total
TERMINAL	Outgoing bag belt reconfiguration - DESIGN	\$250,000.00
	Outgoing bag belt reconfiguration - CONSTRUCT	\$2,000,000.00
	Departure Lounge Carpet Replacement	\$150,000.00
	Replace Carpet & Repair Subfloor at Gate 2 PBB	\$50,000.00
	Facilities Annual Inspection - Contracted	\$50,000.00
	Replacement/repair of soft furnishings in sleeping lounge	\$100,000.00
	Terminal DOAS-1 Replacement - DESIGN	\$50,000.00
	Terminal DOAS-1 Replacement - CONSTRUCT	\$250,000.00
	Terminal Heat Pump Replacement - CONSTRUCT PHASE 1	\$300,000.00
	Terminal Heat Pump Replacement - CONSTRUCT PHASE 2	\$300,000.00
	Terminal Heat Pump Replacement - CONSTRUCT PHASE 3	\$300,000.00
	Terminal Heat Pump Replacement - CONSTRUCT PHASE 4	\$300,000.00
LANDSIDE	Security Cameras - Terminal Parking Lot - CONSTRUCT	\$50,000.00
	Alex Holden Way Reconstruction - DESIGN	\$500,000.00
	Alex Holden Way Reconstruction - CONSTRUCT	\$2,300,000.00
	Rental Car Parking Lot Access Control	\$10,000.00
	Parking Lot Curb & Gutter Repairs - CONSTRUCT	\$10,000.00
	Terminal Bus Canopy Roof Coating - CONSTRUCT	\$10,000.00
	Pedestrian Shelters - PROCURE & INSTALL	\$100,000.00
	Pedestrian Path Lighting @ Jordan Creek - CONSTRUCT	\$50,000.00
AIRFIELD	Comprehensive Airfield Survey Work - PHASE 1	\$50,000.00
	Comprehensive Airfield Survey Work - PHASE 2	\$50,000.00
	Comprehensive Airfield Survey Work - PHASE 3	\$50,000.00
	Trash Compactor Weather Protection - DESIGN	\$100,000.00
	Trash Compactor Weather Protection - CONSTRUCT	\$500,000.00
	GA Taxilane Reconstruction - DESIGN	\$400,000.00
	GA Taxilane Reconstruction - CONSTRUCT	\$13,000,000.00
	Paving at BLOCK O Hangars - DESIGN	\$50,000.00

Paving at BLOCK O Hangars - CONSTRUCT	\$400,000.00
Sand-Chem Building - GSHP-1 Repair / Replacement	\$100,000.00
Sand-Chem Building - Exterior Door Replacement	\$10,000.00
Fuel Station Access Control	\$30,000.00
NWDA Electrical Upgrades and Lighting- DESIGN	\$50,000.00
NWDA Electrical Upgrades and Lighting - CONSTRUCT	\$200,000.00
SREB Phase 4 - CONSTRUCT	\$20,000,000.00
Biffy Dump Upgrades - DESIGN	\$30,000.00
Biffy Dump Upgrades - CONSTRUCT	\$150,000.00
Access Gate Replacements - PHASE 1 - CONSTRUCT	\$300,000.00
Access Gate Replacements - PHASE 2 - CONSTRUCT	\$300,000.00
RWY 8-26 Culvert Repair @ Jordan Creek - DESIGN	\$200,000.00
Taxiway B-1 Culvert Replacement (24-inch to 36-inch)	\$250,000.00
Compass Rose Surveying (excludes painting)	\$16,000.00
Security Cameras - West End - Procure & Install	\$50,000.00
EVAR Fencing Extension - DESIGN + CONSTRUCT	\$500,000.00
RWY 8-26 Culvert Repair @ Jordan Creek - CONSTRUCT	\$1,500,000.00
TOTAL	\$45,416,000

December 4, 2025

To: Andres Delgado, JNU Airport Manager

CC: JNU Airport Finance Committee, Angelica Lopez-Campos

Fr: Jodi Garza, Alaska Seaplanes, Island Air Express

Re: FY27-30 Budget and rate and fee model

I would like to begin by expressing our appreciation for the improved communication, transparency, and engagement demonstrated throughout this year's budget process. The early start and the additional clarity provided during the Finance Committee work sessions have been encouraging and reflect positively on JNU's leadership and commitment to accountability. Likewise, the draft rate model is a significant improvement to the prior model. It is simpler, easier to follow and allows for better transparency for rate-setting. Thank you for these efforts.

