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JAN 18 2024

Jean Kacynski
DuPage County Clerk



2024

DUPAGE AIRPORT AUTHORITY
FOR THE FISCAL YEAR OF 2024

WEST CHICAGO, ILLINOIS

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DUPAGE AIRPORT AUTHORITY

Fiscal Year 2024 Operating and Capital Improvements Plan

For the period January 1, 2024 - December 31, 2024

DuPage Airport Authority
West Chicago, IL

Board of Commissioners

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DUPAGE AIRPORT AUTHORITY

January 17, 2024

Board of Commissioners
DuPage Airport Authority
2700 International Drive, Suite 200
West Chicago, IL 60185

FILED
JAN 18 2024
Jan Kaczmarek
DuPage County Clerk

Honorable Commissioners:

We respectfully present for your consideration the 2024 DuPage Airport Authority Operating and Capital Improvements Budget for the fiscal year beginning January 1, 2024, and ending December 31, 2024. The Authority oversees three main areas of operation: the DuPage Airport, the DuPage Flight Center, and the Prairie Landing Golf Club.

The proposed FY2024 Budget includes plans and resources to promote the Authority's strategic goals to:

- Operate a safe, secure, and efficient airport.
- Attract and retain quality aviation, business, and office tenants.
- Provide exceptional service and care for based and transient customers.
- Offer award-winning recreational and hospitality services.
- Advance the Authority's long-term Master Plan of continually improving infrastructure and service.
- Promote the business park as an economic engine for West Chicago and DuPage County.

Preparation of the annual budget began in June with staff review and development of the Capital Improvement Plans. The budget process continued in July with departmental Operating Budget requests. Throughout August and September, the proposed Operating and Capital Budgets were refined by department managers and directors, followed by a thorough review and analysis of overall projections by the Executive Director. After this review, the proposed Budget was distributed to the Finance Committee on November 3, 2023, for review before the formal presentation to the full Board of Commissioners on November 15, 2023, and the Board's approval of the Budget and Appropriation Ordinance on January 17, 2024. Upon final approval by the Board, the Budget and Tax Levy Ordinance documents will be filed with the DuPage County Clerk.

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to DuPage Airport Authority, Illinois, for its Annual Budget for the fiscal year beginning January 1, 2023. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

The official FY2024 Budget will be the Authority's seventh consecutive budget submission to the GFOA. Implementing GFOA recommendations helps provide greater understanding of the Authority's financial condition and the long-range implications of its proposed Budget.

We thank all the staff of the Authority for their contributions and help with shaping the FY2024 Budget.

Sincerely,



Patrick Hoard
Director of Finance



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**DuPage Airport Authority
Illinois**

