

# MOJAVE AIR AND SPACE PORT

## NOTICE OF A REGULAR MEETING OF THE BOARD OF DIRECTORS

**Date: January 17, 2017 Time: 2:00 p.m.**

**Location: Board Room**

**1434 Flightline, Mojave, California**

## 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 Business Items.

- A. Minutes of the Regular Board Meeting on December 20, 2016
- B. Minutes of the Special Meeting January 4, 2017
- C. Check Register Dated 1/13/17

### **4. Action Items**

- A. MASP Marketing Proposal

### **5. Reports**

- A. Financial Report
- B. CEO/GM Report
  - a. Budget Revision
- C. Board Committees
- D. Board of Directors: This portion of the meeting is reserved for board members to comment on items not on the agenda

## **7. Public Comment on Items Not on the Agenda**

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

## **8. Election of Officers**

## **9. Closed Session**

- A. Existing Litigation (Govt Code 54956.9(a): *Soest v MASP, Roth v. MASP*)
- B. Real Property Negotiations (Govt Code 54956.8):
  - Property: Bldg. 137
  - Parties: MASP, Monster Fitness
  - Negotiator: CEO, General Counsel
  - Terms: lease term / proposals

## **10. Closed Session Report**

### **Adjournment**

This Agenda was posted on January 13, 2017 by Jason.

ADA Notice: 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 [carrie@mojaeairport.com](mailto:carrie@mojaeairport.com).

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

Public Comments: 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 OF DECEMBER 20, 2016**

### **1. CALL TO ORDER**

The meeting was called to order on Tuesday, December 20, 2016, at 2:00 p.m. by President Evans in the Board Room at Mojave Air and Space Port located at 1434 Flightline, Mojave, California.

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

**C. Roll Call:**

Directors present: Allred, Balentine, Deaver, Evans, and Parker

Directors absent: None

Others present: CEO Drees, COO Himes, Director of Planning Wojtkiewicz,  
Director of Administration Rawlings, District Counsel Navé

**D. Approval of Agenda:** Upon motion by Director Parker, seconded by Director Deaver, the minutes were unanimously approved.

### **2. COMMUNITY ANNOUNCEMENTS**

John Joyce commented on meals provided over the holidays by SKUSD.

### **3. CONSENT AGENDA**

Upon motion by Director Deaver, seconded by Director Parker, the following Consent Agenda was unanimously approved.

**A. Minutes of the Regular Board Meeting on December 6, 2016**

### **4. ACTION ITEMS**

**A. Naming Building 1 / Conference Room.**

CEO Drees presented this item to the Board. After discussion, upon motion by Director Deaver, seconded by Director Allred, the Board voted unanimously to rename the Building 1 conference room the "Corsair Conference Room".

**B. Resolution Approving Expenditures and Purchases Policy**

CEO Drees presented this item to the Board. After discussion, upon motion by Director Parker, seconded by Director Balentine, the Board voted unanimously to approve the resolution.

**C. Resolution Approving Destruction of Records**

CEO Drees presented this item to the Board. After discussion concerning the destruction certain records, upon motion by Director Deaver, seconded by Director Allred, the Board voted unanimously to approve the resolution.

**D. Car Charging Station**

CEO Drees updated the Board on the status and location of the car charging station. Upon motion by Director Deaver, seconded by Director Balentine, the Board voted unanimously to approve the installation at Site 1, Legacy Park.

**5. REPORTS**

**A. Financial Report**

CAO Rawlings presented the financial report and the aging report.

**CEO/GM Report**

CEO Drees presented the CEO report, and discussed wind socks on the field and that the solar lights have been installed.

**B. Board Committees**

There were no reports.

**C. Board of Directors**

Director Balentine thanked Cathy Hansen for the most recent Plane Crazy Saturday.

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

There were no public comments.

**7. CLOSED SESSION**

**A. Existing litigation: *Soest v. MASP***

**B. Real property negotiations (Govt Code 54956.8):** Richard Fischer, Hangars 961, 931, 924

**C. Real property negotiations (Govt Code 54956.8):** Doug Triplat, Hangar 926

**8. ACTION ITEMS, CONTINUED**

**E. Triplat – Purchase Hangar 926**

The Board discussed the purchase of Hangar 926, and upon motion by Director Balentine, seconded by Director Deaver, the Board voted unanimously to authorize CEO Drees to conclude negotiations and make payment for the hangar.

**9. CLOSED SESSION REPORT**

The Board and Counsel discussed the status of *Soest v. MASP*, and real property negotiations with Fischer and Triplat. No other items were discussed.

**ADJOURNMENT**

There being no further business to come before the Board, the chair adjourned the meeting at 2:26 p.m.

---

David Evans, President

ATTEST

---

Jimmy R. Balentine, Secretary

# **BOARD OF DIRECTORS**

## **MINUTES OF A SPECIAL MEETING OF JANUARY 4, 2017**

### **1. CALL TO ORDER**

The special meeting was called to order on Wednesday, January 4, 2017, at 12:00 p.m. by President Evans in the Board Room at Mojave Air and Space Port located at 1434 Flightline, Mojave, California.

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

**C. Roll Call:**

Directors present: Allred, Balentine, Deaver, Evans, and Parker

Directors absent: None

Others present: CEO Drees, District Counsel Navé

**D. Approval of Agenda:** Upon motion by Director Deaver, seconded by Director Balentine, the minutes were unanimously approved.

### **2. CLOSED SESSION**

**A. Existing litigation: *Roth v. MASP***

**B. Personnel Evaluation: CEO**

### **3. CLOSED SESSION REPORT**

Counsel informed the Board of the new lawsuit *Roth v. MASP*. The Board conducted an evaluation of the performance of CEO Drees. No other items were discussed.

### **ADJOURNMENT**

There being no further business to come before the Board, the chair adjourned the meeting at 2:04 p.m.

---

David Evans, President

ATTEST

---

Jimmy R. Balentine, Secretary

Date: Friday, January 13, 2017  
 Time: 11:16: AM

User: LCALICA

**Mojave Air & Space Port**

**Check Register - Standard**

Page: 1 of 1  
 Report: 03630.rpt  
 Company: EKAD

| Check Nbr | Check Type | Check Date | Vendor ID | Vendor Name           | Period To Post | Ref Closed Nbr | Doc Type | Invoice Number  | Invoice Date | Discount Taken | Amount Paid |
|-----------|------------|------------|-----------|-----------------------|----------------|----------------|----------|-----------------|--------------|----------------|-------------|
| 055134    | EKAD CK    | 1/17/2017  | 1200      | 0697 Fischer, Richard | 07-17          | 037399         | VO       | T-H/924,931,961 | 1/11/2017    | 0.00           | 134,634.00  |

Check Count: 1

Acct Sub Total: 134,634.00

| Check Type         | Count    | Amount Paid       |
|--------------------|----------|-------------------|
| Regular            | 1        | 134,634.00        |
| Hand               | 0        | 0.00              |
| Electronic Payment | 0        | 0.00              |
| Vold               | 0        | 0.00              |
| Stub               | 0        | 0.00              |
| Zero               | 0        | 0.00              |
| Mask               | 0        | 0.00              |
| <b>Total:</b>      | <b>1</b> | <b>134,634.00</b> |

Company Disc Total: 0.00      Company Total: 134,634.00

**MOJAVE**  
**AIR AND SPACE PORT**  
**STAFF MEMORANDUM**

**TO:** Board of Directors

**FROM:** Karina Drees, GM

**SUBJECT:** Marketing Refresh

**MEETING DATE:** January 17, 2017

---

**Background:**

Our current branding, including taglines and images, has served us well over the past 10 years. It has helped to attract new customers as well as communicate our message to the general population about what makes Mojave special. We anticipate increased customer activity in the near future and would like an opportunity to refresh our brand. Advertising for Humanity had been contracted in the past to work up much of our current designs and branding. We would like to reengage the same firm to now help take us to the next level, and brand us as the spaceport with activity. Ideally, the firm will help with photography, design, brand conceptualization, signage, press kit and brochure. The total for all items is estimated at \$69,200.