As we continue our review, we respectfully offer the following items for discussion to help ensure that the final budget and associated rates and fees remain fair, equitable, and reflective of both the immediate and long-term needs of Juneau International Airport.

Unresolved Rates and Fees Issue

The model calculation error identified in 2019, which resulted in an over-collection of rates and fees from Part 135/General Aviation tenants, remains unresolved. In early 2020, the board directed staff to evaluate and report back on this matter, including resolution. That never occurred. This ongoing discrepancy creates uncertainty around the fairness of the current rate structure. Because equitable rates and fees are a requirement under FAA Grant Assurances, we respectfully request that this issue be formally addressed, corrected, quantified and incorporated into rates and fees.

Approach to Budgeting

We recognize the importance of a conservative budgeting approach; however, assumptions must remain realistic to avoid unintended over-collection of revenue. Applying a vacancy factor for unfilled positions would provide a more accurate projection of personnel expenditures and help ensure the budget more closely reflects anticipated operations. We believe this adjustment would improve both accuracy and fairness.

Capital Projects

The budgeted \$300,000 allocation intended for capital project match prompts a request for greater clarity around how capital projects are prioritized and funded. We encourage the Airport to adopt a formal policy outlining funding sources, user-group responsibilities, and criteria for prioritization. Given this year's budget increases and the outstanding rates and fees issue, we also ask that this policy be developed as a separate, focused effort.

We recommend that the list titled "*JNU Non-AIP Eligible Projects List – FFY 2026–2030*" be referred to the Operations Committee for review, prioritization, and classification by user group before any associated funding is authorized in the budget.

As of December 2024, the CIP revolving account reported a balance of \$211,361. We request clarification on how this account differs from the new capital projects account proposed to be supported by the additional \$300,000. Additionally, on August 14, 2025, it was noted that \$755,000 from the Terminal Renovation Closeout would be returned to fund balance—did this transfer occur?

Fund Balance

We understand that \$1,000,000 of fund balance was used for the ARFF vehicle purchase, with reimbursement expected through PFC10. Could you please confirm whether a corresponding receivable has been recorded?

We also request additional detail regarding the \$700,000 reclassification identified during the FY24 reconciliation that resulted in an overstated fund balance.

Once the model is completed for FY25, we recommend adding the fund balance roll forward to Tab T9 of the model so that historical as well as planned future fund balances are being tracked and reported.

Expenses

The proposed \$400,000 allocation for explosive detection equipment does not appear to be required by TSA at this time. We respectfully request additional justification for this expense or consideration of deferring it.

We also support efforts to maintain staffing continuity and prevent burnout. Re-establishing a Deputy Airport Manager position may be appropriate, particularly if responsibilities such as grant development and administration could be incorporated. A focused grant strategy—including identification, application, and administration—would help offset project and maintenance costs and reduce pressure on tenants through future rate and fee increases. We request that a clear grant-pursuit plan be developed and implemented.

Contractual Services – Airfield (Significant Variability)

Contractual Services – Airfield expenses have fluctuated significantly year to year: \$189k in FY22, \$628k in FY23, \$1.3M in FY24, and \$368k in FY25. We request clarification on the drivers behind these variations. Additionally, with the FAA Reauthorization now providing reimbursement for this activity, it is unclear why future budgets remain flat and why a significant reduction is shown in FY28.

Concessions Revenue Decline

We request an explanation for the projected decline in gift shop revenue from \$67,000 to \$27,000.

New JNU Rate Model

It is important to note that this model makes no statement or implication on the 85/15 split between 121 and GA/135 for expenses and revenues. The split is a negotiated between the Tenants, JNU is not a party directly involved in the negotiation.

Actuals for at least one fiscal year should be entered in the model as base years to better demonstrate how rates determined by the model compare to prior actuals. We suggest using FY25/ as initial base years. Going forward, the model should be updated annually to understand how the then in-effect rates impacted overall net revenues of the airport and fund balance. Historical amounts would also help to test the model to ensure that it is functioning as intended and will provide assurance that rates and fees are fair and equitable, per grant assurance 22:Economic Nondiscrimination and 24: Fee and Rental Structure.

The model contains numerous assumptions on Tab T2 that are from varying period ends. The assumptions are also included only in cell comments. A comparison of the forward-looking estimates to historical actuals should also be included in the new tab so that a user can better evaluate the assumptions.