For the Triennium Beginning

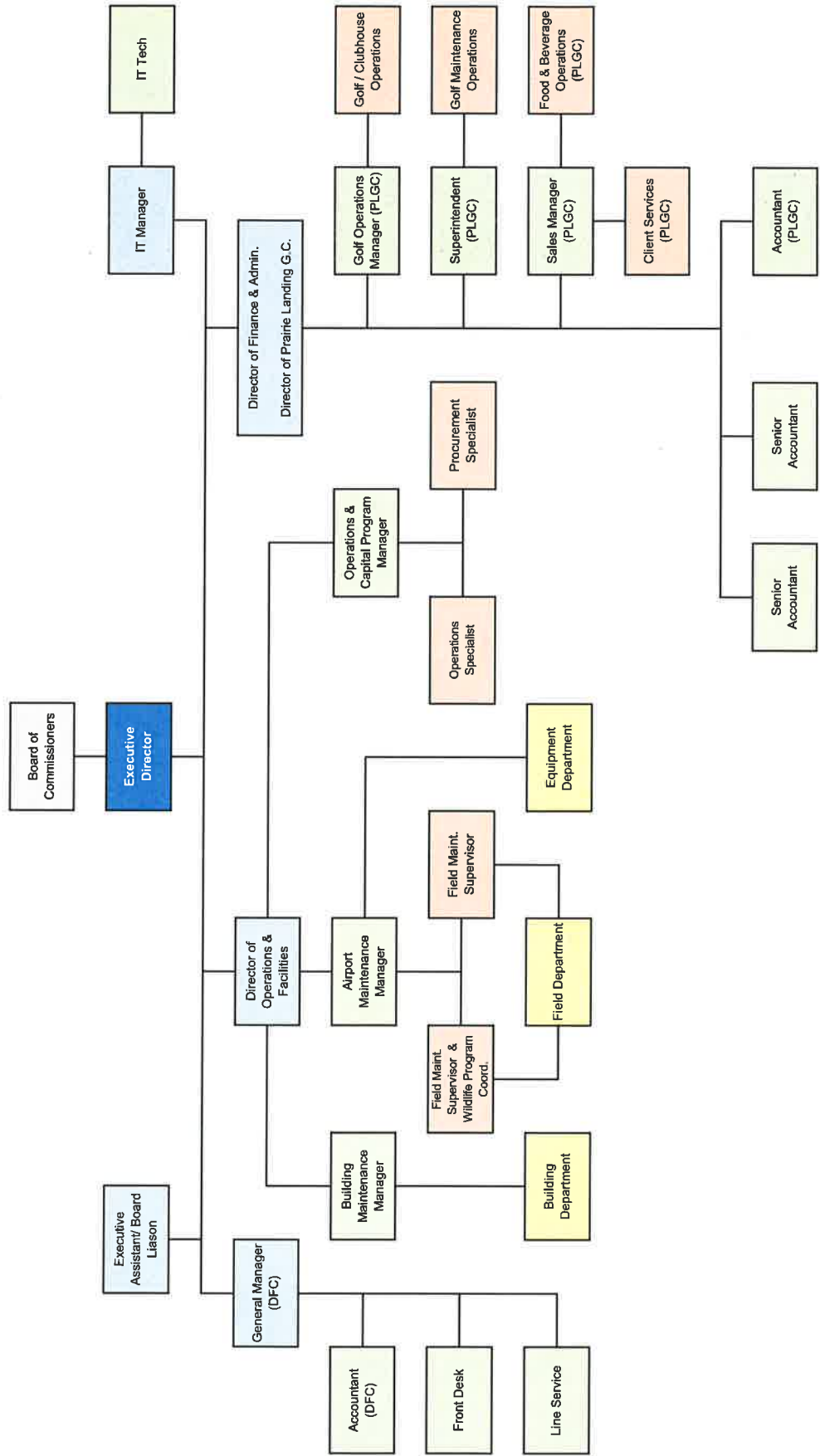
January 01, 2023

Christopher P. Morill

Executive Director



ORGANIZATIONAL CHART



**DUPAGE AIRPORT AUTHORITY
WEST CHICAGO, ILLINOIS**

**SCHEDULE OF FULL-TIME EQUIVALENT EMPLOYEES BY DEPARTMENT
For the Budget Year Ending December 31, 2024**

DEPARTMENT	FY2022 Final	FY2023 Budget	FY2024 Budget	2024 vs. 2023
AIRPORT AUTHORITY				
DAA Commissioners	9	9	9	0
Administration	5	6	5	-1
Procurement/Project Mgmt.	3	3	3	0
Field Maintenance	9	9	9	0
Buildings Maintenance	5	5	5	0
Equipment Maintenance	2	3	3	0
Marketing	0	0	0	0
Finance	2	2	2	0
TOTAL AIRPORT AUTHORITY	35	37	36	-1
FLIGHT CENTER				
Line Service	16	16	16	0
Counter	3	5	5	0
Accounting	1	1	1	0
TOTAL FLIGHT CENTER	20	22	22	0
GOLF COURSE				
Food, Beverage, Banquets	3	5	7	2
Administration/Accounting	2	2	2	0
Golf Operations	1	2	1	-1
Maintenance	4	5	5	0
TOTAL GOLF COURSE	10	14	15	1
GRAND TOTAL	65	73	73	0

Notes on Staffing Changes:

The above are full time HC plus Commissioners. The golf course hires many seasonal and/or part time employees as conditions warrant. Airport Admin also has 1 part time IT tech.

