# **MOJAVE AIR AND SPACE PORT**

## REGULAR MEETING OF THE BOARD OF DIRECTORS Date: June 1, 2021 Time: 2:00 p.m.

Due to the COVID-19 state of emergency, the Board of Directors will conduct this meeting via Zoom Video Conference. A physical location will not be available to the public. You may participate in the meeting by using the call in number specified in this Notice of Meeting or access the web page below. If you wish to speak to an item on the agenda, please inform the Board Chair when he asks for public comment. The Board's normal rules for public comment apply: speakers are limited to 3 minutes per item. You may also email comments to Lynn@mojaveairport.com prior to the start of the meeting, and your comment(s) will be distributed to the directors at the meeting.

If you need special assistance to participate in the meeting, please contact Lynn at Lynn@mojaveairport.com, and the District will attempt to accommodate your need.

#### **Zoom Video Conference**

https://us02web.zoom.us/j/81103012453?pwd=aWlUWG9UMzdBc0lIbVk1NHNheTdQUT09

Phone: 669-900-9128 Meeting ID: 811 0301 2453 Passcode: 092118

## AGENDA

#### 1. Call to Order

- A. Pledge of Allegiance
- B. Roll Call
- C. Approval of Agenda

#### 2. Community Announcements

Members of the audience may make announcements regarding community events.

#### 3. Consent Agenda

All items on the consent agenda are considered routine and non-controversial and will be approved by one motion unless a member of the Board, staff, or public requests to move an item to Action Items.

- A. Minutes of the Regular Board Meeting May 18, 2021
- B. Minutes of Special Board Meeting May 24, 2021
- C. Check Register dated May 27, 2021, \$1,206,434.77
- D. Check Register dated May 27, 2021, \$140,304.70

#### 4. Action Items

A. Resolution Approving a Budget and Establishing the Appropriations Limit for the Fiscal Year Commencing July 1, 2021

#### 5. <u>Reports</u>

- A. Financial Reports
- B. Security Reports
- C. CEO/GM Reports
- D. Board Committees

E. Board of Directors: This portion of the meeting is reserved for board members to comment on items not on the agenda.

## 6. Public Comment on Items Not on the Agenda

Members of the public may make comments to the Board on items not on the agenda.

#### 7. Closed Session

- A. Potential Litigation (Govt Code 54956.0) MASP v. Scaled Composites
- B. Real Property Negotiations (Govt Code 54956.8)
  - Property: Hangar 960
     Parties: MASP, Hilyard
     Negotiator: CEO, General Counsel
     Term: Purchase

## 8. <u>Closed Session Report</u>

#### Adjournment

This Agenda was posted on May 28, 2021 by Jason Buck.

<u>ADA Notice</u>: Persons desiring disability-related accommodations should contact the District no later than forty-eight hours prior to the meeting. Persons needing an alternative format of the agenda because of a disability should notify the District no later than seventy-two hours prior to the meeting. All inquiries/requests can be made by phone at (661) 824-2433, in person at 1434 Flightline, Mojave, CA, or via email to <u>carrie@mojaveairport.com</u>.

<u>Copy of Records:</u> Copies of public records related to open session items are available at the administrative office of the District at 1434 Flightline, Mojave, CA.

<u>Public Comments:</u> Members of the public may comment on items on the agenda before the Board takes action on that item, or for closed session items, before the Board goes into closed session. Comments on items not on the agenda, and over which the Board has jurisdiction, may be made under "Public Comments on Items not on the Agenda," but the Board may not take action on any issues raised during this time. All comments by members of the public are limited to three minutes.

#### MISSION STATEMENT

FOSTER AND MAINTAIN OUR RECOGNIZED AEROSPACE PRESENCE WITH A PRINCIPLE FOCUS AS THE WORLD'S PREMIER CIVILIAN AEROSPACE TEST CENTER WHILE SEEKING COMPATIBLY DIVERSE BUSINESS AND INDUSTRY

# **BOARD OF DIRECTORS**

## MINUTES OF THE REGULAR MEETING ON MAY 18, 2021

(All votes at this meeting were taken by roll call since the meeting was conducted by in person and teleconference)

## 1. CALL TO ORDER

The meeting was called to order on Tuesday, May 18, 2021 at 2:00 p.m. by Director Balentine.

#### A. Roll Call:

Directors present via in person and zoom: Balentine, Coleman, Deaver and Morgan Directors absent: Barney Others present: CEO Lindner, DOA Rawlings, DOP VanWey, DOF Smith, DOT Buck, and District Counsel Navé.

## **B.** Approval of Agenda

Upon motion by Director Deaver, seconded by Director Morgan, The Board approved the agenda with a 4/0.

#### 2. <u>Community Announcements</u>

There were no public comments.

## 3. Consent Agenda

Upon motion by Director Deaver, seconded by Director Coleman, the Board unanimously approved the Consent Agenda.

- A. Minutes of the regular Board Meeting May 4, 2021
- B. Check Register dated May 13, 2021, \$73,752.50

#### 4. Action Item

There were no action items.

#### 5. <u>Reports</u>

#### A. CEO/GM Report

CEO Lindner updated the Board on the Scaled Composites negotiations. CEO Lindner also briefed the Board on airport security, potential EDA Grants, new employees, developing social events in compliance with the Brown Act, and a successful Plane Crazy.

#### **B. Board Committees**

There were no comments.

#### C. Board of Directors

Directors Morgan and Coleman discussed the Instrument Approach, removal of the hangars along with the relocation of the hangars with CEO Lindner..

#### 6. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

There were no public comments.

#### 7. <u>Closed Session</u>

A. Potential Litigation (Govt Code 54956.9) MASP v. Scaled Composites

#### 8. <u>Closed Session Report</u>

In Closed session, the Board discussed one potential litigation involving Scaled Composites. No other items were discussed, and no action was taken.

#### **ADJOURNMENT**

There being no further business to come before the Board, the chair adjourned the meeting at 2:43 pm.

Jimmy R. Balentine, President

ATTEST

Diane Barney, Secretary

# **BOARD OF DIRECTORS**

## MINUTES OF THE SPECIAL MEETING ON MAY 24, 2021

(All votes at this meeting were taken by roll call since the meeting was conducted by teleconference)

## 1. CALL TO ORDER

The meeting was called to order on Monday, May 24, 2021 at 11:00 a.m. by Director Balentine.

A. **Pledge of Allegiance:** Director Balentine led those assembled in the Pledge of Allegiance.

#### **B. Roll Call:**

Directors present via in person and zoom: Balentine, Barney, Coleman, Deaver and Morgan Directors absent: None Others present: CEO Lindner, DOA Rawlings, DOP VanWey, DOT Buck.

## **B.** Approval of Agenda

Upon motion by Director Deaver, seconded by Director Coleman, the Board voted 4/0 to approve the agenda.

## 2. <u>Community Announcements</u>

Director Balentine congratulated Virgin Galactic and Sir Richard Branson on their successful flight into space on Saturday. There were no other Public Comments.

## 3. <u>Budget Workshop</u>

DOA Rawlings presented the proposed FY 2021-22 Budget. Staff and Directors discussed potential funding for FAA project, building General Aviation Hangars, building improvements and Capital Improvements. Director Balentine called a recess for lunch at 12:00. The Budget workshop resumed at 12:20 to 1:37. Director Barney joined the meeting after the Budget Workshop started.

## 4. Public Comment on Items Not on the Agenda

There were no Public Comments.

#### **ADJOURNMENT**

There being no further business to come before the Board, the chair adjourned the meeting at 1:37 pm.

ATTEST

Jimmy R. Balentine, President

Diane Barney, Secretary

Time:	Thursday, Ma 01:05PM LCALICA	ay 27, 2021		Mo <u>CI</u> F	Page: Report: Company:	1 of 1 03630.rpt MASP				
Check Nbr	Check Type	Check Date	Vendor ID Vendor Name	Period To Post Closed	Ref Nbr	Dос Туре	Invoice Number	Invoice Date	Discount Taken	Amount Paid
Company	: MAS	P								
Acct / Sub: 060988	101000 CK	6/1/2021	1200 0775 Granite Construction	12-21	048362	VO	PAY REQUEST 1	4/20/2021	0.00	1,080,905.00
060989	СК	6/1/2021	1314 Mead & Hunt	12-21	048360	VO	316629	5/18/2021	0.00	125,529.77
Check Co	unt:	2						Acct Sub Total:		1,206,434.77
				Check Type		Count	Amount Paid			
				Regular		2	1,206,434.77			
				Hand		0	0.00			
				Electronic Payment		0	0.00			
				Void		0	0.00			
				Stub		0	0.00			
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				Mask		0	0.00			
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Time:	Thursday, N 01:43PM LCALICA	1ay 27, 2021		<u>C</u>	jave Air heck Reg Period: 12-2	Page: Report: Company:	1 of 1 03630.rpt MASP			
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Acct / Sub: 060990	10100 CK		1200 1314 Mead & Hunt	12-21	048363	VO	316590 -A	5/17/2021	0.00	140,304.70
Check Co	unt:	1						Acct Sub Total:		140,304.70
				Check Type		Count	Amount Paid			
				Regular		1	140,304.70			
				Hand		0	0.00			
				Electronic Payment		0	0.00			
				Void		0	0.00			
				Stub		0	0.00			
				Zero		0	0.00			
				Mask		0	0.00			
				Total:		1	140,304.70			
					Company	Disc Total	0.00	Company Total		140,304.70



## STAFF MEMORANDUM

TO: Board of Directors

FROM: Carrie Rawlings

SUBJECT: FY 21-22 Budget

#### MEETING DATE: June 1, 2021

#### **Background:**

Staff is presenting the FY 21-22 for Board approval. Items worth noting include:

- We anticipate our 12-30 project to be approved this year. The FAA has yet to determine how much to award this year, so at this time we have included phase 1.
  - Revenue: \$9,900,000 Expense: \$10,600,000
- Cash reserve designations include:
  - Infrastructure projects: \$1,450,000. Projects include items such as GA hangar project, asphalt improvement, runway painting, pump house updates and gate improvements.
  - Property investments: \$440,000. Investments include land and building acquisition.
  - Building Improvements: \$75,000. Investments include ATC cab repairs, HVAC replacements and vault improvements.
  - Equipment: \$647,500. Investments include pump improvement, radar, board room updates, maintenance equipment and vehicle barn.
  - Employee Benefits: \$250,000. Will include setting money aside for OPEB in our established trust.
- There are two potential new positions in maintenance to be included in salaries and benefits to eliminate outsourcing janitorial.
- Cost of living increase of 3% for employees that have been employed longer than 90 days.
- The following positions will receive merit increase of 7%:
  - o Contracts Manager
  - Director of Administration

#### **Recommended Action:**

Approve the resolution and FY 21-22 budget as presented.

