

CENTRAL WISCONSIN JOINT AIRPORT BOARD MEETING
Conference Room B – East Terminal Upper Level, Mosinee, Wisconsin
October 15, 2021, 8:00 a.m.

2020-2022 Board Members: Sara Guild, Chair- Marathon County, Dave Ladick, Vice-Chair - Portage County, Brent Jacobson - Marathon County, Ray Reser - Portage County, Chris Dickinson - Marathon County, Lon Krogwold - Portage County, Kurt Kluck - Marathon County.

Mission Statement: *The mission of the Central Wisconsin Airport is to be the airport of choice by providing a safe, efficient, and competitive operating environment.*

- 1) Call to Order by Chair Guild at 8:00 a.m.
 - a) Pledge of Allegiance
- 2) Approval of Minutes of the September 17, 2021 Board Meetings
- 3) Public Comment Period: 15-minute time limit
- 4) Review and Possible Action on Airport Annual Goals for 2022
- 5) Staff Reports
 - a) Director Report
 - i) Legislative Update
 - ii) Statistics – September 2021
 - iii) Flight Schedule
 - iv) Property Acquisition
 - b) Financial Reports
 - i) Annual Budget
 - ii) Revenues and Expenses – September 2021
 - iii) Budget Comparison
 - c) Operations and Project Reports
 - i) Supplemental Funding Announcement
 - ii) Update on Runway 17/35 Reconstruction Project and Runway 17/35 NAVAIDS
 - iii) Update on Taxiway E and Flightline Drive Project
 - iv) Update on Runway Length Justification for Runway 8/26
 - v) Concourse Warranty – Flooring Repairs
 - vi) Update on Airport Operations
- 6) Adjournment
- 7) Next Scheduled Meeting Date: November 19, 2021 at 8:00 a.m.

Any person planning to attend this meeting who needs some type of special accommodation to participate should call the County Clerk's Office at 715-261-1500 or e-mail infomarathon@co.marathon.wi.us one business day before the meeting.

CENTRAL WISCONSIN JOINT AIRPORT BOARD MEETING MINUTES
CENTRAL WISCONSIN AIRPORT TERMINAL
Conference Room B – East Terminal Upper Level, Mosinee, Wisconsin
September 17, 2021 - 8:00 a.m.

Airport Board:	Sara Guild, Chair Lonnie Krogwold Brent Jacobson – Excused Chris Dickinson – Excused	Dave Ladick, Vice Chair Kurt Kluck Ray Reser
Staff:	Brian Grefe, Airport Director David Drozd, Finance Director	Mark Cihlar, Assistant Airport Director Julie Ulrick, Badging Coordinator
Visitors:	Randy Van Natta, Becher Hoppe	Mike Puerner, Marathon Co. Corp. Counsel

Call to Order: Meeting called to order by Chair Guild at 8:00 a.m.

Approval of Minutes: *Motion by Ladick, second by Kluck to approve the minutes of the August 20, 2021 board meeting. Motion carried unanimously.*

Public Comment Period: None.

Review and Possible Action on CWA Annual Operations, Maintenance and Capital Budget for 2022:

The 2022 Budget Summary shows total budgeted revenues at \$5,977,893, which is supported by federal Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) funds that will be applied toward debt service, staffing and various operational items. Fund balance transfers are anticipated for the runway shift project and land acquisition. The runway shift project is expected to be reimbursed in 2022/2023 through an AIP grant and PFC funds and will be necessary to keep the project on track. Expenses include an increase in contractual services for fees associated with updating the airport’s Minimum Standards, Rules and Regulations and update and negotiation of leases. Operating supplies are projected to increase due to product cost increases and deicing usage estimates for winter airfield operations. The budget is balanced and no tax levy funds are being requested.

Capital expenses for 2022 includes the replacement of three motor vehicles and the lease buyout of an F-450 truck at \$162,000, recurrent upgrades and replacements of IT network systems at \$40,000, the addition of new revenue control hardware for the west parking lot at \$60,000, an additional zero turn mower, a PTO backup generator for the fuel farm, a fuel overflow protection system for aviation fuel tanks that is now required, the lease buyout of an airfield tractor at \$119,500, replacement of an old Case backhoe at \$85,000, the potential purchase of land bordering the airport at an estimated \$300,000, and \$1,400,000 to cover up-front costs for the runway shift project until reimbursements and/or grants are received in 2023. 2022 capital expenses total \$2,166,500.