STRATEGIC GOALS

We have identified several goals and corresponding metrics to help achieve the strategic goals outlined in our transmittal letter. They are as follows:

Entity Wide Goals

- A new strategic goal that the Airport will implement in 2024 is an entity wide training plan. This plan will be developed and centrally managed. The plan will encompass both internal and external training and will include organization-wide training, group training and individual training as appropriate.
- Employee Turnover - We strive to have a happy, healthy, and rewarding work environment. While people may leave a job at the Authority for various reasons, we strive to keep our turnover rate low.
- Green Initiative – We will be developing a goal centered around our green initiative. This goal will include items such as continuing to make our facilities more efficient, identifying possible use of solar generation and/or locations for solar farm development, and supporting the movement to Sustainable Aviation Fuel (SAF).

DuPage Airport and Flight Center Goals

- The Authority prides itself on being able to keep our airport fully operational no matter what the weather or circumstances, allowing our customers to operate efficiently in a safe and secure manner.
- Occupancy rate. As a public entity, we strive to maximize the efficiency of which we use our assets. While we continue to grow our occupancy capacity, we always strive to have a robust occupancy rate. This requires servicing more customers and generating more income for the airport and economic benefits for the County and region.
- Annual Airport Operations. The prior two goals feed into our annual operations goals. Annual airport operations are the number of takeoffs and landings at DuPage Airport. Operations data is tracked and disseminated by the Federal Aviation Administration.
- Fuel Sales. The Authority receives a large portion of our revenue from fuel sales through the DuPage Flight Center operation. While increased occupancy and operations positively impact on this revenue, there are other factors we need to manage to increase fuel sales. Fuel pricing must be competitive in the Chicagoland market along with amenities and infrastructure provided to support the needs of the customer.

Prairie Landing Golf Club Goals

- Number of Golf Rounds - We are a public course and strive to make our course a recreational destination for both our local community and the entire region. Prairie Landing is ranked as one of the best public golf courses in the State and the nation. We offer value-added membership programs, daily play, and outings. We track how many rounds of golf are played each year in several categories as this helps us gauge success

of the programs and public interest in the marketplace, in turn, helping us positively impact profitability.

- Food and Beverage (F&B) Gross Margin - We have multiple F&B channels at Prairie Landing. We have a Pub, halfway-house for golfers, beverage carts and banquet facility. Our goal is to provide quality casual dining experiences on a day-to-day basis, and tailor our offerings for larger events and special occasions, all while maintaining a profitable business model. One way to achieve this is to control costs, price our products correctly, and reduce waste. Therefore, we measure our F&B Gross Margin (Sales less Cost of Goods Sold)
- Number of Events - We offer a wide variety of events at Prairie Landing. These events include golf outings, Holiday parties, Mother's Day and Easter brunch, weddings, banquets, business meetings, special dinners, etc. The more of these events hosted allows us to serve customers that may not have come to Prairie Landing previously and hopefully drive more events or golf play in the future. These events also allow us to fully utilize our staff and facilities to generate income.
- Decrease hours of overtime-We strive to manage the employee hours at Prairie Landing to limit overtime. However, due to staffing limitations in the past this has been an issue. The goal is to make Prairie Landing full staffed to help accommodate this.

Goal	Organization	Actual 2022	Projected 2023	Plan 2024
Training	Entity Wide	New Goal for 2024		95%
Employee Turnover	Entity Wide	15%	13%	10%
Airport Closures	DAA & DFC	0	0	0
Hangar & Tie down Occupancy Rate	DAA & DFC	82.9%	86.0%	87.0%
Annual Operations (in thousands)	DAA & DFC	117.7	132.8	133.0
Fuel Sales (Gallons in millions)	DFC	3.11	2.86	2.80
Golf Rounds (in thousands)	PLGC	25.9	28.0	26.0
F&B Gross Margin %	PLGC	67.8%	70.73%	68.75%
Number of Events	PLGC	128	120	125
Hours of Overtime	PLGC	1,436	1,919	1,500

FINANCIAL POLICIES

The budget process and format shall be performance based and focused on goals, objectives and performance indicators.

Basis of Accounting

The Authority uses fund accounting to report on its financial position and the results of its operations. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Authority, like other local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. A fund is a separate accounting entity with a self-balancing set of accounts.

Proprietary funds are used to account for activities similar to those found in the private sector, where the determination of net income is necessary or useful to sound financial administration. The Authority uses one enterprise fund to account for these activities which include providing goods and services to outside parties. The Authority currently has three divisions within a single enterprise fund in order to appropriately account for its daily activities (DuPage Airport, DuPage Flight Center, and Prairie Landing Golf Club).