#### **RESOLUTION NO.**

#### A RESOLUTION OF THE BOARD OF DIRECTORS OF MOJAVE AIR AND SPACE PORT AFFIRMING ITS INVESTMENT POLICY, APPROVING A BUDGET, AND ESTABLISHING THE APPROPRIATIONS LIMIT FOR THE FISCAL YEAR COMMENCING JULY 1, 2021

BE IT RESOLVED by the Board of Directors of the Mojave Air and Space Port as follows:

#### 1. Investment Policy.

The investment policy adopted of November 7, 2017, as amended, is affirmed.

#### 2. Budget.

The budget incorporated by this reference as Exhibit A, is approved for the fiscal year commencing July 1, 2021.

#### **3.** Appropriations Limit.

The appropriations limit of the District under California Constitution Article XIII B for the fiscal year commencing July 1, 2021, is \$1,521,466.00

PASSED, APPROVED AND ADOPTED on June 1, 2021.

Aye: No: Abstain: Absent:

Jimmy R. Balentine, President

ATTEST

Diane Barney, Secretary

#### MOJAVE AIR & SPACE PORT Revenue and Expense by Function FY 21-22 Budget

	Rents & Leases	Rents & Leases	Flight Related	Non-flight Related	Total 2021-2022
Description	Aviation	Non-aviation	Activities	Activities	Budget
Operating Revenue					
Fuel Sales & Services		-	2,910,600	-	2,910,600
Cost of Fuel & Lubricants Sold	-	-	1,995,840	-	1,995,840
Gross Profit on Fuel Sales & Services	-	-	914,760	-	914,760
Rents & Leases	4,700,000	1,600,000	-	-	6,300,000
Other Revenue	5,000	5,000	40,000	70,000	120,000
Total Operating Revenue	4,705,000	1,605,000	954,760	70,000	7,334,760
Operating Expense					
Salaries & Benefits	1,400,000	700,000	900,000	600,000	3,672,769
Noncapitalized Equipment	60,000	10,000	20,000	30,000	120,000
Supplies	65,000	15,000	15,000	30,000	125,000
Licensing & Software	50,000	20,000	20,000	10,000	100,000
Communications	50,000	10,000	10,000	15,000	246,000
Training & Travel	30,000	15,000	10,000	20,000	75,000
Permits & Fees	4,000	1,000	3,000	2,000	10,000
Repairs & Maintenance	350,000	115,000	75,000	35,000	575,000
Engineering Services	175,000	75,000	25,000	25,000	300,000
Legal & Audit Services	50,000	50,000	25,000	75,000	225,000
Operating Services	225,000	125,000	50,000	100,000	500,000
Bad Debts	37,500	12,500	50,000	100,000	50,000
Dues & Subscriptions	5,000	10,000	55,000	5,000	75,000
	,				
Insurance	190,000	10,000	50,000	60,000	310,000
Marketing	15,000	10,000	15,000	40,000	80,000
Rent Expense	15,000	6,000	45,000	1,000	67,000
Utilities	160,000	110,000	50,000	50,000	370,000
Tenant Retention	75,000	25,000	-	-	100,000
Depreciation	1,500,000	500,000			2,600,000
Miscellaneous	10,000	5,000	10,000	15,000	40,000
Expense Reimbursements	(75,000)	(10,000)	(15,000)	(20,000)	(120,000)
Total Operating Expense	4,391,500	1,814,500	1,363,000	1,093,000	9,520,769
Excess (Deficit) of Operating Revenue					
over Operating Expense	313,500	(209,500)	(408,240)	(1,023,000)	(2,186,009)
Nonoperating Revenue					
Property Taxes	475,000	175,000	-	-	650,000
Interest Income	-	-	-	40,000	40,000
Total Nonoperating Revenue Excess (Deficit) of Revenue over	475,000	175,000	-	40,000	690,000
Expense	788,500	(34,500)	(408,240)	(983,000)	(1,496,009)
FAA Projects					
Grants In Aid-Federal/State	-	-	9,900,000	-	9,900,000
FAA Projects			(10,600,000)		(10,600,000)
Excess (Deficit) of FAA Projects					
Revenue over FAA Projects Expense			(700.000)		(700,000)
• •	-	-	(700,000)	-	(700,000)
Reserve Designations					
Working Capital				4,760,384	4,760,384
Infrastructure Projects	-	-	-	1,450,000	1,450,000
Property Investments	-	-	-	440,000	440,000
Building Improvements	-	-	-	75,000	75,000
Equipment	-	-	-	647,500	647,500
				•	
Employee Benefits Total Reserve Designations	-	-	-	250,000 <b>7,622,884</b>	250,000 <b>7,622,884</b>

## Mojave Air & Space Port Treasurer's Report For the month ended April 30, 2021

		County		
	General	Treasury	LAIF	Total
Beginning Balance	<u>\$ 3,402,765.77</u>	<u>\$ 736,558.69</u>	<u>\$ 4,172,020.65</u>	<u>\$ 8,311,345.11</u>
Receipts:				
Operating Revenues	1,341,643.29	-	-	1,341,643.29
Interest Income	160.99	1,481.58	4,557.89	6,200.46
Tax Proceeds	-	236,673.28	-	236,673.28
Total Receipts	1,341,804.28	238,154.86	4,557.89	1,584,517.03
Expenditures:				
Operating Expenses	(824,001.02)		-	(824,001.02)
Project Expenses				
Total Expenditures	(824,001.02)			(824,001.02)
Transfers:				
Between General and County Treasury	-	-	-	-
Between General and LAIF				
Total Transfers	<u> </u>		-	
Ending Balance	<u>\$ 3,920,569.03</u>	<u>\$ 974,713.55</u>	<u>\$ 4,176,578.54</u>	<u>\$ 9,071,861.12</u>