There are several reasons I want to hire this specific firm. They are familiar with us, our customers and the industry. We have worked with them in the past and know what to expect in terms of quality and responsiveness. They are able to start within 2-3 weeks upon approval.

To date we have used \$8,400 out of our \$112,000 budget. If approved, I will be very selective with sponsorships and promotional items the rest of the fiscal year to ensure a budget increase is not needed.

**Impacts:**

Fiscal: \$70,000 budgeted dollars

Environmental: None

Legal: None

**Recommended Action:**

Approve the expenditure for marketing not to exceed \$70,000.



**Mojave Air & Space Port  
Treasurer's Report  
For the month ended December 31, 2016**

|                                     | <u>General</u>                | <u>County<br/>Treasury</u>    | <u>LAIF</u>                   | <u>Total</u>                  |
|-------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Beginning Balance</b>            | <b><u>\$ 1,325,854.19</u></b> | <b><u>\$ 1,700,114.84</u></b> | <b><u>\$ 4,872,518.32</u></b> | <b><u>\$ 7,808,111.46</u></b> |
| Receipts:                           |                               |                               |                               |                               |
| Operating Revenues                  | 876,868.12                    | -                             | -                             | 876,868.12                    |
| Interest Income                     | 62.24                         | (755.37)                      | -                             | (693.13)                      |
| Tax Proceeds                        | -                             | 248,340.15                    | -                             | 248,340.15                    |
| <b>Total Receipts</b>               | <b><u>876,930.36</u></b>      | <b><u>247,584.78</u></b>      | <b><u>-</u></b>               | <b><u>1,124,515.14</u></b>    |
| Expenditures:                       |                               |                               |                               |                               |
| Operating Expenses                  | (676,117.44)                  | -                             | -                             | (676,117.44)                  |
| Project Expenses                    | -                             | -                             | -                             | -                             |
| <b>Total Expenditures</b>           | <b><u>(676,117.44)</u></b>    | <b><u>-</u></b>               | <b><u>-</u></b>               | <b><u>(676,117.44)</u></b>    |
| Transfers:                          |                               |                               |                               |                               |
| Between General and County Treasury | -                             | -                             | -                             | -                             |
| Between General and LAIF            | -                             | -                             | -                             | -                             |
| <b>Total Transfers</b>              | <b><u>-</u></b>               | <b><u>-</u></b>               | <b><u>-</u></b>               | <b><u>-</u></b>               |
| <b>Ending Balance</b>               | <b><u>\$ 1,526,667.11</u></b> | <b><u>\$ 1,947,699.62</u></b> | <b><u>\$ 4,872,518.32</u></b> | <b><u>\$ 8,256,509.16</u></b> |

The Mojave Air & Space Port unencumbered cash is on deposit bearing interest at various rates, in accordance with the District's Investment Policy.

**Mojave Air & Space Port**  
**Statement of Revenues and Expenses**  
**2016 - 2017**

|  | <u>December</u>  | <u>Actual to Date</u> |
|--|------------------|-----------------------|
| <b>Operating Revenue</b>               |                  |                       |
| <b>Fuel Sales &amp; Services</b>       |                  |                       |
| Fuel Sales                             | \$254,655        | \$1,695,347           |
| Fuel Services                          | -                | \$31,089              |
| <b>Fuel Sales &amp; Services Total</b> | <u>\$254,655</u> | <u>\$1,726,436</u>    |
| <b>Rents &amp; Leases</b>              |                  |                       |
| Rents & Leases-Bldgs                   | \$158,820        | \$961,458             |
| Rents & Leases-Ground                  | \$197,769        | \$1,197,692           |
| Rents & Leases-Hangars                 | \$31,010         | \$174,485             |
| Rents & Leases-Terminal Bldg           | \$2,149          | \$12,257              |
| <b>Rents &amp; Leases Total</b>        | <u>\$389,749</u> | <u>\$2,345,892</u>    |
| <b>Airport Services</b>                |                  |                       |
| Rental Security                        | \$18,845         | \$112,682             |
| Location Access Fees                   | \$425            | \$40,381              |
| Equipment Rental                       | \$430            | \$5,174               |
| Event Center Rental Fees               | \$4,500          | \$9,167               |
| Fire Dept Reimbursement                | \$988            | \$11,697              |
| Security Reimbursement                 | -                | \$10,736              |
| Tower Reimbursement                    | \$1,125          | \$10,894              |
| Aircraft Storage Fees                  | \$1,073          | \$6,538               |
| Other Airport Services                 | \$20             | \$3,000               |
| <b>Airport Services Total</b>          | <u>\$27,406</u>  | <u>\$210,269</u>      |
| <b>Other Revenue</b>                   |                  |                       |
| Interest Income                        | (\$693)          | \$13,998              |
| Finance Charge-Past Due Accts          | (\$455)          | \$3,846               |
| Gift Shop Sales                        | \$472            | \$2,653               |
| Other Revenue                          | \$504            | \$23,791              |
| <b>Other Revenue Total</b>             | <u>(\$172)</u>   | <u>\$44,287</u>       |
| <b>Total Operating Revenue</b>         | <u>\$671,637</u> | <u>\$4,326,885</u>    |
| <br>                                   |                  |                       |
| <b>Cost of Goods Sold</b>              |                  |                       |
| Cost of Fuel                           | \$161,803        | \$882,932             |
| Cost of Merchandise                    | \$74             | \$2,386               |
| <b>Total Cost of Goods Sold</b>        | <u>\$161,877</u> | <u>\$885,318</u>      |
| <b>Operating Profit</b>                | <u>\$509,760</u> | <u>\$3,441,567</u>    |
| <br>                                   |                  |                       |
| <b>Operating Expense</b>               |                  |                       |
| <b>Operations</b>                      |                  |                       |
| <b>Operations Personnel</b>            |                  |                       |
| Salaries                               | \$38,706         | \$166,839             |
| Statutory Benefits                     | \$1,490          | \$18,674              |
| Employee Benefits                      | \$11,399         | \$104,773             |
| <b>Operations Personnel Total</b>      | <u>\$51,595</u>  | <u>\$290,286</u>      |