The accounting policies for the Authority conform to GAAP applicable to proprietary funds of governmental units. The financial records of the Authority are maintained by utilizing the accrual basis of accounting. Under this method, revenues are recorded when earned, and expenses are recorded when the liability is incurred, or economic asset used.

Basis of Budgeting

The Authority's basis of budgeting is accrual; the same as its basis of accounting. The budget is created using a balanced approach whereby the Authority staff estimates all revenues and expenditures, including depreciation, based on historical trends and anticipated future results and aims to achieve at minimum a balanced net operating profit. Management's control of the budget is maintained at the department level. It is the responsibility of each department to administer its operations in such a manner as to ensure that the use of funds is consistent with the goals and programs authorized by the Board of Commissioners.

The Authority's definition of a balanced budget is one in which revenues and other resources equal or exceed expenditures and other uses. A balanced budget is an integral part of maintaining the Authority's financial integrity. Strategies employed to attain this balance include cost reductions, personnel and service efficiencies, and increasing fees to match related expenses.

Operating Revenues and Expenses

The Authority distinguishes operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services in connection with the Authority's operations. The principal operating revenues of the Authority are fuels sales, lease revenues, and golf, grill, and banquet revenues from Prairie Landing Golf Club. Operating expenses for the Authority include cost of sales and services, and general and administrative

expenses. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

Cash, Cash Equivalents and Investments

The Authority considers all highly-liquid investments (including short-term investments) with maturity of three months or less when purchased to be cash equivalents.

Investments with a maturity of less than one year when purchased, non-negotiable certificates of deposit, and other nonparticipating investments are stated at cost or amortized cost. Investments with a maturity greater than one year when purchased and all investments of the pension trust funds are stated at fair value. Fair value is the price that would be received to sell an asset or paid to transfer the liability in an orderly transaction between market participants at the measurement date.

Custodial Credit Risk – Deposits: Custodial credit risk is the risk that in the event of bank failure, the

Authority's deposits may not be returned to it. The Authority's investment policy requires pledging of collateral for all bank balances in excess of depository insurance, at an amount not less than 110% of the fair market value of the funds secured, with the collateral held by the Authority, an independent third party, or the Federal Reserve Bank in the Authority's name.

Credit Risk: The Authority may invest in public funds in certain types of security as allowed by the Public Funds Investment Act, 30 ILCS 235 et seq. Allowed investments are: insured commercial banks, savings and loan institutions, obligations of the U.S. Treasury and U.S. agencies, insured credit union shares, money market funds with portfolios of securities issued or guaranteed by the United States Government or agreements to repurchase these same obligations, repurchase agreements, short-term commercial paper rated with the three highest classifications by at least two standard rating services, and Illinois Funds.

Custodial Credit Risk – Investments: For an investment, custodial credit risk is the risk that, in the event of the failure of the counterparty to the investment, the Authority will not be able to recover the value of its investments that are in the possession of an outside party. To limit its exposure, the Authority's investment policy requires all security transactions that are exposed to custodial credit risk to be processed on a delivery versus payment (DVP) basis with the underlying investments held by a third party acting as the Authority's agent separate from where the investment was purchased.

Concentration of Credit Risk – Investments: The Authority's investment policy specifies the following preferred asset allocations by investment type:

Cash and equivalents	5%
U.S. Treasury Securities/U.S. agency Securities	95%

Interest Rate Risk: Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. The Authority limits its exposure to interest rate risk by structuring the portfolio so that securities mature to meet cash requirements. Unless matched to a specific cash flow, the Authority does not directly invest in securities maturing more than ten years from the date of purchase. The maturity/modified duration of the portfolio will be maintained at approximately three years and will range from two to seven years.

Accounts Receivable

Accounts receivable includes amounts due from Authority tenants as well as amounts due from the federal and state governments for grants. The amount shown is reduced by an estimated reserve for uncollectible accounts.

Taxes Receivable

Taxes receivable include taxes levied in the current fiscal year that will be paid in the following fiscal year. The balance is fully deferred at year-end because the tax levy will be used to fund expenses of the following year.