#### **MOJAVE AIR & SPACE PORT**

#### Revenue and Expense by Function For the Ten Months Ending Friday, April 30, 2021

Description         Aviation         Non-aviation         Activities         Activities         Total           Fuel sales & Services         -         -         3.217,109         575         3.217,684           Cost of fuel & Unbrants Sulf         -         -         1.957,976         -         1.957,976           Services         -         -         1.259,133         575         1.259,7976           Cost of fuel & Unbrants Sulf         -         -         7.7,350         1.85,848         2.66,934           Total Operating Revenue         -         -         7.7,350         1.85,848         2.02,025         7.457,119           Operating Expense         51,661         8,651         9,184         1.90,77         621,036         881,949         458,641         2.950,045           Noncapitalized Equipment         51,661         8,651         9,184         19,077         848,72           Supplies         71,074         12,626         19,441         6,817         9,107           Communications         32,653         9,817         14,466         8,119         64,854           Total perating Revence         39,284         146,838         47,590         (199)         522,344           Legal & Ac		Rents & Leases	Rents & Leases	Flight Related	Non-flight Related	
Fuel Sales & Services         -         3,217,109         575         3,217,609           Cost of Fuel & Lubricants Sold         -         1,957,976         1,957,976           Brents & Leases         4,094,045         1,824,385         -         12,046         5,930,476           Other Revenue         -         -         7,350         129,584         266,394           Operating Expense         -         1,824,385         1,336,483         202,205         7,457,119           Operating Expense         -         1,824,385         1,336,483         202,205         7,457,119           Sanares & Benefits         1,008,779         621,036         861,949         458,641         2,950,405           Noncapitalized Equipment         51,661         8,651         9,184         19,077         88,572           Supplies         71,074         12,626         19,647         16,587         97,107           Communications         32,226,142         12,281         6,587         97,107           Communications         32,226,142         14,266         8,119         44,382         41,640         51,79         14,941           Repairs & Maitenance         39,242         14,639         47,500         189,12,220 <td< td=""><td></td><td>Aviation</td><td>Non-aviation</td><td>Activities</td><td>Activities</td><td>Total</td></td<>		Aviation	Non-aviation	Activities	Activities	Total
Cost of Fuel & Lubricants Sold Gross Profit on Fuel Sales & Services         -         1,957,976         1,957,976           Rents & Leases         4,094,045         1,824,385         -         12,046         5,930,475           Other Revenue         -         77,350         189,584         266,934           Total Operating Revenue         -         77,350         189,584         266,934           Operating Expense         1,008,779         621,036         861,949         458,641         2950,405           Noncapitalized Equipment         51,661         8,651         9,184         19,077         88,572           Supplies         71,074         12,626         19,647         16,592         119,940           Licensing & Software         55,206         22,462         12,851         6,137         9,144           Communications         32,253         9,817         144,266         8,119         64,884           Training & Travel         12,252         179         300         12,220         25,553           Dermits & Kaintenance         339,284         146,389         47,500         88,452         541           Operating Services         226,714         100,900         44,701         43,925         22,462	Operating Revenue					
Gross Profit on Fuel Sales & Services         -         1,259,133         575         1,259,708           Rents & Leases         4,094,045         1,824,385         -         12,046         5,930,476           Other Revenue         -         -         7,350         189,584         266,334           Total Operating Revenue         4,094,045         1,824,385         1,336,643         202,005         7,457,119           Operating Expense         5,360         22,462         12,851         6,587         9,7107           Supplies         71,074         12,626         19,647         16,592         119,940           Licensing & Software         55,206         22,462         12,2851         6,877         97,107           Communications         32,653         9,817         14,266         8,119         6,873         9,7107           Communications         32,653         9,811         4,164         5,179         12,20         25,550           Permits & Kees         4,266         1,331         4,164         5,179         14,344           Legal & Accounting Services         126,714         100,900         44,701         43,925         416,241           Bad Debts         3,946         -         - <td>Fuel Sales &amp; Services</td> <td>-</td> <td>-</td> <td>3,217,109</td> <td>575</td> <td>3,217,684</td>	Fuel Sales & Services	-	-	3,217,109	575	3,217,684
Services         -         -         1,259,133         575         1,259,708           Rents & Leases         4,094,045         1,824,385         -         12,046         5,930,476           Other Revenue         -         77,350         1189,584         206,6934         206,6934           Total Operating Revenue         0         1,824,385         1,336,483         202,205         7,457,119           Salaries & Benefits         1,008,779         621,036         861,949         458,641         9,9647         18,592         119,940           Licensing & Software         55,206         22,462         12,851         6,857         9,119         46,4834           Training & Travel         12,252         179         300         12,220         25,550           Communications         32,824         146,389         47,500         (899)         532,364           Legal & Accounting Services         16,548         37,908         19,604         43,925         25,412           Operating Expense         339,284         146,389         47,500         (899)         532,364           Legal & Accounting Services         15,712         7,700         9,815         19,862         25,441           Operating Expense <td>Cost of Fuel &amp; Lubricants Sold</td> <td>-</td> <td>-</td> <td>1,957,976</td> <td>-</td> <td>1,957,976</td>	Cost of Fuel & Lubricants Sold	-	-	1,957,976	-	1,957,976
Rents & Leases         4,094,045         1,824,385         -         12,046         5,930,476           Other Revenue         -         77,350         189,584         266,934           Total Operating Revenue         4,094,045         1,824,385         1,336,483         202,205         7,457,119           Staires & Benefits         1,008,779         621,036         861,949         458,641         2,950,405           Staires & Benefits         1,008,779         621,036         861,949         458,641         2,950,405           Staires & Benefits         1,008,779         621,036         861,949         458,641         2,950,405           Vicensing & Software         55,206         22,462         12,851         6,587         97,107           Communications         32,653         9,817         14,266         8,119         64,854           Premits & Fees         4,266         1,331         4,164         51,79         14,941           Legal & Accounting Services         76,348         37,908         19,604         57,785         191,644           Deperating Expense         3,946         -         -         3,945         -         -         3,945           Dues & Subscriptions         15,712         7	Gross Profit on Fuel Sales &					
Other Revenue         77,350         189,584         266,934           Total Operating Revenue         4,094,045         1,824,385         1,336,483         202,205         7,457,119           Salaries & Benefits         1,008,779         621,036         861,949         458,641         2,950,045           Supplies         1,008,779         621,036         861,949         458,641         2,950,045           Supplies         1,074         12,625         19,644         19,077         88,572           Supplies         2,653         9,817         14,266         8,119         64,854           Training & Travel         12,852         179         300         12,220         25,550           Permits & Fees         4,266         1,331         4,164,389         47,590         (89)         532,364           Legal & Accounting Services         226,714         100,900         44,701         43,925         416,241           Bad Debts         3,946         -         -         88,458         225,441           Dues & Subscriptions         15,712         7,700         9,815         19,262         52,849           Insurance         70,419         70,334         70,334         70,334         70,334	Services	-	-	1,259,133	575	1,259,708
Appending Expense         4,094,045         1,824,385         1,336,483         202,205         7,457,119           Operating Expense         5,1661         8,651         9,184         19,077         88,572           Supplies         71,074         12,626         19,647         16,592         119,940           Ucensing & Software         55,206         22,462         12,851         6,587         97,107           Communications         32,653         9,817         14,266         8,119         64,854           Prints & Fees         4,266         1,331         4,164         5,179         14,949           Repairs & Mintenance         339,284         146,389         47,590         (899)         532,364           Legal & Accounting Services         76,348         37,908         19,604         57,785         191,644           Legal & Accounting Services         76,714         100,900         44,701         43,925         44,162,41           Doperating Services         76,714         100,900         47,701         43,942         77,781         23,946           Dues & Subscriptions         15,712         7,700         9,815         19,262         52,489           Instrastincome         2,6129         2,54	Rents & Leases	4,094,045	1,824,385	-	12,046	5,930,476
Appending Expense         4,094,045         1,824,385         1,336,483         202,205         7,457,119           Operating Expense         5         621,036         861,949         458,641         2,950,405           Noncapitalized Equipment         51,661         8,651         9,184         19,077         88,572           Supplies         71,074         12,626         19,647         16,592         119,400           Licensing & Software         55,206         22,462         12,851         6,587         97,101           Communications         32,653         9,817         14,266         8,119         64,854           Repairs & Mintenance         339,284         146,389         47,590         (899)         532,364           Legal & Accounting Services         76,348         37,908         19,604         57,785         191,644           Legal & Accounting Services         76,348         37,908         19,604         57,785         191,644           Legal & Accounting Services         76,348         37,903         19,394         70,394         70,394         20,394         20,394         20,394         20,394         20,394         20,394         20,394         20,394         21,46,241         24,494         27,781	Other Revenue	-	-	77,350	189,584	266,934
Operating Expense         J.008,779         621,036         861,949         458,641         2,950,405           Salaries & Benefits         1,008,779         621,036         861,949         458,641         2,950,405           Supplies         71,074         12,626         19,647         16,582         119,940           Ucensing & Software         55,206         22,462         12,851         6,587         97,107           Communications         32,653         9,817         14,266         8,119         64,854           Training & Travel         12,852         179         300         12,220         25,550           Permits & Fees         4,266         1,331         4,164         5,179         14,941           Repairs & Maintenance         339,284         146,389         47,590         (89)         532,364           Degrestation Services         26,714         100,900         44,701         43,925         416,241           Operating Services         13,649         5,709         9,815         19,262         52,489           Insurance         70,419         70,394         70,394         70,394         70,394         70,394           Insurance         13,449         5,269         41,933	Total Operating Revenue	4,094,045	1,824,385	1,336,483	202,205	
Salaries & Benefits         1,008,779         621,036         661,949         458,641         2,950,405           Noncapitalized Equipment         51,661         8,651         9,184         19,077         88,572           Supplies         71,074         12,626         19,647         16,592         119,940           Licensing & Software         55,206         22,462         12,851         6,587         97,107           Communications         32,653         39,817         14,266         8,119         64,854           Training & Travel         12,852         179         300         12,220         25,550           Permits & Fees         4,266         1,331         4,164         5,179         14,941           Repairs & Maintenance         339,284         146,389         47,590         (899)         52,364           Deal bets         3,946         -         -         -         3,946           Dues & Subscriptions         15,712         7,000         44,701         43,925         416,241           Daviance         70,419         70,334         70,334         20,316         23,946           Dues & Subscriptions         15,712         7,500         31,40165         13,949         5,269 </td <td></td> <td></td> <td></td> <td></td> <td>,</td> <td></td>					,	