This report includes transactions posted through:  
1/13/2017 : 3:29 PM

**Mojave Air & Space Port**  
**Statement of Revenues and Expenses**  
**2016 - 2017**

|   | <u>December</u>  | <u>Actual to Date</u> |
|---|------------------|-----------------------|
| <b>Other Operations Expenses</b>        |                  |                       |
| Prof. Services-Security                 | \$32,102         | \$140,931             |
| Prof. Services-Tower Operators          | \$19,858         | \$121,087             |
| Prof. Services-Engineer                 | -                | \$37,322              |
| Prof. Services-Construction Mgmt        | \$1,800          | \$15,644              |
| Other Outside Services                  | \$7,911          | \$57,933              |
| Other Expense                           | \$1,593          | \$6,554               |
| <b>Other Operations Expenses Total</b>  | <b>\$63,264</b>  | <b>\$379,471</b>      |
| <b>Operations Total</b>                 | <b>\$114,859</b> | <b>\$669,757</b>      |
| <br>                                    |                  |                       |
| <b>Maintenance</b>                      |                  |                       |
| <b>Maintenance Personnel</b>            |                  |                       |
| Salaries                                | \$44,338         | \$209,318             |
| Statutory Benefits                      | \$641            | \$22,145              |
| Employee Benefits                       | \$18,527         | \$189,912             |
| <b>Maintenance Personnel Total</b>      | <b>\$63,505</b>  | <b>\$421,376</b>      |
| <b>Repairs &amp; Maintenance</b>        |                  |                       |
| Repairs & Maintenance-Auto              | \$219            | \$5,200               |
| Repairs & Maintenance-Bldg & Grounds    | \$47,230         | \$218,671             |
| Repairs & Maintenance                   | -                | \$1,749               |
| Repairs & Maintenance-Equipment         | \$26,748         | \$61,135              |
| Tools                                   | -                | \$1,014               |
| <b>Repairs &amp; Maintenance Total</b>  | <b>\$74,196</b>  | <b>\$287,770</b>      |
| <b>Other Maintenance Expenses</b>       |                  |                       |
| Auto/Equipment Fuel                     | \$3,940          | \$17,125              |
| Permits & Fees                          | \$549            | \$12,424              |
| Rents & Leases                          | \$2,497          | \$25,063              |
| <b>Other Maintenance Expenses Total</b> | <b>\$6,987</b>   | <b>\$54,612</b>       |
| <b>Maintenance Total</b>                | <b>\$144,689</b> | <b>\$763,757</b>      |
| <br>                                    |                  |                       |
| <b>General &amp; Administrative</b>     |                  |                       |
| <b>G&amp;A Personnel</b>                |                  |                       |
| Salaries                                | \$77,399         | \$336,962             |
| Statutory Benefits                      | \$1,428          | \$22,074              |
| Employee Benefits                       | \$44,374         | \$385,051             |
| <b>G&amp;A Personnel Total</b>          | <b>\$123,201</b> | <b>\$744,087</b>      |
| <b>Telephone &amp; Utilities</b>        |                  |                       |
| Telephone - Communications              | \$4,903          | \$29,701              |
| Utilities-Electric                      | \$6,897          | \$60,023              |
| Utilities-Gas                           | \$1,108          | \$1,771               |
| Utilities-Refuse                        | \$1,802          | \$10,736              |
| Utilities-Water                         | \$12,770         | \$62,086              |

**Mojave Air & Space Port**  
**Statement of Revenues and Expenses**  
**2016 - 2017**

|   | <u>December</u>  | <u>Actual to Date</u> |
|---|------------------|-----------------------|
| <b>Telephone &amp; Utilities Total</b>                              | <u>\$27,481</u>  | <u>\$164,318</u>      |
| <b>Other G&amp;A Expense</b>  |                  |                       |
| Dues & Subscriptions  | \$7,160          | \$11,747              |
| Office  | \$10,755         | \$62,070              |
| Small Equipment/Software  | \$1,330          | \$18,274              |
| Employee Training   | \$1,130          | \$4,110               |
| Events  | \$4,996          | \$4,996               |
| Hangar 79 Lease Agreement   | \$15,054         | \$77,070              |
| Insurance   | -                | \$224,739             |
| Outside Services-Consulting   | \$3,212          | \$89,810              |
| Prof. Services-Auditors   | -                | \$25,000              |
| Prof. Services-Legal  | \$4,350          | \$36,550              |
| Travel, Meals & Lodging   | \$2,444          | \$12,449              |
| Tuition Assistance Program  | -                | \$2,952               |
| Uniforms  | \$312            | \$3,006               |
| <b>Other G&amp;A Expense Total</b>                                  | <u>\$50,744</u>  | <u>\$572,774</u>      |
| <b>General &amp; Administrative Total</b>                           | <u>\$201,426</u> | <u>\$1,481,179</u>    |
| <br>  |                  |                       |
| <b>Marketing</b>  |                  |                       |
| Promotional Items   | -                | \$256                 |
| Sponsorships  | -                | \$7,250               |
| Advertising   | -                | \$915                 |
| <b>Marketing Total</b>  | <u>-</u>         | <u>\$8,421</u>        |
| <b>Operating Expense Total</b>                                      | <u>\$460,973</u> | <u>\$2,923,114</u>    |
| <b>Excess (deficit) of operating revenue over operating expense</b> | <u>\$48,787</u>  | <u>\$518,453</u>      |
| <br>  |                  |                       |
| <b>Non-operating</b>  |                  |                       |
| <b>Non-operating Revenue</b>  |                  |                       |
| KC Taxes  | \$248,340        | \$336,163             |
| Federal/State Grants  | -                | \$142,848             |
| <b>Non-operating Revenue Total</b>                                  | <u>\$248,340</u> | <u>\$479,011</u>      |
| <br>  |                  |                       |
| <b>Non-operating Expense</b>  |                  |                       |
| FAA Project   | (\$44,550)       | \$120,324             |
| California City Grant   | -                | \$50,000              |
| Equipment   | \$2,644          | \$146,934             |
| Infrastructure Projects   | \$1,647          | \$91,269              |
| Tenant Retention Projects   | \$53,234         | \$155,092             |
| <b>Non-operating Expense Total</b>                                  | <u>\$12,975</u>  | <u>\$563,619</u>      |
| <br>  |                  |                       |
| <b>Net Non-operating</b>  | <u>\$235,365</u> | <u>(\$84,608)</u>     |

**Mojave Air & Space Port**  
**Statement of Revenues and Expenses**  
**2016 - 2017**

|  | <u>December</u>  | <u>Actual to Date</u> |
|--|------------------|-----------------------|
| Excess (deficit) of Revenue over Expense | <u>\$284,152</u> | <u>\$433,845</u>      |

# Mojave Air & Space Port Fuel Inventory Report

December 2016

| JET A                      |        |                     |
|----------------------------|--------|---------------------|
| Beginning Inventory        | 62,898 |                     |
| Gallons Delivered          |        |                     |
| Gallons Purchased          | 75,561 |                     |
| Defuels                    | -      |                     |
| Total Gallons Delivered    | 75,561 |                     |
| Gallons Pumped             |        |                     |
| Gallons Sold               | 67,712 |                     |
| Refuels                    | -      |                     |
| Tank farm/Line truck sumps | 60     |                     |
| Delivery Samples           | 50     |                     |
| Total Gallons Pumped       | 67,822 |                     |
| Ending Inventory           | 70,637 |                     |
| Physical Check             | 74,532 |                     |
| Inventory Value at         | 2.14   | <b>\$159,498.48</b> |

| AVGAS                      |        |                    |
|----------------------------|--------|--------------------|
| Beginning Inventory        | 9,672  |                    |
| Gallons Delivered          |        |                    |
| Gallons Purchased          | 5,419  |                    |
| Gallons Pumped             |        |                    |
| Gallons Sold               | 2,348  |                    |
| Tank farm/Line truck sumps | 5      |                    |
| Delivery Samples           | 5      |                    |
| Total Gallons Pumped       | 2,358  |                    |
| Ending Inventory           | 12,733 |                    |
| Physical Check             | 12,828 |                    |
| Inventory Value at         | 3.84   | <b>\$49,259.52</b> |

| LUBRICANTS                            |     |                   |
|---------------------------------------|-----|-------------------|
| Beginning Inventory                   | 243 |                   |
| Quarts Purchased                      | 0   |                   |
| Quarts Sold                           | 12  |                   |
| Ending Inventory                      | 231 |                   |
| Physical Check                        | 231 |                   |
| Aeroshell 100; 100W; 15/50 Multi      |     |                   |
| 77 @ \$5.95; 86 @ \$6.02; 68 @ \$6.68 |     | <b>\$1,430.11</b> |

| PRIST   |      |                   |
|---|------|-------------------|
| Beginning Inventory                           | 117  |                   |
| Cans Purchased                                | 0    |                   |
| Cans Sold                                     | 0    |                   |
| Ending Inventory                              | 117  |                   |
| Physical Check - Cans                         | 117  |                   |
| Physical Check - Bulk                         | 12.6 |                   |
| 117 CANS @ \$7.40; 12.60 (5) Gallons @ 120.15 |      | <b>\$2,379.69</b> |

| UNLEADED FUEL       |        |                   |
|---------------------|--------|-------------------|
| Beginning Inventory | 832.0  |                   |
| Gallons Purchased   | 402.0  |                   |
| Gallons Used        | 458.0  |                   |
| Ending Inventory    | 776.0  |                   |
| Physical Check      | 769.0  |                   |
| Inventory Value at  | \$2.20 | <b>\$1,691.80</b> |

| DIESEL FUEL         |        |                   |
|---------------------|--------|-------------------|
| Beginning Inventory | 656.0  |                   |
| Gallons Purchased   | 575.0  |                   |
| Gallons Used        | 410.0  |                   |
| Ending Inventory    | 821.0  |                   |
| Physical Check      | 832.0  |                   |
| Inventory Value at  | \$2.41 | <b>\$2,005.12</b> |