2022 debt service payments total \$753,763. Of this amount, \$75,870 will be paid from PFC fees, and the remaining \$677,893 will be paid from Coronavirus Response and Relief Supplement Appropriations Act (CRRSAA) funding as approved by the FAA. An American Rescue Plan Act of 2021 (ARPA) grant in the amount of \$2,209,388 was awarded to CWA on August 10, 2021. These funds will be used as allowed under FAA guidelines. Qualifying reimbursable items include payroll, debt service and utilities. Future debt service may be prepaid with ARPA and/or CRRSAA funds to position the airport well for future years. ***Motion by Reser, second by Kluck to approve the CWA annual operations, maintenance and capital budget for 2022 as presented. Motion carried unanimously.***

Review and Possible Action on Fixed Base Operator (FBO) Consulting Services with Leibowitz & Horton Airport

Management Consultants:

The lease agreement with Central Wisconsin Aviation (FBO) is set to terminate its initial term on September 17, 2022. The FBO is looking to invest in their operation and has requested to extend the contract earlier than the expiration date. Leibowitz & Horton would be brought on to analyze the actual cost incurred by the airport to operate and maintain the FBO building and fuel farm, which includes all major maintenance on the facilities. Their cost analysis would include ensuring expenses are properly allocated in an appropriate recovery method and would ensure allowable expenses are included and meet legal requirements. Leibowitz & Horton would then recommend updated FBO lease rates with a focus on cost recovery with comparable costs evaluated, which would be brought to the FBO owner for lease negotiations. Final FBO contract extension approval would be brought before the Central Wisconsin Joint Airport Board at a future meeting. Task Order 2021-02 is CARES Act eligible for the service fees of \$15,680 and was negotiated in good faith. ***Motion by Ladick, second by Kluck to approve Task Order 2021-02 with Leibowitz & Horton Airport Management Consultants to provide FBO lease consulting services with a request to provide lease recommendations in 60 days. Motion carried unanimously.***

Review and Possible Action on Rental Car (RAC) Consulting Services with Leibowitz & Horton Airport Management Consultants:

Car rental lease agreements are nearing the end of their lease extension term and set to expire February 28, 2022 with no additional extension options. Leibowitz & Horton and staff would begin work on reviewing current lease agreements and revenues, gather peer airport comparison data, conduct tenant informational meetings, develop a request for proposals (RFP) and update car rental lease agreements that will better function in the current environment. The RFP would be open to existing and new car rental operators nationwide. Task Order 2021-03 was negotiated in good faith and fees are CARES Act eligible. ***Motion by Kluck, second by Reser to approve Task Order 2021-03 with Leibowitz & Horton Airport Management Consultants to provide rental car consulting services. Motion carried unanimously.***

Review and Possible Action on Reimbursable Agreement for Runway 8/26 Shift Project Navigational Aids:

One of the first steps in the Runway 8/26 shift project is to initiate planning and design of the runway's navigational aid systems. The FAA Reimbursable Agreement provides FAA engineering design review support to facilitate the shift project, including technical planning support, engineering design reviews and limited construction oversight. The agreement also starts the design process to replace the Runway 8 Medium Intensity Approach Lighting System with Runway Alignment Indicator Lights that have been out of service since September 4, 2014. The current estimated contract amount is \$178,774.66 and will be amended with the addition of construction services and local engineering fees. The full amount proposed would be funded with airport funds until an FAA AIP grant is issued possibly in 2023. At that time the entire project is anticipated to be funded at 90% FAA, 5% State and 5% local CWA/PFC funds.

Motion by Ladick, second by Reser to approve the Non-Federal Reimbursable Agreement between the Federal Aviation Administration and Wisconsin Department of Transportation, the Bureau of Aeronautics and the Central Wisconsin Airport under Agreement Number AJW-FN-CSA-21-GL-004271. Motion carried unanimously.