Noncapitalized Equipment         51,661         8,651         9,184         19,077         88,572           Supplies         71,074         12,626         19,647         16,592         119,940           Licensing & Software         55,206         22,462         12,851         6,587         97,107           Communications         32,653         9,817         14,266         8,119         64,884           Training & Travel         12,852         179         300         12,220         25,550           Permits & Fees         4,266         1,331         4,164         5,179         14,941           Legal & Accounting Services         136,983         -         -         88,458         225,441           Operating Services         226,714         100,900         44,701         43,925         416,241           Bad Debts         3,946         -         -         -         3,946           Insurance         70,419         70,334         70,334         70,344         23,910         70,194           Rent Expense         13,949         5,269         41,935         230         61,333           Utilities         99,372         143,494         27,781         23,919         21,183		1.008.779	621.036	861.949	458.641	2,950,405
Supplies         71,074         12,626         19,647         16,592         119,940           Licensing & Software         55,206         22,462         12,851         6,587         97,107           Communications         32,653         9,817         14,266         8,119         64,854           Training & Travel         12,852         179         300         12,220         25,550           Permits & Fees         4,266         1,331         4,164         8,179         14,941           Repairs & Maintenance         339,284         146,589         47,590         (899)         52,364           Operating Services         76,348         37,008         19,604         57,785         191,644           Legal & Accounting Services         3,946         -         -         -         3,946           Dues & Subscriptions         15,712         7,700         9,815         19,262         52,849           Insurance         70,419         70,394         70,394         70,394         23,040         70,194           Rent Expense         1,620         1,653         12,973         15,610         31,856           Depreciation         341,769         -         744,459         -         2,149			,			
Licensing & Software 55,206 22,462 12,851 6,877 97,107 Communications 32,653 9,817 14,266 8,119 64,854 Training & Travel 12,852 179 300 12,220 25,550 Permits & Fees 4,266 1,331 4,164 5,179 14,941 Repairs & Maintenance 339,284 146,389 47,590 (899) 532,364 Legal & Accounting Services 76,348 37,908 19,604 57,785 191,644 Legal & Accounting Services 226,714 100,900 44,701 43,925 416,241 Bad Debts 3,346 88,458 225,441 Operating Services 226,714 100,900 44,701 43,925 416,241 Bad Debts 3,346 3,346 Dues & Subscriptions 15,712 7,700 9,815 19,262 52,489 Insurance 70,419 70,394 70,394 70,394 281,602 Marketing 26,129 2,547 2,517 39,001 70,194 Rent Expense 13,949 5,269 41,935 320 61,883 Utilities 99,372 143,494 27,781 23,919 294,567 Tenant Retention 45,850 35,420 881,270 Miscellaneous 1,620 1,653 11,2973 15,610 31,856 Deprediation 341,769 - 734,459 - 2,149,455 Expense Reimbursements - (20,391) (56,328) (39,399) (116,118) Total Operating Revenue Property Taxes 486,042 162,014 648,056 Interest Income 0, 2,634,586 1,207,386 1,877,003 844,700 7,637,702 Excess (Deficit) of Operating Revenue over Operating Revenue Property Taxes 486,042 162,014 46,663 Total Nonoperating Revenue Property Taxes 486,042 162,014 46,663 Total Nonoperating Revenue Property Taxes 486,042 162,014 46,663 Total Nonoperating Revenue <b>532,705 162,014 - 35,252 729,970</b> Excess (Deficit) of Operating FAA Projects Expense 884,897 68,577 953,473 FAA Projects Expense 884,897 68,577 953,473 FAA Projects Expense 167,107 167,107 FAA Projects Expense 167,107 167,107 FAA Projects Expense 167,107 167,107 FAA Projects Expense 167,107 167,107 Excess (Deficit) of FAA Projects Expense 284,897 (98,530) 786,367 Reserve Designations Infrastructure Projects 205,229 205,229 Equipment 220,000 220,000				•		
Communications         32,653         9,817         14,266         8,119         64,854           Training & Travel         12,852         1.79         300         12,220         25,550           Permits & Fees         4,266         1,331         4,164         5,179         14,941           Repairs & Maintenance         339,284         146,389         47,590         (899)         532,364           Legal & Accounting Services         136,983         -         -         88,458         225,741           Operating Services         226,714         100,900         44,701         43,925         4416,241           Dues & Subscriptions         15,712         7,700         9,815         19,262         52,489           Insurance         70,419         70,394         70,394         23,016         70,194           Rent Expense         13,949         5,269         41,935         230         61,331           Utilities         99,372         143,494         2,7781         23,019         244,567           Tenant Retention         45,850         35,420         -         -         81,270           Miscellaneous         1,620         1,653         12,973         15,610         31,826						
Training & Travel         12,852         179         300         12,220         25,550           Permits & Fees         4,266         1,331         4,164         5,179         14,941           Repairs & Maintenance         339,284         146,389         47,590         (899)         532,364           Engineering Services         136,983         -         -         -         88,458         225,441           Uegal & Accounting Services         226,714         100,900         44,701         43,925         416,241           Bad Debts         3,946         -         -         -         3,946           Dues & Subscriptions         15,712         7,700         9,815         19,262         52,489           Insurance         70,419         70,394         70,394         281,602         548,69           Marketing         26,129         2,547         2,517         39,001         70,194           Rent Expense         13,949         5,269         41,935         230         61,383           Utilities         9,9372         143,494         27,781         23,919         22149,455           Expense Reimbursements         -         (20,391)         (56,328)         (39,399)         (116,1	-					
Permits & Fees         4,266         1,331         4,164         5,179         14,941           Repairs & Maintenance         339,284         146,589         47,590         (899)         532,364           Legal & Accounting Services         76,348         37,908         19,604         57,785         191,644           Legal & Accounting Services         26,714         100,900         44,701         43,925         416,241           Operating Services         3,946         -         -         -         3,946           Dues & Subscriptions         15,712         7,700         9,815         19,262         52,449           Insurance         70,419         70,394         70,394         70,394         281,602           Marketing         26,122         2,547         2,517         39,001         70,194           Rent Expense         13,949         5,269         41,935         230         61,832           Depreciation         341,769         -         -         81,270         Miscellaneous         1,620         1,263         12,973         15,610         31,856           Depreciation         341,769         -         724,495         -         2,449,455         44,663         -         - </td <td></td> <td></td> <td>•</td> <td>•</td> <td></td> <td></td>			•	•		
Repairs & Maintenance         339,284         146,389         47,590         (899)         532,364           Engineering Services         76,348         37,908         19,604         57,785         191,644           Legal & Accounting Services         226,714         100,900         44,701         43,925         416,241           Bad Debts         3,946         -         -         -         3,946           Dues & Subscriptions         15,712         7,700         9,815         19,262         25,478           Insurance         70,419         70,394         70,394         70,394         281,602           Marketing         26,129         2,547         2,517         39,001         70,194           Rent Expense         13,949         5,269         41,935         230         61,333           Utilities         99,372         143,494         27,781         23,919         294,567           Tenant Retention         45,850         35,420         -         -         81,270           Miscellaneous         1,620         1,653         12,973         15,610         31,856           Depreciation         341,769         -         76,34,459         -         -         648,056 <td>0</td> <td>,</td> <td></td> <td></td> <td></td> <td></td>	0	,				
Engineering Services         76,348         37,908         19,604         57,785         191,644           Legal & Accounting Services         126,933         -         -         68,458         225,474           Bad Debts         3,946         -         -         3,946           Dues & Subscriptions         15,712         7,700         9,815         19,262         52,489           Insurance         70,419         70,394         70,394         70,394         70,394           Marketing         26,129         2,547         2,517         39,001         70,194           Rent Expense         13,949         5,269         41,935         23.0         61,383           Utilities         99,372         14,344         27,781         23,919         294,567           Tenant Retention         45,850         35,420         -         -         81,270           Miscellaneous         1,620         1,653         12,973         15,610         31,856           Depreciation         341,769         -         734,459         -         2,149,455           Expense Reimbursements         -         (20,391)         (56,328)         (39,399)         (116,118)           Nonoperating Revenue <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>						
Legal & Accounting Services         136,983         -         -         88,458         225,441           Operating Services         226,714         100,900         44,701         43,925         416,241           Bad Debts         3,946         -         -         -         3,946           Dues & Subscriptions         15,712         7,700         9,815         19,262         52,489           Insurance         70,419         70,394         70,394         70,394         281,602           Marketing         26,129         2,547         2,517         39,001         70,194           Rent Expense         13,949         5,269         41,935         230         61,383           Utilities         99,372         143,494         27,781         23,919         294,567           Tenart Retention         45,850         35,420         -         -         81,270           Miscellaneous         1,620         1,653         12,973         15,610         31,856           Depreciation         341,769         -         734,459         -         2,449,455           Revenue over Operating         Excess (Deficit) of Operating Revenue         -         -         35,252         35,252 <tr< td=""><td>•</td><td>•</td><td>•</td><td></td><td></td><td>•</td></tr<>	•	•	•			•
Operating Services         226,714         100,900         44,701         43,925         416,241           Bad Debts         3,946         -         -         -         3,946           Dues & Subscriptions         15,712         7,700         9,815         19,262         52,489           Insurance         70,419         70,394         70,394         70,394         281,602           Marketing         26,129         2,547         2,517         39,001         70,194           Rent Expense         13,494         27,781         23,919         294,567           Tenant Retention         45,850         35,420         -         -         81,270           Miscellaneous         1,620         1,653         12,973         15,610         31,856           Depreciation         341,769         -         734,459         -         2,149,455           Expense Reimbursements         -         (20,391)         (56,328)         (39,399)         (116,118)           Total Operating Expense         1,459,459         616,998         (541,320)         (642,495)         (180,584)           Nonoperating Revenue         -         -         -         35,252         35,252         35,252			37,908	19,604		
Bad Debts         3,946         -         -         -         3,946           Dues & Subscriptions         15,712         7,700         9,815         19,262         52,489           Insurance         70,419         70,334         70,334         70,334         70,342         281,602           Marketing         26,129         2,547         2,517         39,001         70,194           Rent Expense         13,949         5,269         41,935         230         61,383           Utilities         99,372         143,494         27,781         23,919         294,567           Tenart Retention         45,850         35,420         -         -         81,270           Miscellaneous         1,620         1,653         12,973         15,610         31,856           Depreciation         341,769         -         734,459         -         2,149,455           Expense Reimbursements         -         (20,391)         (156,328)         (39,399)         (116,118)           Nonoperating Revenue         2,634,586         1,207,386         1,877,803         844,700         -         648,056           Interest Income         -         -         -         35,252         729,970 <td></td> <td></td> <td>-</td> <td>-</td> <td></td> <td></td>			-	-		
Dues & Subscriptions         15,712         7,700         9,815         19,262         52,489           Insurance         70,419         70,394         70,394         70,394         70,394         281,602           Marketing         26,129         2,547         2,517         39,001         70,194           Rent Expense         13,949         5,269         41,935         230         61,383           Utilities         99,372         143,494         27,781         23,919         294,567           Tenant Retention         45,850         35,420         -         -         81,270           Miscellaneous         1,620         1,653         12,973         15,610         31,855           Depreciation         341,769         -         734,459         -         2,149,455           Excess (Deficit) of Operating Expense         2,634,586         1,207,386         1,877,803         844,700         7,637,702           Excess (Deficit) of Operating Revenue         2,634,586         1,207,386         1,877,803         844,700         7,637,702           Nonoperating Revenue         486,042         162,014         -         -         648,056           Interest Income         -         -         162,014 <td>Operating Services</td> <td></td> <td>100,900</td> <td>44,701</td> <td>43,925</td> <td>416,241</td>	Operating Services		100,900	44,701	43,925	416,241