Designated/Restricted Assets

Designated assets include all deposits and receivables that the board has designated for certain purposes. The board has designated that revenues received from property tax revenues are to only be used for:

- Capital Assets – Any purchase or project which qualifies as a Capital asset per the Authority's Capital policy
- Major Maintenance – Any significant maintenance needed to be done on existing Capital assets that do not add to the value or service capacity of the asset or materially extend the assets useful life.
- Other – Any other project that is approved as part of the budgeting process that may not qualify as a Capital Asset per the Authority's Capital policy but is deemed significant enough in expense and scope to be included.

Restricted assets are funds derived from the sale of land. Any gains from land sales are to only be used for aviation purposes.

Inventories

Inventories are valued at the lower of cost or market using the first-in/first-out (FIFO) method. Inventories are accounted for using the consumption method.

Prepaid Expenses

Payments made to vendors for services that will benefit future periods are recorded as prepaid expenses.

Capital Assets

An accounting and inventory of all capital assets is maintained to ensure proper accounting control resulting in accurate financial reports. All individual items with a cost in excess of \$5,000 that provide more than one year of economic benefit are capitalized. Depreciation is calculated by the straight-line method using the useful lives of the assets as classified below:

<u>Assets</u>	<u>Years</u>
Buildings	35
Building Improvements	10-20
Land Improvements	10-20
Equipment and Vehicles	3-10
Runways, Ramps, and Parking Lots	20
Office and Other Equipment	3-8

Routine maintenance and repairs are expensed as incurred. Significant betterment and improvements are capitalized and depreciated over their estimated useful lives.

Compensated Absences

The Authority accrues vacation and sick pay benefits as earned by its employees.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets, deferred outflows of resources, liabilities, deferred inflows of resources, disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenditures/expenses during the reporting period. Actual results could differ from those estimates.

Net Position

In the government-wide financial statements, restricted net position is legally restricted by outside parties for a specific purpose. Net investment in capital assets represents the book value of capital assets less any outstanding long-term debt issued to acquire or construct the capital assets.

None of the restricted net position results from enabling legislation adopted by the Authority. The Authority's flow of funds assumption prescribes that the funds with the highest level of constraint are expended first. If restricted or unrestricted funds are available for spending, the restricted funds are spent first.

Tax Rate

The Authority has levied the same amount since 2012 (\$5,976,024). We plan to levy the same tax amount for the Fiscal Year 2024.

Risk Management

The Authority is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; illnesses of employees; and natural disasters. These risks are covered by commercial insurance purchased from independent third parties.

Rates & Charges

The Authority periodically approves a Rates & Charges Policy by resolution. The charges incorporated therein are determined by examining costs associated with the revenue stream. Rates & Charges are reviewed and amended periodically. Rates and Charges are based on a combination of both residual and compensatory methods.

Internal Controls

The Authority's internal control structure is an important and integral part of its entire accounting system. The current structure in place is designed to provide reasonable, but not absolute, assurance that:

- 1) Assets are safeguarded against loss from unauthorized use or disposition;
- 2) Transactions are executed in accordance with management's authorization;
- 3) Financial records are reliable for preparing financial statements and maintaining accountability for assets;
- 4) There is compliance with applicable laws and regulations; and
- 5) There is effectiveness and efficiency of operations.

The concept of reasonable assurance recognizes that the cost of control should not exceed the benefits that are likely to be derived from them, and that the evaluation of cost and benefits requires estimates and judgment by management.

Budget Document

Budgeting serves as an important management tool to plan, control and evaluate the operations of the Authority. The budget has been prepared in accordance with the standards set forth by the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award Program to fully disclose the financial operations of the Authority. Upon successful review and approval, this budget will be submitted to the GFOA for their consideration of this prestigious award. This will be the sixth time that the Authority has submitted its budget for consideration for this award.

The budget will be balanced with current revenues equal to or greater than current expenditures.

Budget Process

Budget Adoption: The Authority's budget is adopted by ordinance to comply with the provisions of State of Illinois Statute 70 ILCS 5/13, which requires a governing body to approve a budget within or before the first quarter of the fiscal year. In accordance with that same statute, the budget serves as the annual appropriations ordinance. The statute further requires that the County Board Chairman be presented with the approved ordinance as he has the power to veto or reduce any line item in the ordinance. The budget is prepared on an accrual basis, whereby all revenues and expenses are recognized in the period earned or incurred.