**December 2016 Fuel Inventory      \$216,264.72**

**December Gallons Sold              70,060  
Year to Date                              451,158**

**Mojave Air & Space Port**

**Customers Over 90 Days Past Due**

| <b>Customer Name</b>          | <b>1-30 Days</b> | <b>31-60 Days</b> | <b>61-90 Days</b> | <b>90+ Days</b>  | <b>TOTAL</b>     | <b>Comments</b>   |
|-------------------------------|------------------|-------------------|-------------------|------------------|------------------|---|
| Continuous Quality Industrial | 161.72           | 159.97            | 158.54            | 288.94           | 769.17           | Sent Statements - No Response - Sending Notice to Terminate |
| Masten Space Systems          | 6,984.52         | 6,884.72          | 6,801.52          | 13,418.99        | 34,089.75        | Status update pending -                                     |
| <b>TOTALS</b>                 | <b>7,146.24</b>  | <b>7,044.69</b>   | <b>6,960.06</b>   | <b>13,707.93</b> | <b>34,858.92</b> |   |

**Aged AR as of 1/13/2017      463,860.49      41,367.34      24,675.62      13,707.93      543,611.38**

Payment Arrangements included in 1-30 days

Payment Arrangements

REM

22,319.42 \*Has not paid December rent, but incoming monies will allow him to pay next week\*

**22,319.42**

# MOJAVE

## AIR AND SPACE PORT

### CEO REPORT

**TO:** MASP Board of Directors

**FROM:** Karina Drees

**MEETING DATE:** January 17, 2017

---

#### Airport Improvements

- Car charging station: meeting with Edison and electrician on Monday to schedule work on the installation.
- Weather station at the end of 30: construction is in process. We anticipate it should be up and running 1/31/17.

#### Updates

- We have renewed our membership with GAVEA. \$2,500 annual expense.
- We have completed the agreement with Doug and Beth Triplat and have moved forward with the purchase of hangar 926.
- I will be in Washington DC February 6-10 attending CSF meetings and the annual FAA AST conference.
- I have committed to serving as an Airport Cooperative Research Program panelist for two years to begin a study of noise measurements from commercial spaceflight operations.

#### Authorized Payments

- See check registers dated 12/29/16, total checks/payment amount: \$172,528.61.



Date: Thursday, December 29, 2016  
 Time: 02:59PM  
 User: LCALICA

**Mojave Air & Space Port**

**Check Register - Standard**  
 Periods: 06-17 Through 08-17 As of: 12/29/2016

Company: EKAAD

| Check Nbr             | Check Type | Check Date | Vendor ID | Vendor Name                  | Period To Post | Period Closed | Ref Nbr | Doc Type | Invoice Number  | Invoice Date | Discount Taken | Amount Paid      |
|-----------------------|------------|------------|-----------|------------------------------|----------------|---------------|---------|----------|-----------------|--------------|----------------|------------------|
| <b>Company: EKAAD</b> |            |            |           |                              |                |               |         |          |                 |              |                |                  |
| Accl / Sub:           | 101000     |            | 1200      |                              |                |               |         |          |                 |              |                |                  |
| 055099                | CK         | 12/29/2016 | 0109      | AT&T                         | 06-17          |               | 037288  | VO       | 28123831139/DEC | 12/7/2016    | 0.00           | 126.63           |
| 055099                | CK         | 12/29/2016 | 0109      | AT&T                         | 06-17          |               | 037289  | VO       | 27134122793/DEC | 12/7/2016    | 0.00           | 126.63           |
| 055099                | CK         | 12/29/2016 | 0109      | AT&T                         | 06-17          |               | 037303  | VO       | 82433413389/DEC | 12/20/2016   | 0.00           | 450.11           |
| 055099                | CK         | 12/29/2016 | 0109      | AT&T                         | 06-17          |               | 037304  | VO       | 82438219146/DEC | 12/20/2016   | 0.00           | 124.89           |
| 055099                | CK         | 12/29/2016 | 0109      | AT&T                         | 06-17          |               | 037305  | VO       | 82425977755/DEC | 12/20/2016   | 0.00           | 120.65           |
| 055099                | CK         | 12/29/2016 | 0109      | AT&T                         | 06-17          |               | 037306  | VO       | 82423366431/DEC | 12/20/2016   | 0.00           | 229.70           |
| <b>Check Total</b>    |            |            |           |                              |                |               |         |          |                 |              |                | <b>1,178.61</b>  |
| 055100                | CK         | 12/29/2016 | 0139      | All Weather, Inc             | 06-17          |               | 037344  | VO       | 660709          | 12/19/2016   | 0.00           | 2,325.00         |
| <b>Check Total</b>    |            |            |           |                              |                |               |         |          |                 |              |                | <b>173.17</b>    |
| 055101                | CK         | 12/29/2016 | 0158      | Ameripride Uniform Services  | 06-17          |               | 037299  | VO       | 2100569979      | 12/16/2016   | 0.00           | 62.40            |
| 055101                | CK         | 12/29/2016 | 0158      | Ameripride Uniform Services  | 06-17          |               | 037300  | VO       | 2100569981      | 12/16/2016   | 0.00           | 62.40            |
| 055101                | CK         | 12/29/2016 | 0158      | Ameripride Uniform Services  | 06-17          |               | 037345  | VO       | 2100571488      | 12/23/2016   | 0.00           | 219.01           |
| 055101                | CK         | 12/29/2016 | 0158      | Ameripride Uniform Services  | 06-17          |               | 037346  | VO       | 2100571487      | 12/23/2016   | 0.00           | 60.00            |
| <b>Check Total</b>    |            |            |           |                              |                |               |         |          |                 |              |                | <b>576.98</b>    |
| 055102                | CK         | 12/29/2016 | 0173      | Allied Security Holdings LLC | 06-17          |               | 037302  | VO       | 6680299         | 12/15/2016   | 0.00           | 5,317.66         |
| 055102                | CK         | 12/29/2016 | 0173      | Allied Security Holdings LLC | 06-17          |               | 037320  | VO       | 6690956         | 12/22/2016   | 0.00           | 5,329.52         |
| 055102                | CK         | 12/29/2016 | 0173      | Allied Security Holdings LLC | 06-17          |               | 037321  | VO       | 6690957         | 12/22/2016   | 0.00           | 220.28           |
| <b>Check Total</b>    |            |            |           |                              |                |               |         |          |                 |              |                | <b>10,867.46</b> |
| 055103                | CK         | 12/29/2016 | 0187      | AFLAC                        | 06-17          |               | 037343  | VO       | 430809/01-17    | 12/28/2016   | 0.00           | 753.54           |
| 055104                | CK         | 12/29/2016 | 0198      | BHK                          | 06-17          |               | 037286  | VO       | 97941           | 11/30/2016   | 0.00           | 2,700.00         |