Insurance         70,419         70,394         70,394         70,394         281,602           Marketing         26,129         2,547         2,517         39,001         70,194           Rent Expense         13,949         5,269         41,935         230         61,383           Utilities         99,372         143,494         27,781         23,919         294,567           Tenant Retention         45,850         35,420         -         -         81,270           Miscellaneous         1,620         1,653         12,973         15,610         31,856           Depreciation         341,769         -         734,459         -         2,149,455           Excess (Deficit) of Operating         Expense         (20,391)         (56,328)         (39,399)         (116,118)           Total Operating Expense         2,634,586         1,207,386         1,877,803         844,700         7,637,702           Excess (Deficit) of Operating         Revenue over Operating         -         -         -         648,056           Interest Income         -         -         -         35,252         35,252         35,252           Other Nonoperating Revenue         532,705         162,014         -	Bad Debts	3,946	-	-	-	3,946
Marketing         26,129         2,547         2,517         39,001         70,194           Rent Expense         13,949         5,269         41,935         230         61,383           Utilities         99,372         143,494         27,781         23,919         294,567           Tenant Retention         45,850         35,420         -         -         81,270           Miscellaneous         1,620         1,653         12,973         15,610         31,856           Depreciation         341,769         -         734,459         -         2,149,455           Expense Reimbursements         -         (20,391)         (56,328)         (39,399)         (116,118)           Nonoperating Revenue         2,634,586         1,207,386         1,877,803         844,700         7,637,702           Expense         1,459,459         616,998         (541,320)         (642,495)         (180,584)           Nonoperating Revenue         -         -         -         35,252         35,252           Other Nonoperating Revenue         532,705         162,014         -         35,252         729,970           Excess (Deficit) of Revenue         532,705         162,014         -         35,252	Dues & Subscriptions	15,712	7,700	9,815	19,262	52,489
Rent Expense         13,949         5,269         41,935         230         61,383           Utilities         99,372         143,494         27,781         23,919         294,567           Tenant Retention         45,850         35,420         -         -         81,270           Miscellaneous         1,620         1,633         12,973         15,610         31,856           Depreciation         341,769         -         734,459         -         2,149,455           Expense Reimbursements         -         (20,391)         (56,328)         (39,399)         (116,118)           Total Operating Expense         2,634,586         1,207,386         1,877,803         844,700         7,637,702           Expense         1,459,459         616,998         (541,320)         (642,495)         (180,584)           Nonoperating Revenue         -         -         -         46,663         -         -         46,663           Interest Income         -         -         162,014         -         35,252         729,970           Excess (Deficit) of Revenue         -         -         164,663         -         -         46,663           Total Nonoperating Revenue         532,705         1	Insurance	70,419	70,394	70,394	70,394	281,602
Utilities         99,372         143,494         27,781         23,919         294,567           Tenant Retention         45,850         35,420         -         -         81,270           Miscellaneous         1,620         1,653         12,973         15,610         31,856           Depreciation         341,769         -         2,149,455         2,149,455         2,149,455           Expense Reimbursements         -         (20,391)         (56,328)         (39,399)         (116,118)           Total Operating Expense         2,634,586         1,207,386         1,877,803         844,700         7,637,702           Excess (Deficit) of Operating         Revenue over Operating Revenue         7         648,056         1162,014         -         -         648,056           Interest Income         -         -         35,252         35,252         35,252         35,252           Other Nonoperating Revenue         1,992,163         779,012         (541,320)         (607,243)         549,387           FAA Projects         -         -         884,897         68,577         953,473           Grants In Aid-Federal/State         -         -         167,107         167,107           FAA Projects         - <td>Marketing</td> <td>26,129</td> <td>2,547</td> <td>2,517</td> <td>39,001</td> <td>70,194</td>	Marketing	26,129	2,547	2,517	39,001	70,194
Utilities         99,372         143,494         27,781         23,919         294,567           Tenant Retention         45,850         35,420         -         -         81,270           Miscellaneous         1,620         1,653         12,973         15,610         31,856           Depreciation         341,769         -         2,149,455         2,149,455         2,149,455           Expense Reimbursements         -         (20,391)         (56,328)         (39,399)         (116,118)           Total Operating Expense         2,634,586         1,207,386         1,877,803         844,700         7,637,702           Excess (Deficit) of Operating         Revenue over Operating Revenue         7         648,056         1162,014         -         -         648,056           Interest Income         -         -         35,252         35,252         35,252         35,252           Other Nonoperating Revenue         1,992,163         779,012         (541,320)         (607,243)         549,387           FAA Projects         -         -         884,897         68,577         953,473           Grants In Aid-Federal/State         -         -         167,107         167,107           FAA Projects         - <td>Rent Expense</td> <td></td> <td>5,269</td> <td>41,935</td> <td>230</td> <td></td>	Rent Expense		5,269	41,935	230	
Tenant Retention         45,850         35,420         -         -         81,270           Miscellaneous         1,620         1,653         12,973         15,610         31,856           Depreciation         341,769         -         734,459         -         2,149,455           Expense Reimbursements         -         (20,391)         (56,328)         (39,399)         (116,118)           Total Operating Expense         2,634,586         1,207,386         1,877,803         844,700         7,637,702           Expense         2,634,586         1,207,386         1,877,803         844,700         7,637,702           Expense         1,459,459         616,998         (541,320)         (642,495)         (180,584)           Nonoperating Revenue         -         -         -         648,056           Interest Income         -         -         -         46,663           Other Nonoperating Revenue         532,705         162,014         -         -         46,663           Excess (Deficit) of Revenue         532,705         162,014         -         35,252         729,970           Excess (Deficit) of Revenue         532,705         162,014         -         848,897         68,577         953,47					23,919	
Miscellaneous         1,620         1,653         12,973         15,610         31,856           Depreciation         341,769         -         734,459         -         2,149,455           Expense Reimbursements         -         (20,391)         (56,328)         (39,399)         (116,118)           Total Operating Revenue         -         (20,391)         (56,328)         (344,700)         7,637,702           Expense         (20,391)         (56,328)         (344,700)         7,637,702         (36,770)           Expense         (20,391)         (56,328)         (344,700)         7,637,702         (36,770)           Expense         (1,459,459)         616,998         (541,320)         (642,495)         (180,584)           Nonoperating Revenue         1,459,459         616,998         (541,320)         (642,495)         (180,584)           Property Taxes         486,042         162,014         -         -         46,663           Total Nonoperating Revenue         532,705         162,014         -         35,252         729,970           Excess (Deficit) of Revenue         532,705         162,014         -         35,252         729,970           Excess (Deficit) of FAA         1992,163         779,012 </td <td>Tenant Retention</td> <td></td> <td></td> <td>-</td> <td>-</td> <td></td>	Tenant Retention			-	-	
Depreciation         341,769         734,459         2,149,455           Expense Reimbursements         -         (20,391)         (56,328)         (39,399)         (116,118)           Total Operating Expense         2,634,586         1,207,386         1,877,803         844,700         7,637,702           Excess (Deficit) of Operating         Expense         1,459,459         616,998         (541,320)         (642,495)         (180,584)           Nonoperating Revenue         -         -         -         -         648,056           Interest Income         - <td></td> <td></td> <td></td> <td>12,973</td> <td>15.610</td> <td></td>				12,973	15.610	
Expense Reimbursements Total Operating Expense         -         (20,391)         (56,328)         (39,399)         (116,118)           Total Operating Expense         2,634,586         1,207,386         1,877,803         844,700         7,637,702           Expense         1,459,459         616,998         (541,320)         (642,495)         (180,584)           Nonoperating Revenue         -         -         -         648,056           Interest income         -         -         35,252         35,252           Other Nonoperating Revenue         532,705         162,014         -         -         46,663           Total Nonoperating Revenue         532,705         162,014         -         35,252         729,970           Excess (Deficit) of Revenue over Expense         1,992,163         779,012         (541,320)         (607,243)         549,387           FAA Projects         -         -         884,897         68,577         953,473           FAA Projects Expense         -         -         167,107         167,107           Excess (Deficit) of FAA         -         -         484,897         68,577         953,473           Projects Expense         -         -         167,107         167,107         167,1			_)000	•		
Total Operating Expense         2,634,586         1,207,386         1,877,803         844,700         7,637,702           Excess (Deficit) of Operating Revenue over Operating         1,459,459         616,998         (541,320)         (642,495)         (180,584)           Nonoperating Revenue         1,459,459         616,998         (541,320)         (642,495)         (180,584)           Nonoperating Revenue         -         -         -         648,056           Interest Income         -         -         35,252         35,252           Other Nonoperating Revenue         532,705         162,014         -         35,252         729,970           Excess (Deficit) of Revenue         532,705         162,014         -         35,252         729,970           FAA Projects         -         -         884,897         68,577         953,473           FAA Projects Expense         -         -         167,107         167,107           Excess (Deficit) of FAA         -         -         884,897         68,577         953,473           Projects Expense         -         -         167,107         167,107         167,107           Excess (Deficit) of FAA         -         -         484,897         98,425         498,42	•	511,705	(20 391)	•	(39 399)	
Excess (Deficit) of Operating Revenue over Operating         1,459,459         616,998         (541,320)         (642,495)         (180,584)           Nonoperating Revenue         Property Taxes         486,042         162,014         -         -         648,056           Interest Income         -         -         35,252         35,252         35,252           Other Nonoperating Revenue         46,663         -         -         46,663           Total Nonoperating Revenue         532,705         162,014         -         35,252         729,970           Excess (Deficit) of Revenue over Expense         532,705         162,014         -         35,252         729,970           FAA Projects         -         -         884,897         68,577         953,473           FAA Projects         -         -         167,107         167,107           Excess (Deficit) of FAA         -         -         167,107         167,107           Projects Expense         -         -         884,897         68,577         953,473           Infrastructure Projects         -         -         167,107         167,107           Projects Revenue over FAA         -         -         184,425         498,425           Pro		2 624 596				