Staff Reports:

Director Report – Brian Grefe:

Legislative Update – The federal face mask requirement for airports, commercial aircraft and other various modes of surface transportation has been extended until January of 2022. President Biden has also issued two Executive Orders related to COVID: One requiring federal employees and contractors to be vaccinated by November 22nd of this year and the second for OSHA to develop a rule that will require all employers with 100 or more employees to ensure their workforces are fully vaccinated or require any workers who remain unvaccinated to produce a negative test result at least weekly before coming to work.

Statistics – August 2021 statistics show ATC operations up 16.5% on the month and 22.8% on the year. Load factors are inching up and range from 69.2% to 78.0%. Enplanements on the 2019 statistical comparison report are down 17.5% on the year.

Flight Schedule – The flight schedule is at 11 daily flights and a small pullback is expected for next month. Central Wisconsin Aviation is working with Wojo Tours on a possible October charter.

Annual Planning Session September 1, 2021 – The annual airport goal setting session was held September 1st and representatives from many tenants were able to participate. All input was worked down to the top three priorities: Retain current and attract new employees, engage in business planning, and improve communication throughout the airport. A full breakdown of the goals will be reviewed at the October meeting.

Financial Reports – David Drozd:

Revenues and Expenses – August revenues are on track ending the month at 66.0% of budget. PFCs are increasing nicely at 108.0% and CFCs end the month at 47.2%. Parking remains a bit low at 57.4%. Disbursements are doing well at 42.3% of budget with good winter supply on hand.

Operations & Project Reports – Mark Cihlar:

Update on Runway 17/35 Reconstruction Project and Runway 17/35 NAVAIDs – Construction crews are currently grooving the runway with an anticipated substantial completion by October 7th and are well on track to complete the project on schedule by October 31st. Navaid work is expected to begin mid-October and will determine the runway reopening date.

Update on Taxilane E and Flightline Drive Project – The asphalt is paved on Taxilane Echo and Flightline Drive and the project is awaiting electrical work for lighting. They should have no issues having the taxilane up and lighted prior to hangar construction completion. One of the hangars has the walls up and roof on and the second hangar is expecting steel to be delivered in January and extensive site work has been done.

Update on Runway Length Justification for Runway 8/26 – No additional updates.

Update on Airport Operations – Staff has been focusing on winter operations training for the upcoming winter, including training on the new CFME operation and use. Safety recommendations from the FAA Annual Inspection were completed within a week of notice. Two seasonal snow operators have indicated they will be returning and the posted job opening had several viable applications submitted.

Adjournment: 10:34 a.m. Motion by Krogwold, second by Ladick to adjourn. Motion carried unanimously.

Next Scheduled Meeting Date: October 15, 2021 at 8:00 a.m.

Julie Ulrick, Recording Secretary



Agenda Item Summary

Airport Board Meeting Date: October 15, 2021

Agenda Item Title: #4) Review and Possible Action on Airport Annual Goals for 2022

Staff Responsible: Brian Grefe, Airport Director

Background: The Central Wisconsin Joint Airport Board has been setting annual goals for the airport since 2017. In addition to setting strategic and technical goals for the organization, these annual goals are used extensively throughout the year. These integrate in nearly everything we do. These goals will be incorporated into annual goals for every staff position, where applicable. Also, every time action is requested from the Joint Airport Board, the Agenda Item Summary explains if and how the action ties into the annual goals.

On September 1, 2021, the annual planning session was held at the Central Wisconsin Airport. It was facilitated by Steve Smith, retired Campus Dean of Mid-State Technical College. Participants included airport board, staff, and tenant representatives. There was a good selection of airport stakeholders except for the airlines who did not participate. The objective of the planning session was to identify and recommend, to the airport board, a reasonable number of goals that have the biggest impact on the airport. This was achieved by asking the question, "What does a successful 2022 look like?". The initial exercise identified the six goals of: Engage in Business Planning, Improve Operations, Retain Current Employees, Improve Communication Across Airport, Build CWA Brand, and Attract New Employees. From that point, Mr. Smith's "Radar Diagram" exercise narrowed down which of these goals had the most influence on the other goals and would ultimately become the recommendation for today. Those top goals were: Retain Current and Attract New Employees, Engage in Business Planning, Improve Communications Throughout the Airport.

Timeline: The CWA Annual Goals for 2022 will begin immediately.