Overall, we remain committed to supporting a financially resilient and operationally strong airport. We believe that addressing these questions and establishing clearer long-term policies will strengthen JNU's financial sustainability and ensure that cost burdens are allocated fairly and appropriately among users.

Thank you again for the work that has gone into this year's budget process and for your continued collaboration. We respectfully request that JNU consider providing multiple budget scenarios for the Airport Board to evaluate as this process moves forward.

Alaska Seaplanes Letter dated 12/4/2025, Staff Response

1. **2019 Rates and Fees Calculation Error, Part 135/GA Over-Collection**

Staff addressed the 2019 concern by documenting the issue raised, confirming how it affected rate-setting inputs, and implementing requested changes to date. This includes presenting the updated fuel flowage fee, which results in a lower amount, and updating the financial model revenue crediting so that Part 121 and Part 135 each receive 100% credit for their respective Airfield Lease and Commercial Parking revenues, consistent with stakeholder feedback.

2. **Vacancy factor for unfilled positions**

The model has been updated to include a 1% vacancy factor. Including a vacancy factor can create a “rubber-band” effect. Some years have resulted in salary underspending (retirements, turnover, attrition), while others have resulted in overspending (merit raises, union changes, mid-year additions, etc.). A vacancy factor can exacerbate deficits in years where Personnel Services exceed projections.

3. **\$300,000 capital set-aside and capital policy**

The set-aside reflected in the proposed FY27 budget is intended to strengthen the Airport’s ability to fund local match timing gaps and non-federally eligible capital needs not covered by AIP. Staff will bring forward a formal Capital Improvement Program Policy outlining prioritization criteria, eligible uses, and funding sources. For FY27, the budget reflects an increase in the capital reserve, including \$800,000 shown in the capital reserve based on projected changes in debt reserve requirements, and a proposed \$500,000 FY27 contribution to further strengthen the capital reserve.

4. **Non-AIP projects list and Operations Committee review**

Referring the “NON-AIP Eligible Projects List” for review and classification by user group through Operations Committee work is reasonable. Staff can provide a structured list separating safety and compliance needs from discretionary scope and identifying likely funding approaches. Staff will continue evaluating next steps.

5. **CIP revolving account vs. new capital projects account**

This will be addressed in the forthcoming Capital Improvement Program Policy, including clarification of purpose, restrictions, and intended uses.

6. **Terminal Renovation Closeout transfer of \$755,000**

The transfer has not occurred. Staff is awaiting direction from the project manager for project closure, as there is an open purchase order tied to additional work.

7. **ARFF purchase, PFC10 reimbursement, and receivable recording**

Funds have been appropriated for the apparatus (advanced from available fund balance), and a purchase order is active on the CIP (estimated delivery: March 2026).

Staff plans to apply PFC10 funding to reimburse fund balance for approximately \$1.0M used to forward fund the ARFF truck acquisition after it was determined to be AIP-ineligible.

8. FY24 reclassification that overstated fund balance (~\$700,000)

CBJ Finance identified a restricted versus unrestricted classification issue during FY24 reconciliation. Staff will provide a plain-language explanation of what was reclassified.

9. Fund balance roll-forward in the model (Tab T9)

Fund balance is calculated and presented in a separate spreadsheet that typically accompanies finance presentations.

10. EDSE line item (\$400,000)

Staff will propose a \$200,000 procurement budget in FY27 and another round of fundraising in FY28. If TSA implements a procurement deadline that falls within FY27, the remainder would be funded from available fund balance or capital reserve.

11. Airfield contractual services volatility and future-year flatness/reduction

The fluctuation was driven primarily by CARES Act funding in FY24 that required drawdown before fiscal year deadlines. A large portion of expenses were tied to projects within their respective cost centers and offset by federal grant funds.

12. Concessions gift shop revenue projection decline

Gift shop revenue was higher than projected in FY25 (as reflected in FY25 actuals). The FY26 amended amount of approximately \$27K was adopted prior to finalizing FY25 actuals. The FY26 projection aligns with longer-term gift shop revenue trends.

13. Base-year actuals in the model and annual updates

Addressed at the 12/11 Board meeting. Staff implemented validation and annual update practices as part of the model.

14. Assumptions tab and consistent lookback periods

Staff prepares assumptions and budgetary highlights that accompany each presentation.

15. Multiple budget scenarios

Addressed at the 12/11 Board meeting. Staff will prepare multiple scenarios for committee and Board consideration in future budget cycles.