Date: Thursday, December 29, 2016  
 Time: 02:59PM  
 User: LCALICA

### Mojave Air & Space Port

#### Check Register - Standard

Page: 1 of 5  
 Report: 03630.rpt  
 Company: EKAD

| Check Nbr          | Check Type | Check Date | Vendor ID<br>Vendor Name                      | Period<br>To Post Closed | Ref<br>Nbr | Doc<br>Type | Invoice<br>Number | Invoice<br>Date | Discount<br>Taken | Amount<br>Paid |
|--------------------|------------|------------|---|--------------------------|------------|-------------|-------------------|-----------------|-------------------|----------------|
| 055105             | CK         | 12/29/2016 | 0273<br>Bohra, Gotham                         | 06-17                    | 037307     | VO          | REFUND/POLO SHI   | 12/15/2016      | 0.00              | 25.00          |
| 055106             | CK         | 12/29/2016 | 0284<br>Brouse, Michael L.                    | 06-17                    | 037290     | VO          | OCT 25-DEC 20     | 12/20/2016      | 0.00              | 2,675.00       |
| 055107             | CK         | 12/29/2016 | 0308<br>Calif. Chamber of Commerce /SEE NOTES | 06-17                    | 037348     | VO          | CID58878/110852   | 12/27/2016      | 0.00              | 98.54          |
| 055108             | CK         | 12/29/2016 | 0350<br>Clark's Pest Control                  | 06-17                    | 037322     | VO          | 0200910258/DEC    | 12/20/2016      | 0.00              | 42.00          |
| 055108             | CK         | 12/29/2016 | 0350<br>Clark's Pest Control                  | 06-17                    | 037323     | VO          | 0200922714/DEC    | 12/20/2016      | 0.00              | 42.00          |
| 055108             | CK         | 12/29/2016 | 0350<br>Clark's Pest Control                  | 06-17                    | 037324     | VO          | 0200972309/DEC    | 12/20/2016      | 0.00              | 43.00          |
| 055108             | CK         | 12/29/2016 | 0350<br>Clark's Pest Control                  | 06-17                    | 037325     | VO          | 0201058810/DEC    | 12/20/2016      | 0.00              | 61.00          |
| 055109             | CK         | 12/29/2016 | 0819<br>Reliable A/C & Heating                | 06-17                    | 037293     | VO          | 17239             | 12/9/2016       | 0.00              | 188.00         |
| 055110             | CK         | 12/29/2016 | 0990<br>The Hartford Insurance Company        | 06-17                    | 037287     | VO          | 72UENGZ8997       | 11/25/2016      | 0.00              | 613.00         |
| 055111             | CK         | 12/29/2016 | 1043<br>Jim's CB & Radios                     | 06-17                    | 037326     | VO          | 10129610          | 12/21/2016      | 0.00              | 126.85         |
| 055112             | CK         | 12/29/2016 | 1122<br>Kelley~Randall                        | 06-17                    | 037308     | VO          | 11836             | 12/28/2016      | 0.00              | 47.15          |
| 055112             | CK         | 12/29/2016 | 1122<br>Kelley~Randall                        | 06-17                    | 037327     | VO          | 11826             | 12/21/2016      | 0.00              | 169.59         |
| 055112             | CK         | 12/29/2016 | 1122<br>Kelley~Randall                        | 06-17                    | 037328     | VO          | 11806             | 12/22/2016      | 0.00              | 5,645.54       |
| 055112             | CK         | 12/29/2016 | 1122<br>Kelley~Randall                        | 06-17                    | 037329     | VO          | 11831             | 11/23/2016      | 0.00              | 660.77         |
| 055112             | CK         | 12/29/2016 | 1122<br>Kelley~Randall                        | 06-17                    | 037330     | VO          | 11833             | 12/27/2016      | 0.00              | 725.18         |
| 055113             | CK         | 12/29/2016 | 1128<br>Kern Co. Board of Trade               | 06-17                    | 037349     | VO          | 3ISO COUNTY DIN   | 12/27/2016      | 0.00              | 7,248.23       |
| <b>Check Total</b> |            |            |   |                          |            |             |                   |                 |                   | 750.00         |

Date: Thursday, December 29, 2016  
 Time: 02:59PM  
 User: LCALICA

### Mojave Air & Space Port

#### Check Register - Standard

Page: 1 of 5  
 Report: 03630.rpt  
 Company: EKAD

| Check Nbr          | Check Type | Check Date | Vendor ID<br>Vendor Name             | Period<br>To Post Closed | Ref<br>Nbr | Doc<br>Type | Invoice<br>Number | Invoice<br>Date | Discount<br>Taken | Amount<br>Paid |
|--------------------|------------|------------|--------------------------------------|--------------------------|------------|-------------|-------------------|-----------------|-------------------|----------------|
| 055114             | CK         | 12/29/2016 | 1132<br>Kern Co Dept of Agricultural | 06-17                    | 037291     | VO          | MVM6-119          | 12/15/2016      | 0.00              | 549.40         |
| 055115             | CK         | 12/29/2016 | 1154<br>Kieffe & Sons Ford           | 06-17                    | 037292     | VO          | 26762             | 12/19/2016      | 0.00              | 14.50          |
| 055116             | CK         | 12/29/2016 | 1200<br>L & L Construction           | 06-17                    | 037309     | VO          | W/E 12/18/16      | 12/18/2016      | 0.00              | 1,050.00       |
| 055117             | CK         | 12/29/2016 | 1254<br>Lincoln Nat'l Life Ins. Co.  | 06-17                    | 037342     | VO          | 3363933839/JAN    | 12/9/2016       | 0.00              | 658.00         |
| 055118             | CK         | 12/29/2016 | 1306<br>Martha's Cleaning Service    | 06-17                    | 037331     | VO          | 1423              | 12/17/2016      | 0.00              | 500.00         |
| 055119             | CK         | 12/29/2016 | 1347<br>Miller Equipment Company     | 06-17                    | 037332     | VO          | 17395             | 12/19/2016      | 0.00              | 1,600.00       |
| 055120             | CK         | 12/29/2016 | 1406<br>Napa Auto Parts              | 06-17                    | 037310     | VO          | 858350            | 12/12/2016      | 0.00              | 32.24          |
| 055120             | CK         | 12/29/2016 | 1406<br>Napa Auto Parts              | 06-17                    | 037333     | VO          | 858137            | 12/8/2016       | 0.00              | 622.22         |
| 055120             | CK         | 12/29/2016 | 1406<br>Napa Auto Parts              | 06-17                    | 037334     | VO          | 858213            | 12/9/2016       | 0.00              | 78.26          |
| 055120             | CK         | 12/29/2016 | 1406<br>Napa Auto Parts              | 06-17                    | 037335     | AD          | 858326            | 12/12/2016      | 0.00              | -4.30          |
| 055120             | CK         | 12/29/2016 | 1406<br>Napa Auto Parts              | 06-17                    | 037336     | VO          | 859200            | 12/28/2016      | 0.00              | 48.96          |
| 055120             | CK         | 12/29/2016 | 1406<br>Napa Auto Parts              | 06-17                    | 037350     | VO          | 858940            | 12/22/2016      | 0.00              | 62.12          |
| <b>Check Total</b> |            |            |                                      |                          |            |             |                   |                 |                   |                |
| 055121             | CK         | 12/29/2016 | 1436<br>Porter Concrete Construction | 06-17                    | 037311     | VO          | 4234              | 12/22/2016      | 0.00              | 839.50         |
| 055121             | CK         | 12/29/2016 | 1436<br>Porter Concrete Construction | 06-17                    | 037312     | VO          | 4237              | 12/22/2016      | 0.00              | 917.00         |
| <b>Check Total</b> |            |            |                                      |                          |            |             |                   |                 |                   |                |
| 055122             | CK         | 12/29/2016 | 1501<br>Office Depot                 | 06-17                    | 037352     | VO          | 568510076136      | 12/16/2016      | 0.00              | 2,105.00       |
| <b>Check Total</b> |            |            |                                      |                          |            |             |                   |                 |                   |                |
| <b>397.00</b>      |            |            |                                      |                          |            |             |                   |                 |                   |                |