Financial Impact: Any expenses that arise out of the annual goals will be worked into the existing budget. Some of these goals will help meet the revenues budgeted for 2022, which assumes an increase in passenger numbers and the direct and indirect financial impacts.

Contributions to Airport Goals: This is establishing the 2022 Annual Airport Goals.

Recommended Action: Airport Staff recommends approving the CWA Annual Goals for 2022 as presented.

Attachment(s): CWA Annual Goals 2022.



CWA Annual Goals 2022

GOAL #1: Retain Current and Attract New Employees			
SUB-GOAL: Improve employee retention			
Action Step	Benefit/Measure of Success	Necessary Resources	Potential Challenges
<i>What needs to be done?</i>	<i>How will this benefit the airport</i>	<i>What do you need in order to complete</i>	<i>Are there any potential challenges that</i>
Identify and analyze factors that make employees want to stay at CWA, and factors causing employees to consider employment elsewhere.	Reducing employee turnover will improve staff bench strength and reduce training expenses.	This goal will require staff time for all steps of this goal. Support from the Joint Airport Board and Marathon County Employee Resources may be required, especially for any strategies that affect the airport budget.	Keeping up with private industry will be a challenge. The airport may need additional funds to keep wages competitive.
Develop a strategy to improve the internal factors at CWA (attracting or repelling) affecting employee job satisfaction.			
Develop a strategy to stay competitive with outside employers trying to attract employees from CWA.			
SUB-GOAL: Actively recruit new employees			
Action Step	Benefit/Measure of Success	Necessary Resources	Potential Challenges
<i>What needs to be done?</i>	<i>How will this benefit the airport</i>	<i>What do you need in order to complete</i>	<i>Are there any potential challenges that</i>
Analyze and identify the greatest need for additional coverage and talent.	Proper daily coverage offers more airport protection in the event of an emergency, better maintained buildings and grounds, and more options for covering weekends, vacations and illnesses.	The airport will need support from Joint Airport Board and Marathon County Employee Resources.	Finding available and qualified people may be challenging in our current economic climate. The airport may need additional funds to keep wages competitive.
Explore hiring more full-time, part-time, seasonal and/or contract personnel to meet those needs.			
SUB-GOAL: Develop a safety program with reward system			
Action Step	Benefit/Measure of Success	Necessary Resources	Potential Challenges
<i>What needs to be done?</i>	<i>How will this benefit the airport</i>	<i>What do you need in order to complete</i>	<i>Are there any potential challenges that</i>
Analyze current safety protocols.	A formal safety program should eliminate preventable injuries and ensure compliance with OSHA regulations. A reward system would encourage participation and compliance.	Staff time to develop and administer the program. Support from Marathon County Employee Resources.	Time to develop and implement the program should be the biggest challenge.
Identify deficiencies in current safety protocols.			
Research, develop and implement an appropriate safety program.			

GOAL #2: Engage in Business Planning

SUB-GOAL: Maintain existing airlines and explore new routes

Action Step	Benefit/Measure of Success	Necessary Resources	Potential Challenges
<i>What needs to be done?</i>	<i>How will this benefit the airport</i>	<i>What do you need in order to complete</i>	<i>Are there any potential challenges that</i>
Meet with existing airlines to maintain service and add seats and/or new destinations.	Additional available seats should increase airport passengers driving an increase in aeronautical revenues, passenger facility charges, customer facility charges, and parking numbers.	Resources needed to see a potential increase in commercial seats are: frequent and productive meetings with various airlines, a robust airline incentive program, maintaining low fees, and updated per-turn pricing.	Challenges to this sub-goal are airline fleet sizes, fuel prices, individual airline business models, CWA's proximity to existing hubs, the pilot shortage, the pandemic and available airline staffing.
Continue to market the airport with a focus on retaining existing customers, bringing back business travel, and decrease leakage			
Reengage with business users to best meet their needs.			