Revenue over Operating Expense         1,459,459         616,998         (541,320)         (642,495)         (180,584)           Nonoperating Revenue         Property Taxes         486,042         162,014         -         -         648,056           Interest Income         -         -         -         35,252         35,252           Other Nonoperating Revenue         46,663         -         -         46,663           Total Nonoperating Revenue         532,705         162,014         -         35,252         729,970           Excess (Deficit) of Revenue over Expense         532,705         162,014         -         35,252         729,970           FAA Projects         -         -         884,897         (68,577         953,473           FAA Projects Expense         -         -         167,107         167,107           Excess (Deficit) of FAA         -         -         884,897         (98,530)         786,367           Projects Expense         -         -         -         498,425         498,425           Projects Expense         -         -         -         498,425         498,425           Projects Expense         -         -         -         218,184         218,184		2,034,500	1,207,380	1,077,003	844,700	7,037,702
Expense         1,459,459         616,998         (541,320)         (642,495)         (180,584)           Nonoperating Revenue         Property Taxes         486,042         162,014         -         -         648,056           Interest Income         -         -         -         35,252         35,252           Other Nonoperating Revenue         46,663         -         -         46,663           Total Nonoperating Revenue         532,705         162,014         -         35,252         729,970           Excess (Deficit) of Revenue over Expense         1,992,163         779,012         (541,320)         (607,243)         549,387           FAA Projects         -         -         884,897         68,577         953,473           Grants In Aid-Federal/State         -         -         167,107         167,107           FAA Projects Expense         -         -         167,107         167,107           Excess (Deficit) of FAA         -         -         884,897         (98,530)         786,367           Projects Expense         -         -         -         498,425         498,425           Projects Expense         -         -         -         218,184         218,184           <						
Nonoperating Revenue         486,042         162,014         -         -         648,056           Interest Income         -         -         -         35,252         35,252           Other Nonoperating Revenue         46,663         -         -         46,663           Total Nonoperating Revenue         532,705         162,014         -         35,252         729,970           Excess (Deficit) of Revenue         532,705         162,014         -         35,252         729,970           Excess (Deficit) of Revenue         532,705         162,014         -         35,252         729,970           FAA Projects         -         -         68,577         953,473         549,387           FAA Projects Expense         -         -         884,897         68,577         953,473           FAA Projects Expense         -         -         167,107         167,107           Excess (Deficit) of FAA         -         -         884,897         (98,530)         786,367           Projects Expense         -         -         -         498,425         498,425           Infrastructure Projects         -         -         -         498,425         498,425           Property Investments		4 450 450	<b>C1C 000</b>	(544.220)	(642 405)	(400 504)
Property Taxes         486,042         162,014         -         -         648,056           Interest Income         -         -         35,252         35,252           Other Nonoperating Revenue         46,663         -         -         46,663           Total Nonoperating Revenue         532,705         162,014         -         35,252         729,970           Excess (Deficit) of Revenue         532,705         162,014         -         35,252         729,970           FAA Projects         -         -         46,663         -         -         46,663           Grants In Aid-Federal/State         -         -         549,387         549,387         549,387           FAA Projects         -         -         884,897         68,577         953,473           FAA Projects Expense         -         -         167,107         167,107           Excess (Deficit) of FAA         -         -         884,897         (98,530)         786,367           Projects Expense         -         -         498,425         498,425           Projects Expense         -         -         498,425         498,425           Property Investments         -         -         218,184	-	1,459,459	616,998	(541,320)	(642,495)	(180,584)
Interest Income         -         -         -         35,252         35,252           Other Nonoperating Revenue         46,663         -         -         46,663           Total Nonoperating Revenue         532,705         162,014         -         35,252         729,970           Excess (Deficit) of Revenue over Expense         532,705         162,014         -         35,252         729,970           FAA Projects         1,992,163         779,012         (541,320)         (607,243)         549,387           FAA Projects         -         -         884,897         68,577         953,473           FAA Projects Expense         -         -         167,107         167,107           Excess (Deficit) of FAA         Projects Expense         -         -         167,107           Fraserve Designations         -         -         498,425         498,425           Property Investments         -         -         -         218,184         218,184           Building Improvements         -         -         -         205,229         205,229           Equipment         -         -         -         132,556         132,556           Employee Benefits         -         -         <						
Other Nonoperating Revenue         46,663         -         -         46,663           Total Nonoperating Revenue Excess (Deficit) of Revenue over Expense         532,705         162,014         -         35,252         729,970           FAA Projects         1,992,163         779,012         (541,320)         (607,243)         549,387           FAA Projects         -         -         884,897         68,577         953,473           FAA Projects Expense         -         -         884,897         68,577         953,473           FAA Projects Expense         -         -         884,897         68,577         953,473           FAA Projects Expense         -         -         167,107         167,107           Excess (Deficit) of FAA         Projects Expense         -         -         884,897         (98,530)         786,367           Reserve Designations         -         -         -         498,425         498,425           Property Investments         -         -         -         218,184         218,184           Building Improvements         -         -         -         205,229         205,229         205,229           Equipment         -         -         -         250,000	· ·	486,042	162,014	-	-	
Total Nonoperating Revenue Excess (Deficit) of Revenue over Expense         532,705         162,014         -         35,252         729,970           FAA Projects         1,992,163         779,012         (541,320)         (607,243)         549,387           FAA Projects         -         -         884,897         68,577         953,473           FAA Projects Expense         -         -         167,107         167,107           Excess (Deficit) of FAA         -         -         167,107         167,107           Projects Expense         -         -         884,897         (98,530)         786,367           Projects Expense         -         -         498,425         498,425         498,425           Projecty Investments         -         -         218,184         218,184         218,184           Building Improvements         -         -         -         205,229         205,229           Equipment         -         -         -         132,556         132,556           Employee Benefits         -         -         -         250,000         250,000	Interest Income	-	-	-	35,252	
Excess (Deficit) of Revenue over Expense1,992,163779,012(541,320)(607,243)549,387FAA Projects Grants In Aid-Federal/State884,89768,577953,473FAA Projects Expense167,107167,107Excess (Deficit) of FAA Projects Revenue over FAA Projects Expense884,897(98,530)786,367Reserve Designations Infrastructure Projects498,425498,425Property Investments218,184218,184Building Improvements132,556132,556Equipment250,000250,000	Other Nonoperating Revenue	46,663	-	-	-	46,663
over Expense         1,992,163         779,012         (541,320)         (607,243)         549,387           FAA Projects         -		532,705	162,014	-	35,252	729,970
FAA Projects         Grants In Aid-Federal/State       -       -       884,897       68,577       953,473         FAA Projects Expense       -       -       167,107       167,107         Excess (Deficit) of FAA       -       -       167,107       167,107         Projects Expense       -       -       -       167,107       167,107         Excess (Deficit) of FAA       -       -       884,897       (98,530)       786,367         Projects Expense       -       -       -       884,897       (98,530)       786,367         Reserve Designations       -       -       -       498,425       498,425         Infrastructure Projects       -       -       -       498,425       498,425         Property Investments       -       -       -       205,229       205,229         Equipment       -       -       -       132,556       132,556         Employee Benefits       -       -       -       250,000       250,000						
Grants In Aid-Federal/State       -       -       884,897       68,577       953,473         FAA Projects Expense       -       -       167,107       167,107         Excess (Deficit) of FAA         Projects Revenue over FAA         Projects Expense       -       -       884,897       (98,530)       786,367         Reserve Designations       -       -       884,897       (98,530)       786,367         Infrastructure Projects       -       -       884,897       (98,530)       786,367         Property Investments       -       -       498,425       498,425         Property Investments       -       -       218,184       218,184         Building Improvements       -       -       205,229       205,229         Equipment       -       -       -       132,556       132,556         Employee Benefits       -       -       -       250,000       250,000	over Expense	1,992,163	779,012	(541,320)	(607,243)	549,387
Grants In Aid-Federal/State       -       -       884,897       68,577       953,473         FAA Projects Expense       -       -       167,107       167,107         Excess (Deficit) of FAA         Projects Revenue over FAA         Projects Expense       -       -       884,897       (98,530)       786,367         Reserve Designations       -       -       884,897       (98,530)       786,367         Infrastructure Projects       -       -       884,897       (98,530)       786,367         Property Investments       -       -       498,425       498,425         Property Investments       -       -       218,184       218,184         Building Improvements       -       -       205,229       205,229         Equipment       -       -       -       132,556       132,556         Employee Benefits       -       -       -       250,000       250,000	FAA Projects					
FAA Projects Expense       -       -       167,107       167,107         Excess (Deficit) of FAA       Projects Revenue over FAA       -       -       167,107       167,107         Projects Revenue over FAA       Projects Expense       -       -       884,897       (98,530)       786,367         Reserve Designations       -       -       884,897       (98,530)       786,367         Infrastructure Projects       -       -       498,425       498,425         Property Investments       -       -       218,184       218,184         Building Improvements       -       -       205,229       205,229         Equipment       -       -       -       250,000       250,000         Employee Benefits       -       -       -       250,000       250,000	-	-	-	884 897	68 577	953 473
Excess (Deficit) of FAA Projects Revenue over FAAProjects Revenue over FAAProjects Expense884,897(98,530)786,367Reserve DesignationsInfrastructure Projects498,425498,425Property Investments218,184218,184Building Improvements205,229205,229Equipment132,556132,556Employee Benefits250,000250,000	-	-	_			•
Projects Revenue over FAAProjects Expense-884,897(98,530)786,367Reserve DesignationsInfrastructure Projects498,425498,425Property Investments498,425498,425Building Improvements218,184218,184Building Improvements205,229205,229Equipment132,556132,556Employee Benefits250,000250,000	· · ·				107,107	107,107
Projects Expense         -         884,897         (98,530)         786,367           Reserve Designations         -         -         498,425         498,425           Infrastructure Projects         -         -         498,425         498,425           Property Investments         -         -         -         218,184         218,184           Building Improvements         -         -         -         205,229         205,229           Equipment         -         -         -         132,556         132,556           Employee Benefits         -         -         -         250,000         250,000						
Reserve Designations         -         -         498,425         <	•			004 007	(00 500)	705 257
Infrastructure Projects       -       -       498,425       498,425         Property Investments       -       -       218,184       218,184         Building Improvements       -       -       205,229       205,229         Equipment       -       -       132,556       132,556         Employee Benefits       -       -       250,000       250,000	· · ·	-	-	884,897	(98,530)	/86,36/
Property Investments         -         -         218,184         218,184           Building Improvements         -         -         205,229         205,229           Equipment         -         -         132,556         132,556           Employee Benefits         -         -         250,000         250,000	0					
Building Improvements         -         -         205,229         205,229           Equipment         -         -         132,556         132,556           Employee Benefits         -         -         250,000         250,000		-	-	-		•
Equipment         -         -         132,556         132,556           Employee Benefits         -         -         250,000         250,000		-	-	-		
Employee Benefits 250,000 250,000		-	-	-		
		-	-	-	132,556	132,556
Total Reserve Designations 1,304,393 1,304,393	Employee Benefits			-	250,000	250,000
	Total Reserve Designations	-	-	-	1,304,393	1,304,393