Date: Thursday, December 29, 2016  
 Time: 02:59PM  
 User: LCALICA

### Mojave Air & Space Port

#### Check Register - Standard Periods: 06-17 Through 08-17 As of: 12/29/2016

Page: 1 of 5  
 Report: 03630.rpt  
 Company: EKAD

| Check Nbr          | Check Type | Check Date | Vendor ID<br>Vendor Name            | Period<br>To Post Closed | Ref<br>Nbr | Doc<br>Type | Invoice<br>Number | Invoice<br>Date | Discount<br>Taken | Amount<br>Paid |
|--------------------|------------|------------|-------------------------------------|--------------------------|------------|-------------|-------------------|-----------------|-------------------|----------------|
| 055123             | CK         | 12/29/2016 | 1670<br>Praxair                     | 06-17                    | 037337     | VO          | 75530259/12-16    | 12/22/2016      | 0.00              | 229.35         |
| 055124             | CK         | 12/29/2016 | 1683<br>Commercial Spaceflight Fed  | 06-17                    | 037285     | VO          | 934               | 12/11/2016      | 0.00              | 24,000.00      |
| 055125             | CK         | 12/29/2016 | 1800<br>Ramos / Strong, Inc.        | 06-17                    | 037338     | VO          | 0301065           | 12/19/2016      | 0.00              | 2,513.00       |
| 055126             | CK         | 12/29/2016 | 1952<br>So. Calif. Edison           | 06-17                    | 037339     | VO          | 2340063106/DEC    | 12/19/2016      | 0.00              | 960.55         |
| 055127             | CK         | 12/29/2016 | 1954<br>So. Calif. Gas Co.          | 06-17                    | 037295     | VO          | 16561545001/DEC   | 12/15/2016      | 0.00              | 482.41         |
| 055127             | CK         | 12/29/2016 | 1954<br>So. Calif. Gas Co.          | 06-17                    | 037296     | VO          | 07531545767/DEC   | 12/15/2016      | 0.00              | 383.06         |
| 055127             | CK         | 12/29/2016 | 1954<br>So. Calif. Gas Co.          | 06-17                    | 037297     | VO          | 07111545997/DEC   | 12/15/2016      | 0.00              | 73.98          |
| 055127             | CK         | 12/29/2016 | 1954<br>So. Calif. Gas Co.          | 06-17                    | 037298     | VO          | 10289363938/DEC   | 12/15/2016      | 0.00              | 675.52         |
| 055128             | CK         | 12/29/2016 | 2006<br>Sierra Rail Services, LLC   | 06-17                    | 037294     | VO          | 161210/12-16      | 12/17/2016      | 0.00              | 492.20         |
| 055129             | CK         | 12/29/2016 | 2112<br>Triplak, Douglas and Bonnie | 06-17                    | 037313     | VO          | 926/PURCHASE      | 12/20/2016      | 0.00              | 42,336.00      |
| 055130             | CK         | 12/29/2016 | 2136<br>UNUM Life Ins. Co.          | 06-17                    | 037341     | VO          | 05580360012/JAN   | 12/12/2016      | 0.00              | 1,622.68       |
| 055131             | CK         | 12/29/2016 | 2230<br>Verizon Wireless            | 06-17                    | 037353     | VO          | 9776904390        | 12/12/2016      | 0.00              | 446.26         |
| 055132             | CK         | 12/29/2016 | 3030<br>Valenzuela, Sonia           | 06-17                    | 037340     | VO          | 004758026462779   | 12/19/2016      | 0.00              | 84.80          |
| 055133             | CK         | 12/29/2016 | 4097<br>Nicholas Lessenevitch, DDS  | 06-17                    | 037351     | VO          | 121916/KW         | 12/19/2016      | 0.00              | 127.00         |
| <b>Check Total</b> |            |            |                                     |                          |            |             |                   |                 |                   |                |
| <b>1,614.97</b>    |            |            |                                     |                          |            |             |                   |                 |                   |                |

Date: Thursday, December 29, 2016  
 Time: 02:59PM  
 User: LCALICA

# Mojave Air & Space Port

## Check Register - Standard

Page: 1 of 5  
 Report: 03630.rpt  
 Company: EKAD

Periods: 06-17 Through 08-17 As of: 12/29/2016

Check Nbr: 35  
 Check Type: 35  
 Vendor ID: Vendor Name: To Post Closed: Ref Nbr: Doc Type: Invoice Number: Invoice Date: Discount Taken: Amount Paid: 112,356.42

| Check Type         | Count     | Amount Paid       |
|--------------------|-----------|-------------------|
| Regular            | 35        | 112,356.42        |
| 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              |
| <b>Total:</b>      | <b>35</b> | <b>112,356.42</b> |

Company Disc Total: 0.00      Company Total: 112,356.42

**EFT'S**

|                   |          |                  |
|-------------------|----------|------------------|
| AV Fuel           | 1/3/17   | 1,505.00         |
| AV Fuel           | 1/3/17   | 698.76           |
| AV Fuel           | 1/3/17   | 37.63            |
| AV Fuel           | 1/5/17   | 16,602.35        |
| AV Fuel           | 1/6/17   | 10,716.43        |
| AV Fuel           | 1/6/17   | 20,547.82        |
| Security Benefits | 12/30/16 | 3,132.20         |
| State BOE         | 12/30/16 | 6,932.00         |
| <b>Total EFT</b>  |          | <b>60,172.19</b> |

**CEO Total Approved 172,528.61**

**MOJAVE**  
**AIR AND SPACE PORT**  
**STAFF MEMORANDUM**

**TO:** Board of Directors  
**FROM:** Karina Drees, GM  
**SUBJECT:** Budget Revision for Discussion  
**MEETING DATE:** January 17, 2017

---

**Background:**

The attached budget data is for discussion with the hope we can approach the Board February 7 for a budget revision to approve. We have sold more fuel than anticipated and expect \$400K in additional operating profit by the end of the fiscal year. We do not anticipate many changes to expenses, but have the following requests:

- Hire one additional maintenance man before July 1, 2017
- Adjust employee benefits, which were significantly underestimated in the original budget due to higher participation and higher costs

In addition to the above adjustments to the fiscal budget, we request utilizing cash reserves for the following:

- Allocate \$700K to property investment
- Allocate \$300K to OPEB set-aside

**Impacts:**

Fiscal: Net increase of \$25K in operating budget. Net decrease of \$760K in cash reserves  
Environmental: None  
Legal: None

**Recommended Action:**

Provide feedback to staff to revise the FY 16-17 budget. We will resubmit the final document to the Board for approval on February 7.