SUB-GOAL: Engage new airlines and charter operators

Action Step	Benefit/Measure of Success	Necessary Resources	Potential Challenges
<i>What needs to be done?</i>	<i>How will this benefit the airport</i>	<i>What do you need in order to complete</i>	<i>Are there any potential challenges that</i>
Work with Charter Operators to increase service to and from CWA.	Bringing additional charter operators or low cost carriers on board could increase competition resulting in more favorable ticket prices. This would also increase aeronautical revenues, passenger facility charges, customer facility charges, FAA funding, and parking revenues.	Resources needed to see a potential increase in airlines and charters are: frequent and productive meetings with various airlines, a robust airline incentive program, maintaining low fees, and updated per-turn pricing.	Challenges to this sub-goal are airline fleet sizes, individual airline business models, the worker shortage, the pandemic and proximately to other airports with low cost carriers.
Work with low cost carriers to begin service to and from CWA.			

SUB-GOAL: Decrease leakage to other markets

Action Step	Benefit/Measure of Success	Necessary Resources	Potential Challenges
<i>What needs to be done?</i>	<i>How will this benefit the airport</i>	<i>What do you need in order to complete</i>	<i>Are there any potential challenges that</i>
Review marketing program and current target marketing parameters.	Decreasing leakage will increase airport passengers driving an increase in aeronautical revenues, passenger facility charges, customer facility charges, and parking numbers.	A strong marketing budget with well thought out and focused strategies will be important to attract new customers. Maintaining a clean and welcoming facility will be important.	This is the easiest opportunity to increase passengers to CWA. These passengers are already flying. The biggest reason passengers choose another airport, pricing, is something the airport has no control over.
Develop strategies to better reach potential customer leakage.			
Continue to improve the passenger experience.			

SUB-GOAL: Host General Aviation Events			
Action Step	Benefit/Measure of Success	Necessary Resources	Potential Challenges
<i>What needs to be done?</i>	<i>How will this benefit the airport</i>	<i>What do you need in order to complete this step?</i>	<i>Are there any potential challenges that may impede completion? How will you overcome them?</i>
Host fly-in events, community aviation events, military events.	An increase in general aviation will increase tower counts, build better awareness in the GA community, and potentially lead to more development at the airport. Community aviation events would increase awareness and support Central Wisconsin Aviation.	The biggest resource needed is staff time to market/promote events and partner with the FBO. Depending on the size and scale of event some marketing or promotional items may be necessary.	Available staff and FBO time could limit success. There also needs to be general aviation interest and buy-in.
Reach out to various GA flying groups.			
Explore GA training seminar opportunities.			
Support the FBO's GA initiatives.			

GOAL #3: Improve Communications Throughout Airport

SUB-GOAL: Create effective communication protocols for all airport tenants and employees			
Action Step	Benefit/Measure of Success	Necessary Resources	Potential Challenges
<i>What needs to be done?</i>	<i>How will this benefit the airport</i>	<i>What do you need in order to complete this step?</i>	<i>Are there any potential challenges that may impede completion? How will you overcome them?</i>
Identify gaps in communication both internally and externally.	This will create improved efficiencies, enhance the quality of the passenger experience, and create a more coordinated airport overall.	This will require substantial staff time to determine communication needs of all tenants and employees, and to develop effective communication guidelines.	Available staff time could limit success.
Survey tenants and employees to determine communication needs campus wide.			
Explore options to improve communications and develop communication guidelines.			

CWA Legislative Update – October 2021

Administration Issues Rulemaking On Environmental Reviews

(Source: Airport Report Today, AAAE)

October 11, 2021

The White House Council on Environmental Quality (CEQ) released a proposed rulemaking to revise several key provisions of the regulations that govern environmental reviews performed pursuant to the National Environmental Policy Act (NEPA). The proposal would require federal agencies to examine a broader scope of the environmental impacts of a proposed project during a NEPA review. The proposal is part of a broader initiative from President Biden to roll back certain reforms that were made to the NEPA environmental review process and finalized last year, and to ensure the federal government is considering the effects of greenhouse gas emissions and climate change during federal permitting decisions. AAAE remains engaged with members on these ongoing initiatives because of their potential impact on airports.

FAA Releases CertAlert On Extinguishing Agent Requirements

(Source: Airport Report Today, AAAE)

October 11, 2021

After being unable to meet a congressional mandate to have a fluorine-free firefighting foam available for use by Part 139 certificated airports by Oct. 4, 2021, FAA has outlined three avenues that an airport can pursue to gain agency review of a PFAS-free firefighting foam.