## Mojave Air & Space Port **Fuel Inventory Report**

**APRIL 2021** 

JET A			AVGAS		
Beginning Inventory	62,464	Beginning Inventory			5,482
Gallons Delivered	02,101	Gallons Delivered			0,102
Gallons Purchased	77,607		Gallons Purchased		4,507
Defuels	-	Gallons Pumped			,
Total Gallons Delivered	77,607		Gallons Sold		3,855
Gallons Pumped	,		Tank farm/Line truck sumps		5
Gallons Sold	69,899		Delivery Samples		5
Refuels	-		Total Gallons Pumped		3,865
Tank farm/Line truck sumps	85				
Delivery Samples	55				
Total Gallons Pumped	70,039				
Ending Inventory	70,032	Ending Inventory			6,124
Physical Check	72,787	Physical Check			6,643
Inventory Value at 2.	.24 <b>\$163,042.88</b>	Inventory Value at		4.07	\$27,037.01
LUBRICANTS			PRIST		
Beginning Inventory	187	Beginning Inventory			117
Quarts Purchased	0	Cans Purchased			0
Quarts Sold	21	Cans Sold			0
Ending Inventory	166	Ending Inventory			117
Physical Check	166	Physical Check - Cans			117
		Physical Check - Bulk			6.3
Aeroshell 100; 100W; 15/50 Multi					
Aeroshell 100; 100W; 15/50 Multi 77 @ \$5.62;48@ \$6.02; 41@ \$6.68	\$995.58	117 CANS @ \$7.40; 6.3 (9	9.8) Gallons @ 120.15		\$2,090.07
77 @ \$5.62;48@ \$6.02; 41@ \$6.68		117 CANS @ \$7.40; 6.3 (9			\$2,090.07
77 @ \$5.62;48@ \$6.02; 41@ \$6.68 UNLEADED FUE	iL		0.8) Gallons @ 120.15 DIESEL FUEL		
77 @ \$5.62;48@ \$6.02; 41@ \$6.68 UNLEADED FUE Beginning Inventory	EL 915.2	Beginning Inventory			665.6
77 @ \$5.62;48@ \$6.02; 41@ \$6.68 UNLEADED FUE Beginning Inventory Gallons Purchased	EL 915.2 579.0	Beginning Inventory Gallons Purchased			665.6 400.0
77 @ \$5.62;48@ \$6.02; 41@ \$6.68 UNLEADED FUE Beginning Inventory Gallons Purchased Gallons Used	L 915.2 579.0 633.9	Beginning Inventory Gallons Purchased Gallons Used			665.6 400.0 350.3
77 @ \$5.62;48@ \$6.02; 41@ \$6.68 UNLEADED FUE Beginning Inventory Gallons Purchased	EL 915.2 579.0	Beginning Inventory Gallons Purchased			665.6 400.0

April 2021 Fuel Inve	ntory	\$197,109.70		April Gall
Inventory Value at	\$2.60	\$2,270.49	Inventory Value at	
Physical Check		873.6	Physical Check	

\$197,109.70

April Gallons Sold Year to Date 73,754 1,154,136

\$2.30

\$1,673.67

#### Mojave Air & Space Port

#### Customers Over 90 Days Past Due

	1-30 Days	31-60 Days	61-90 Days	90+ Days	TOTAL	Comments
Engineering Propulsion	0.00	0.00	0.00	5,043.86	5,043.86	Working with legal
Dragon Aviation	119.26	1,505.26	1,802.62	934.24	4,361.38	No payments received to work on past due amount - Issue a pay or quit notice
Jose Lopez	0.00	12.54	11.75	1,226.21	1,250.50	Tenant vacated and making small payments
Forestry	0.00	0.00	0.00	7,202.75	7,202.75	Tenant vacated and payment is processing
Aged AR as of 5/26/2021	372,401.81	21,830.17	6,632.41	14,407.06	415,271.45	

	January	February	March	April	May	June	July	August	September	October	November	December
Total Income	\$ 2,953.04											
Total Expenses	\$ (9,629.12)	\$ (11,902.46)	\$ (13,725.90) =======	\$ (17,192.84)				========			===========	
Net Income	\$ (6,676.08)					<u> </u>	ś -	\$ -	<u> </u>	\$ -	\$ -	ś -
Net meome	\$ (0,070.08)	\$ (0,552.10)	\$ (5,211.40)	\$ (8,055.15)	_ ب	- Ļ	- Ç	- <b>-</b>	- Ç	- Ļ	- Ļ	- Ç
MEMBERSHIPS	357	338	349	378								
		-										
New Members Cancelled Members	-26	0-19	30 -19	57 -28								
Net Change	-26	-19 -19	-19	-28								
Net change	-20	-19	11	25								
Notes for board:	JANUARY:	Of the 26 cancel	s, 8 moved, 7 we	ere returned to co	llections, 4 had jo	b transfered or o	out of the area, 3	B because the gyn	n closure, 2 had	no time, & equip	ment at home &	misrepresentati
	February:	Of the 19 cancel	s, 11 were retur	ned to collections	, 3 were no longer	employees, 2 h	ad a job transfer	ed or out of area	, Reasons for Joi	ned other club, d	luplicat account &	move all had 1
	 March:	Of the 19 cancel	s, 5 were becua	e the gym closure	e, 4 had equipmen	t at home, 3 mo	ved, misreprese	ntation & returne	d to collections	had 2, and no tin	ne, job transfer &	limited hours h
	 <u>April:</u>				7 moved, 3 were f	or coronavirus c	oncerns, 3 had j	ob transfers, 2 we	ere no longer en	ployees and rea	sons for	
	 	home gym, pre	gnancy & prev	iously cancelled	had 1							
										+	+	
		L								1	1	
										+	+	
										+		
										1	1	
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## **STAFF MEMORANDUM**

TO: Board of Directors

FROM: Chris Spandorf – Security Chief

SUBJECT: Security

**MEETING DATE:** June 1, 2021

Update: April 26-May 25th, 2021.