|  | <b>Actual<br/>to Date</b> | <b>Approved<br/>Budget</b> | <b>Revised<br/>Budget</b> |
|--|---------------------------|----------------------------|---------------------------|
| <b>Operating revenue</b>               |                           |                            |                           |
| <b>Fuel sales &amp; services</b>       |                           |                            |                           |
| Fuel Sales                             | \$ 1,695,347              | \$ 1,577,921               | \$ 2,543,021              |
| Fuel Services                          | 31,089                    | 38,262                     | 46,634                    |
| <b>Fuel sales &amp; services total</b> | <b>1,726,436</b>          | <b>1,616,183</b>           | <b>2,589,654</b>          |
| <b>Rents &amp; leases</b>              |                           |                            |                           |
| Rents & Leases-Bldgs                   | 961,458                   | 1,868,945                  | 1,922,916                 |
| Rents & Leases-Ground                  | 1,197,692                 | 2,325,252                  | 2,395,384                 |
| Rents & Leases-Hangars                 | 174,485                   | 347,546                    | 348,970                   |
| Rents & Leases-Terminal Bldg           | 12,257                    | 22,258                     | 24,514                    |
| <b>Rents &amp; leases total</b>        | <b>2,345,892</b>          | <b>4,564,001</b>           | <b>4,691,784</b>          |
| <b>Airport services</b>                |                           |                            |                           |
| Rental Security                        | 112,682                   | 219,485                    | 225,364                   |
| Location Access Fees                   | 40,381                    | 185,000                    | 80,762                    |
| Equipment Rental                       | 5,174                     | 50,000                     | 10,348                    |
| Event Center Rental Fees               | 9,167                     | 50,400                     | 18,334                    |
| Fire Dept Reimbursement                | 11,697                    | 35,104                     | 23,394                    |
| Security Reimbursement                 | 10,736                    | 20,248                     | 21,472                    |
| Tower Reimbursement                    | 10,894                    | 17,271                     | 21,788                    |
| Aircraft Storage Fees                  | 6,538                     | 16,372                     | 13,076                    |
| Other Airport Services                 | 3,000                     | 2,733                      | 6,000                     |
| <b>Airport services total</b>          | <b>210,269</b>            | <b>596,613</b>             | <b>420,538</b>            |
| <b>Other revenue</b>                   |                           |                            |                           |
| Interest Income                        | 13,998                    | 21,137                     | 27,996                    |
| Finance Charge-Past Due Accts          | 3,846                     | 6,592                      | 7,692                     |
| Gift Shop Sales                        | 2,653                     | 5,599                      | 5,306                     |
| Other Revenue                          | 23,791                    | 80,000                     | 47,582                    |
| <b>Other revenue total</b>             | <b>44,288</b>             | <b>113,328</b>             | <b>88,576</b>             |
| <b>Total operating revenue</b>         | <b>4,326,885</b>          | <b>6,890,125</b>           | <b>7,790,552</b>          |
| <br>                                   |                           |                            |                           |
| <b>Cost of goods sold</b>              |                           |                            |                           |
| Cost of Fuel                           | 882,932                   | 840,415                    | 1,324,398                 |
| Cost of Merchandise                    | 2,386                     | 3,415                      | 4,772                     |
| <b>Total cost of goods sold</b>        | <b>885,318</b>            | <b>843,830</b>             | <b>1,329,170</b>          |
| <b>Operating profit</b>                | <b>3,441,567</b>          | <b>6,046,295</b>           | <b>6,461,382</b>          |
| <br>                                   |                           |                            |                           |
| <b>Operating expense</b>               |                           |                            |                           |
| <b>Operations</b>                      |                           |                            |                           |
| <b>Operations personnel</b>            |                           |                            |                           |
| Salaries                               | 166,839                   | 324,019                    | 333,678                   |
| Bonus Pool                             | -                         | 11,451                     | -                         |
| Statutory Benefits                     | 18,674                    | 49,425                     | 37,348                    |
| Employee Benefits                      | 104,773                   | 234,830                    | 205,000                   |
| <b>Operations personnel total</b>      | <b>290,286</b>            | <b>619,725</b>             | <b>576,026</b>            |
| <b>Other operations expenses</b>       |                           |                            |                           |

|  |                |                  |                  |
|--|----------------|------------------|------------------|
| Prof. Services-Security                | 140,931        | 304,131          | 304,131          |
| Prof. Services-Tower Operators         | 121,087        | 218,741          | 218,741          |
| Prof. Services-Engineer                | 37,322         | 100,000          | 100,000          |
| Prof. Services-Environmental           | -              | 20,000           | 20,000           |
| Prof. Services-Construction Mgmt       | 15,644         | 75,000           | 75,000           |
| Other Outside Services                 | 57,933         | 150,000          | 150,000          |
| Other Expense                          | 6,554          | 20,000           | 20,000           |
| <b>Other operations expenses total</b> | <b>379,471</b> | <b>887,872</b>   | <b>887,872</b>   |
| <b>Operations total</b>                | <b>669,757</b> | <b>1,507,597</b> | <b>1,463,898</b> |

## Maintenance

### Maintenance personnel

|                                    |                |                |                |
|------------------------------------|----------------|----------------|----------------|
| Salaries                           | 209,318        | 455,297        | 443,636        |
| Bonus Pool                         | -              | 7,787          | -              |
| Statutory Benefits                 | 22,145         | 25,651         | 44,290         |
| Employee Benefits                  | 189,912        | 185,234        | 320,000        |
| <b>Maintenance personnel total</b> | <b>421,375</b> | <b>673,969</b> | <b>807,926</b> |

### Repairs & maintenance

|  |                |                |                |
|--|----------------|----------------|----------------|
| Repairs & Maintenance-Auto             | 5,200          | 15,000         | 10,400         |
| Repairs & Maintenance-Bldg & Grounds   | 218,671        | 480,000        | 480,000        |
| Repairs & Maintenance                  | 1,749          | 20,000         | 20,000         |
| Repairs & Maintenance-Equipment        | 61,135         | 120,000        | 122,270        |
| Tools                                  | 1,014          | 5,000          | 5,000          |
| <b>Repairs &amp; maintenance total</b> | <b>287,769</b> | <b>640,000</b> | <b>637,670</b> |

### Other maintenance expenses

|   |               |               |                |
|---|---------------|---------------|----------------|
| Auto/Equipment Fuel                     | 17,125        | 35,000        | 35,000         |
| Permits & Fees                          | 12,424        | 20,000        | 24,848         |
| Rents & Leases                          | 25,063        | 20,000        | 50,072         |
| <b>Other maintenance expenses total</b> | <b>54,612</b> | <b>75,000</b> | <b>109,920</b> |

## Maintenance total

|                |                  |                  |
|----------------|------------------|------------------|
| <b>763,756</b> | <b>1,388,969</b> | <b>1,555,516</b> |
|----------------|------------------|------------------|

## General & administrative

### G&A personnel

|                                |                |                  |                  |
|--------------------------------|----------------|------------------|------------------|
| Salaries                       | 336,962        | 673,124          | 673,924          |
| Bonus Pool                     | -              | 135,728          | 95,000           |
| Statutory Benefits             | 22,074         | 28,604           | 44,148           |
| Employee Benefits              | 385,051        | 396,337          | 675,000          |
| <b>G&amp;A personnel total</b> | <b>744,087</b> | <b>1,233,793</b> | <b>1,488,072</b> |

### Telephone & utilities

|  |                |                |                |
|--|----------------|----------------|----------------|
| Telephone - Communications             | 29,701         | 70,000         | 59,404         |
| Utilities-Electric                     | 60,023         | 142,288        | 142,288        |
| Utilities-Gas                          | 1,771          | 10,000         | 3,542          |
| Utilities-Refuse                       | 10,736         | 20,000         | 20,102         |
| Utilities-Water                        | 62,086         | 130,000        | 124,172        |
| <b>Telephone &amp; utilities total</b> | <b>164,317</b> | <b>372,288</b> | <b>349,508</b> |