The agency made it clear that it will evaluate any potential fluorine-free foam submitted by an airport against existing performance standards defined in the military specification, which is an incredibly high hurdle. AAAE has raised concerns that the document creates an unrealistic expectation that an airport can obtain such approval because FAA and DOD have been unable to identify a suitable AFFF alternative despite several years of research and testing and considerable financial resources.

**CENTRAL WISCONSIN AIRPORT
REVENUE 2021**

12-Oct-21

	BUDGET 2021	MONTH OF SEPTEMBER	YEAR TO DATE	% OF BUDGET
5409-53 FUEL SALES	\$30,000	\$0	\$19,693	65.6%
5410-53 FUEL FLOWAGE	\$35,000	\$6,136	\$44,278	126.5%
5411-53 LANDING FEES	\$300,000	\$35,175	\$230,183	76.7%
5418-53 RAMP CHARGES	\$50,000	\$5,263	\$46,684	93.4%
AIRFIELD	\$415,000	\$46,574	\$340,838	82.1%
5422-56 UTILITIES	\$450	\$0	\$263	58.4%
CONTROL TOWER	\$450	\$0	\$263	58.4%
5412-55 RENT	\$100,000	\$2,720	\$71,396	71.4%
5422-55 UTILITIES	\$3,000	\$0	\$0	0.0%
HANGAR	\$103,000	\$2,720	\$71,396	69.3%
5497-57 LABOR-CWA	\$1,000	\$845	\$845	84.5%
5498-57 MATERIALS-CWA	\$0	\$0	\$0	0.0%
5499-57 MISC-CWA	\$2,000	\$0	\$71	3.6%
MAINTENANCE SHOP	\$3,000	\$845	\$916	30.5%
5412-54 RENT	\$30,000	\$2,655	\$24,075	80.3%
5414-54 FARM LAND RENT	\$84,000	\$0	\$77,363	92.1%
5417-54 HWY BILLBOARDS	\$9,500	\$0	\$9,832	103.5%
5422-54 UTILITIES	\$0	\$0	\$0	0.0%
5432-54 CORPORATE HANGAR	\$100,000	\$7,949	\$104,149	104.1%
NET LEASE	\$223,500	\$10,604	\$215,419	96.4%
5440-51 PARKING	\$900,000	\$85,307	\$598,511	66.5%
5412-52 RENT	\$970,000	\$69,488	\$753,218	77.7%
5416-52 ADVERTISING	\$20,000	\$0	\$4,825	24.1%
5422-52 UTILITIES	\$36,550	\$3,441	\$30,383	83.1%
5431-52 SECURITY	\$5,500	\$0	\$2,341	42.6%
5499-52 MISCELLANEOUS	\$23,000	\$9,192	\$20,474	89.0%
TERMINAL BUILDING	\$1,055,050	\$82,121	\$811,241	76.9%
TOTAL	\$2,700,000	\$228,170	\$2,038,584	75.5%
1210 SALES TAX DISCOUNT	\$0	\$29	\$173	
8110 INTEREST ON INVEST	\$30,000	\$0	\$0	
8310 SALE FIXED ASSETS	\$20,000	\$0	\$0	
8350 INS RECOV	\$0	\$0	\$0	
8400 OTHER MISC REV	\$0	\$0	\$0	
8413 WORKERS COMP REIMB	\$0	\$0	\$0	
GRAND TOTAL	\$2,750,000	\$228,199	\$2,038,756	74.1%

5419-53 PASSENGER FAC. CHGS.	\$200,000	\$46,674	\$262,694	131.3%
8110 PFC INTEREST	\$5,000	\$0	\$0	0.0%
TOTAL PASSENGER FACILITY CHGS.	\$205,000	\$46,674	\$262,694	128.1%
5420-52 CFC CAR RENTAL FEES	\$212,200	\$0	\$100,192	47.2%