- Conducted a total of 3,866 checks to include:
  - o 1,016 T-Hangar Checks
  - o 2,249 Building Checks
  - o 601 Gate Checks
- Responded to 48 building alarms.
- Patrolled a total of 4,560 miles.
- No Law Enforcement support requested.
- Power outage due to high wind May 8<sup>th</sup>, 2021
- Code Red Mass Notification System Register at mojaveairport.com



## **CEO REPORT**

TO: MASP Board of Directors

FROM: Todd Lindner

MEETING DATE: June 01, 2021

#### <u>Updates</u>

- Pegasus Corporation
   o FBO Services Potential RFP
- Stratolaunch
   Test Site & Testing Capabilities
- ✤ Whittinghill Aerospace o Test Site Improvements

#### ✤ Budget Workshop

- → Scaled Composites/Hangar 927 Meeting (05/26/2021)
  - o Todd Lindner and Matt Nelson met with Mr. Jason Kelley and Mr. Pete Siebold to discuss the Hangar 927 project.
  - o Discussed the following alternatives.
    - Alternative I Relocate Scaled Composites to Hangar 951
    - Alternative II Relocate Scaled Composites to Hangar 937 & 938
    - Alternative III Replace Hangar 927
    - Alternative IV Relocate Hangar 927 or an existing hangar to accommodate Scaled Composites mission.
      - Alternative I was eliminated from consideration because the orientation and construction of Hangar 951 will not meet the requirements and purpose of the Scaled Composites business model. Monthly lease costs were not discussed.
      - Alternative II was eliminated from consideration because of the engineering and construction needed to connect Hangars 937 and 938, combined with the joining of the roof systems would result in less than an economical and viable solution.
      - Alternative IV was eliminated from consideration because the cost of constructing the foundation for Hangar 927 combined with accommodating the 120 130mph wind loading requirements removes the economic viability and feasibility of relocating Hangar 927 or one of the existing hangars.
      - The preferred alternative is Alternative III, Replace Hangar 927.
    - The preferred location of the replacement Hangar will be between existing Hangar 13 and Hangar 63.
      - Dimensions would be 60' x 40' or 2,400 sqft, or the same size as Hangar 927.

#### Mojave Air & Space Port \* 1434 Flightline, Mojave, CA 93501\* 661-824-2433



#### **CEO REPORT**

- MASP would be responsible for funding the construction of the foundation and utility relocation and constructing a basic aircraft hangar that meets current building codes.
- Scaled would assume responsibility for the improvements necessary to bring the building to their standards.
- Prior to engaging a contractor, Scaled Composites has requested an email from MASP, which provides the organization's permission to place the structure between Building 13 and Hangar 63.
  - The email would indicate the organization's desire to participate in the project.
  - The email would also indicate the organization's consideration to execute a 20-year ground lease on the new hangar structure. Additionally, Scaled Composites asks that the Building Lease for Hangar 63 match the term period of the new hangar.
    O Hangar 63 is owned by MASP.
- Once a contractor is selected by Scaled Composites and an evaluation is completed, a cost estimate will be available for consideration.
- The meeting concluded with both parties agreeing to continue to work together to address this issue.
- → Airport Security Plan Review & Update (SSI)
  - 0 Matt Nelson 1542 Plan
    - ➢ Access Control Policy
    - Movement Area & Non-Movement Area Driver Training Policy
- → Hazardous Communications & Emergency Response Update "Red Book" (SSI)
  - o Chris Spandorf presented the "Red Book" Update to the MASP and ARFF Staff May 25 and May 26.
  - o Future workshops will be conducted with tenants to compare protocols and procedures and identify response capabilities.
- Mead & Hunt GA Pavement & Stormwater Drainage Evaluation
   o Scope & Fee
   o Rough Order of Magnitude of costs.
- ↔ Taxiway 'C'
- → T-Hangar Development

#### New Leases

Minda – Bldg. 88-D, Month to Month Croft – Hangar 978, Month to Month



## **CEO REPORT**

#### Authorized Payments

BOARD MEETING: 6/1/2021	DATE	AMOUNT	EFT'S	TOTAL
	DATE			
CEO CHECK REGISTER	5/18/2021	14,122.92		14,122.92
	5/24/2021	-	253,876.38	253,876.38
		14,122.92	253,876.38	267,999.30
BOD CHECK	5/27/2021	1,080,905.00		1,080,905.00
	5/27/2021	125,529.77		125,529.77
	5/27/2021	140,304.70		140,304.70
		1,346,739.47		1,346,739.47
TOTAL ALL CHECKS & EFT'S				1,614,738.77

Date: Time: User:	Tuesday, May 12:13PM CARRIE	25, 2021		Mojave Air & Space Port <u>Check Register - Standard</u> Period: 11-21 As of: 5/25/2021									
Check Nbr	Check Type	Check Date	Vendor ID Vendor Name		eriod Closed	Ref Nbr	Doc Туре	Invoice Number	Invoice Date		Discount Taken	Amount Paid	
Company	: MASI	<b>)</b>											
Acct / Sub: 060973	101000 CK	5/18/2021	1200 0109 AT&T	11-21		048332	VO	23831139/0521	5/7/2021		0.00	128.25	
060973	СК	5/18/2021	0109 AT&T	11-21		048333	VO	34122793/0521	5/7/2021		0.00	128.25	
060974	СК	5/18/2021	0276 Braun Gosling, A Law Corporation	11-21		048318	VO	1419	4/23/2021	Check Total	0.00	<b>256.50</b> 513.50	
060974	СК	5/18/2021	0276 Braun Gosling, A Law Corporation	11-21		048319	VO	1420	4/23/2021		0.00	2,488.50	
060975	СК	5/18/2021	0396 CDW Government	11-21		048326	VO	C852810	5/7/2021	Check Total	0.00	<b>3,002.00</b> 1,162.83	
060975	СК	5/18/2021	0396 CDW Government	11-21		048327	VO	C633883	5/3/2021		0.00	393.67	
060976	СК	5/18/2021	0479 Aramark	11-21		048328	VO	2100900766	5/14/2021	Check Total	0.00	<b>1,556.50</b> 90.49	
060977	СК	5/18/2021	0482 Michael Demetriff	11-21		048335	VO	051421	5/17/2021		0.00	125.00	
060978	СК	5/18/2021	0615 Federal Express	11-21		048339	VO	737151487	5/14/2021		0.00	29.29	
060979	СК	5/18/2021	0866 The Home Depot Credit Plan	11-21		048317	VO	07610417/0421	5/25/2021		0.00	518.99	
060980	СК	5/18/2021	1236 Dwayne Lloyd II	11-21		048321	VO	042821/Physical	4/28/2021		0.00	125.00	
060981	СК	5/18/2021	1254 Lincoln Nat'l Life Ins. Co.	11-21		048338	VO	0621	6/1/2021		0.00	950.64	
060982	СК	5/18/2021	1925 Sparkletts	11-21		048336	VO	051321	5/13/2021		0.00	935.73	
060983	СК	5/18/2021	1954 Southern California Gas Company	11-21		048340	VO	7111545997/0521	5/14/2021		0.00	69.04	

Date: Time: User:	Tuesday, M 12:13PM CARRIE	2:13PM     Repaired of the optical of th									Page: Report: Company:	2 of 2 03630.rpt MASP	
Check Nbr			Check Date	Vendor ID Vendor Name	Pe To Post	riod Closed	Ref Nbr	Dос Туре	Invoice Number	Invoice Date		Discount Taken	Amount Paid
060983	C	СК	5/18/2021	1954 Southern California Gas Company	11-21		048341	VO	0289363938/0521	5/14/2021		0.00	43.12
060983	C	СК	5/18/2021	1954 Southern California Gas Company	11-21		048342	VO	6561545001/0521	5/14/2021		0.00	24.38
060984	C	СК	5/18/2021	2014 Sharper Landscaping Services Inc	11-21		048329	VO	5806	5/14/2021	Check Total	0.00	<b>136.54</b> 1,500.00
060985	C	СК	5/18/2021	2136 UNUM Life Ins. Co.	11-21		048337	VO	5580360012/0621	6/1/2021		0.00	2,075.88
060986	C	СК	5/18/2021	2214 Antelope Valley Press, Inc.	11-21		048323	VO	45292/TW 12-30	5/3/2021		0.00	2,721.36
060987	C	СК	5/18/2021	3864 Carrie Rawlings	11-21		048325	VO	0512	5/12/2021		0.00	99.00

Check Count:

15

Acct Sub Total:

14,122.92

Check Type	Count	Amount Paid
Regular	15	14,122.92
Hand	0	0.00
Electronic Payment	0	0.00
Void	0	0.00
Stub	0	0.00
Zero	0	0.00
Mask	0	0.00
Total:	15	14,122.92

Company Disc Total

Company Total

0.00

14,122.92

Date		Debit
5/12/2021	ACH AVFUEL	\$35,109.06
5/13/2021	ACH DEBIT PAYROLL PAYCHEX -	\$49,587.70
5/13/2021	ACH PRO-TEC INVOICE - APRIL	\$35,416.67
5/13/2021	ACH AVFUEL	\$17,744.81
5/13/2021	ACH AMEX	\$13,405.77
5/13/2021	ACH DEBIT GARNISH PAYCHEX	\$117.55
5/13/2021	ACCOUNT SERVICE FEE	\$5.00
5/14/2021	ACH PRO-TEC INVOICE - MAY	\$35,416.67
5/14/2021	ACH AVFUEL	\$17,425.11
5/14/2021	ACH DEBIT TAXES PAYCHEX	\$10,059.97
5/14/2021	ACH AMEX	\$2,213.80
5/14/2021	ACH DEBIT INVOICE PAYCHEX	\$222.45
5/14/2021	ACH DEBIT HRS PMT PAYCHEX-HRS	\$57.00
5/14/2021	ACCOUNT SERVICE FEE	\$5.00
5/20/2021	ACH DEBIT INVOICE PAYCHEX-OAB,	\$516.90
5/21/2021	ACH AVFUEL	\$36,572.92
	Total	\$253,876.38

ELECTRONIC FUND TRANSFERS MAY 12 THROUGH MAY 24, 2021