### Other G&A expense

|           |   |        |        |
|-----------|---|--------|--------|
| Bad Debts | - | 20,000 | 20,000 |
|-----------|---|--------|--------|



|  |                  |                  |                  |
|--|------------------|------------------|------------------|
| Dues & Subscriptions   | 11,747           | 50,000           | 50,000           |
| Office   | 62,070           | 61,500           | 123,044          |
| Small Equipment/Software   | 18,274           | 90,000           | 80,000           |
| Employee Training  | 4,110            | 45,000           | 30,000           |
| Events   | 4,996            | 20,000           | 20,000           |
| Hangar 79 Lease Agreement  | 77,070           | 180,000          | 180,000          |
| Insurance  | 224,739          | 360,000          | 360,000          |
| Outside Services-Consulting  | 89,810           | 150,000          | 150,000          |
| Prof. Services-Auditors  | 25,000           | 35,000           | 35,000           |
| Prof. Services-Legal   | 36,550           | 125,000          | 150,000          |
| Travel, Meals & Lodging  | 12,449           | 55,000           | 40,000           |
| Tuition Assistance Program   | 2,952            | 30,000           | 20,000           |
| Uniforms   | 3,006            | 7,500            | 7,500            |
| <b>Other G&amp;A expense total</b>   | <b>572,773</b>   | <b>1,229,000</b> | <b>1,265,544</b> |
| <b>General &amp; administrative total</b>                                  | <b>1,481,177</b> | <b>2,835,081</b> | <b>3,103,124</b> |
| <b>Marketing</b>   |                  |                  |                  |
| Promotional Items  | 256              | 10,000           | 5,000            |
| Sponsorships   | 7,250            | 45,000           | 35,000           |
| Advertising  | 915              | 25,000           | 1,830            |
| Marketing-Other  | -                | 32,148           | 70,000           |
| <b>Marketing total</b>   | <b>8,421</b>     | <b>112,148</b>   | <b>111,830</b>   |
| <b>Operating expense total</b>   | <b>2,923,111</b> | <b>5,843,795</b> | <b>6,234,368</b> |
| <b>Excess (deficit) of op revenue over op exp</b>                          | <b>518,456</b>   | <b>202,500</b>   | <b>227,014</b>   |
| <b>Non-operating revenue and expense</b>                                   |                  |                  |                  |
| <b>Non-operating revenue</b>   |                  |                  |                  |
| KC Taxes   | 336,163          | 660,000          | 672,326          |
| Federal/State Grants   | 142,848          | 300,000          | 142,848          |
| <b>Non-operating revenue Total</b>   | <b>479,011</b>   | <b>960,000</b>   | <b>815,174</b>   |
| <b>Non-operating expense</b>   |                  |                  |                  |
| California City Grant  | 50,000           | 50,000           | 50,000           |
| <b>Non-operating Expense Total</b>   | <b>50,000</b>    | <b>50,000</b>    | <b>50,000</b>    |
| <b>Excess (deficit) of non-op revenue over non-op exp</b>                  | <b>429,011</b>   | <b>910,000</b>   | <b>765,174</b>   |
| <b>Excess (deficit) of total revenue over total expense</b>                | <b>947,467</b>   | <b>1,112,500</b> | <b>992,188</b>   |
| <b>Cash balance - beginning</b>  | <b>7,841,238</b> | <b>7,841,238</b> | <b>7,841,238</b> |
| <b>Accrual basis to cash basis difference</b>                              | <b>(620,184)</b> | <b>-</b>         | <b>-</b>         |
| <b>Cash balance after excess (deficit) of total revenue over total exp</b> | <b>8,168,521</b> | <b>8,953,738</b> | <b>8,833,426</b> |
| <b>Capital expenditure plan</b>  |                  |                  |                  |
| FAA Project  | 120,324          | 330,000          | 120,324          |
| Equipment  | 146,934          | 257,500          | 257,500          |

|  |                     |                     |                     |
|--|---------------------|---------------------|---------------------|
| Infrastructure Projects                            | 91,269              | 325,000             | 325,000             |
| Tenant Retention Projects                          | 10,899              | 200,000             | 50,000              |
| Property Investments                               | 144,193             | -                   | 700,000             |
| OPEB Liability                                     |                     |                     | 300,000             |
| <b>Capital expenditure plan total</b>              | <b>513,619</b>      | <b>1,112,500</b>    | <b>1,752,824</b>    |
| <b>Cash balance after capital expenditure plan</b> | <b>\$ 7,654,902</b> | <b>\$ 7,841,238</b> | <b>\$ 7,080,602</b> |

## Mojave Air & Space Port

### 5-Year Cash Reserves Spending Plan

|                                       | FY16-17             | FY17-18             | FY18-19             | FY19-20             | FY20-21             | Total             |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| Beginning Cash Balance                | \$ 7,841,000        | \$ 6,858,500        | \$ 4,851,000        | \$ 2,501,000        | \$ 2,176,000        |                   |
| Excess of total revenue over expenses | 800,000             | 800,000             | 1,000,000           | 1,000,000           | 1,000,000           |                   |
| Total Cash Available for Expenditures | 8,641,000           | 7,658,500           | 5,851,000           | 3,501,000           | 3,176,000           |                   |
| <b>Airport Improvements</b>           |                     |                     |                     |                     |                     |                   |
| FAA Projects, net of grants           |                     |                     |                     |                     |                     |                   |
| Electrical rehab                      |                     | 27,500              |                     |                     |                     | 27,500            |
| Bravo extension                       |                     |                     | 175,000             |                     |                     | 175,000           |
| Charlie rehab                         |                     |                     |                     |                     | 1,200,000           | 1,200,000         |
| <b>Infrastructure Projects</b>        |                     |                     |                     |                     |                     |                   |
| Complete pressure reducing station    | 150,000             |                     |                     |                     |                     | 150,000           |
| Road improvements                     | 100,000             | 2,000,000           | 1,000,000           |                     |                     | 3,100,000         |
| Solar street lights                   | 50,000              | 50,000              |                     |                     |                     | 100,000           |
| Sidewalks                             |                     |                     | 100,000             |                     | 100,000             | 200,000           |
| Oleanders/sage                        | 25,000              | 30,000              |                     |                     |                     | 55,000            |
| Rail upgrade, net                     |                     |                     | 150,000             |                     |                     | 150,000           |
| <b>Property Investments</b>           |                     |                     |                     |                     |                     |                   |
| Building/Land Purchases               | 700,000             | 250,000             | 100,000             | 100,000             | 100,000             | 1,250,000         |
| Building Renovations                  | 200,000             | 100,000             | 50,000              | 50,000              | 50,000              | 450,000           |
| <b>New Construction</b>               |                     |                     |                     |                     |                     |                   |
| Hangar build, net                     |                     |                     |                     | 1,000,000           |                     | 1,000,000         |
| Day care center                       |                     |                     | 1,000,000           |                     |                     | 1,000,000         |
| Restaurant expansion                  |                     |                     | 200,000             |                     |                     | 200,000           |
| <b>Capital Equipment</b>              |                     |                     |                     |                     |                     |                   |
| Vehicles/heavy equipment              | 140,000             | 50,000              | 400,000             |                     |                     | 590,000           |
| Other equipment                       | 117,500             | 50,000              | 25,000              | 25,000              | 25,000              | 242,500           |
| OPEB Liability                        | 300,000             | 250,000             | 150,000             | 150,000             | 150,000             | 1,000,000         |
| <b>Total Capital Expenditures</b>     | <b>1,782,500</b>    | <b>2,807,500</b>    | <b>3,350,000</b>    | <b>1,325,000</b>    | <b>1,625,000</b>    | <b>10,890,000</b> |
| <b>Ending Cash Balance</b>            | <b>\$ 6,858,500</b> | <b>\$ 4,851,000</b> | <b>\$ 2,501,000</b> | <b>\$ 2,176,000</b> | <b>\$ 1,551,000</b> |                   |