**CENTRAL WISCONSIN AIRPORT
DISBURSEMENTS - SEPTEMBER 2021**

	2021 BUDGET	THIS MONTH	2021 YTD	YTD % of BUDGET
PERSONAL SERVICES				
SALARIES	\$400,797.00	\$34,630.40	\$321,791.04	80.3%
WAGES	\$729,799.00	\$52,712.62	\$463,321.24	63.5%
EMPLOYEE BENEFITS	\$18,500.00	\$124.96	\$2,742.79	14.8%
EMPLOYER CONTRIBUTIONS	\$464,932.00	\$33,937.71	\$323,921.63	69.7%
SUB TOTAL	\$1,614,028.00	\$121,405.69	\$1,111,776.70	68.9%
CONTRACTUAL SERVICES				
PROFESSIONAL SERVICES	\$156,500.00	\$16,977.44	\$72,459.43	46.3%
UTILITY SERVICES	\$270,000.00	\$1,577.43	\$151,173.25	56.0%
REPAIR-MAINT/STREETS	\$10,000.00	\$0.00	\$4,607.23	46.1%
REPAIR-MAINT EQUIP/BUILDINGS	\$90,000.00	\$4,241.18	\$56,356.79	62.6%
CONTRACTUAL SERVICES	\$190,000.00	\$23,988.02	\$136,307.66	71.7%
SUB TOTAL	\$716,500.00	\$46,784.07	\$420,904.36	58.7%
SUPPLIES & EXPENSES				
OFFICE SUPPLIES	\$6,000.00	\$150.74	\$3,238.26	54.0%
ADVERTISING/MEMBERSHIP/DUES	\$83,100.00	\$150.00	\$54,063.93	65.1%
TRAVEL	\$18,600.00	\$986.65	\$13,317.05	71.6%
OPERATING SUPPLIES	\$182,500.00	\$9,774.62	\$107,466.57	58.9%
REPAIR/MAINT SUPPLIES/GASOLINE	\$158,000.00	\$2,092.59	\$81,628.77	51.7%
CONSUMABLE TOOLS/SUPPLIES	\$6,000.00	\$72.33	\$3,774.28	62.9%
SUB TOTAL	\$454,200.00	\$13,226.93	\$263,488.86	58.0%
BUILDING MATERIALS				
METAL PRODUCTS	\$2,500.00	\$377.10	\$2,453.33	98.1%
WOOD PRODUCTS	\$500.00	\$0.00	\$0.00	0.0%
RAW MATERIALS/RWY PAINT	\$20,000.00	\$0.00	\$1,420.04	7.1%
ELECT FIXTURES/RWY SIGNS	\$5,000.00	\$0.00	\$3,859.52	77.2%
ASPHALT/ASPHALT FILLER	\$25,000.00	\$19,200.00	\$19,200.00	76.8%
SUB TOTAL	\$53,000.00	\$19,577.10	\$26,932.89	50.8%
FIXED CHARGES				
INSURANCE/OTHER LOSSES	\$92,792.00	\$0.00	\$84,681.00	91.3%
CAPITAL OUTLAY				
CAPITAL EQUIPMENT	\$85,000.00	\$63,536.52	\$185,080.18	217.7%
CAPITAL IMPROVEMENTS	\$1,370,000.00	\$0.00	\$34,235.50	2.5%
SUB TOTAL	\$1,455,000.00	\$63,536.52	\$219,315.68	15.1%
TOTALS	\$4,385,520.00	\$264,530.31	\$2,127,099.49	48.5%

2020-2021 CWA Budget Summary YTD - September

	September YTD - 2021	September YTD - 2020	% CHANGE
Airfield	\$340,838	\$368,951	
Control Tower	\$263	\$0	
Hangar	\$71,396	\$70,800	
Maintenance Shop	\$916	\$2,928	
Net Lease	\$215,419	\$191,028	
Parking	\$598,511	\$438,685	
Terminal Area	\$811,241	\$778,792	
Misc.	\$173	\$118,686	
Total Revenues	\$2,038,757	\$1,969,870	3.50%
Personal Services	\$1,111,777	\$1,123,924	
Contractual Services	\$420,904	\$411,228	
Supplies and Expense	\$263,489	\$331,849	
Building Materials	\$26,933	\$63,008	
Fixed Charges-Insurance	\$84,681	\$76,753	
Capital Outlay	\$219,316	\$74,675	
Total Expenses	\$2,127,099	\$2,081,437	2.19%
Revenue over Expense	-\$88,342	-\$111,567	