Budget Calendar: State law requires a tentative budget and appropriation ordinance be made conveniently available for public inspection at least thirty (30) days prior to final action thereon. Further, at least one (1) public hearing must be held prior to budget adoption and notice of this public hearing must be published in a newspaper at least thirty (30) days prior to the time of such hearing. The tentative schedule for this process is as follows:

Nov. 17, 2023 Approve Tentative Budget and Appropriation Ordinance
Dec. 01, 2023 Submit to DuPage County Board Chairman
Dec. 01, 2023 File available for public inspection
Dec. 01, 2023 Notice of Public Hearing to be published
Jan. 08, 2024 Public hearing to be held
Jan. 17, 2024 Budget and Appropriation Ordinance to be adopted

The departmental heads begin creating draft operating and capital budgets in June each year. The Executive and Finance Directors review the budgets, and there are multiple iterations over the next couple months. In October, the Executive Director and staff meet with the Finance Committee to perform a detailed review of the proposed budget that will be presented to the full Board in November.

Budget Amendment: The Budget is amended only upon the occurrence of an extraordinary event, as deemed by the Executive Director, with concurrence by a majority of the Board of Commissioners and then only if funds are available.

Budget Monitoring: The independent monitoring of the budget continues throughout the fiscal year for management control purposes. Monthly financial statements comparing to budget are presented to all Senior Staff and Board Members for review. In addition, there is a review and discussion of financials at every board meeting during the year.

2024 BUDGET TIMELINE

2024 Capital Plan

- 06/30/23 (Friday) –2023 YTD Capital Forecast complete
- 07/12/23 (Wednesday) – Distribute 2023 YTD Capital Forecast and 2024 Capital Plan templates
- 08/18/23 (Friday) – All 2023 Fcst & 2024 Capital/Major Maintenance budget requests returned to Accounting
- 09/08/22 (Friday) - 2024 Capital Plan 1st Pass Review
- 09/29/23 (Friday) – 2024 Capital Plan revisions, Adjustments, Additions returned to Accounting
- 10/06/23 (Friday) - 2024 Capital Plan 2nd Pass Review
- 10/13/23 (Friday) - 2024 Capital Plan finalized

2023 Operating Forecast

- 07/14/23 (Friday) - 2023 Operating Forecast templates distributed
- 07/27/23 (Thursday) - 2023 Operating Forecasts returned to Accounting
- 08/8/23 (Tuesday) – Review of 2023 Operating Forecasts with Managers

2023 & 2024 Strategic Goals

- 06/23/23 (Friday) – 2023 Strategic Goals to be distributed and reviewed
- 07/17/23 (Monday) - Strategic Goals 2024 Plan to be returned to Accounting
- 08/30/23 (Wednesday) – Forecast 2023 Goals & 2024 Planned Goals quantified returned to Accounting
- 09/14/23 (Thursday) - 2024 Strategic Goals 1st Pass Review with managers
- 10/03/23 (Tuesday) - 2024 Strategic Goals 2nd Pass returned to Accounting
- 10/10/23 (Tuesday) - 2024 Strategic Goals 2nd Pass Review

2024 Operating Plan

- 06/23/23 (Friday) – Department summaries/objectives to be distributed
- 07/17/23 (Monday) - Department summaries/objectives returned to Accounting
- 08/14/23 (Monday) - 2024 Operating Plan templates to be distributed
- 08/30/23 (Wednesday) - 2024 Operating Plan 1st Pass returned to Accounting
- 09/14/23 (Thursday) - 2024 Operating Plan 1st Pass Review with managers
- 10/03/23 (Tuesday) - 2024 Operating Plan 2nd Pass returned to Accounting
- 10/10/23 (Tuesday) - 2024 Operating Plan 2nd Pass Review
- 10/13/23 (Friday) – 2024 Operating Plan details finalized

2024 Final Operating & Capital Plans

- 11/02/23 (Thursday) – Tentative 2024 Operating & Capital Plan detailed presentation to Finance Committee
- 11/15/23 (Wednesday) – 2024 Operating & Capital Plan presented to Board
- 01/08/24 (Monday) – Tentative Public Hearing for 2024 Operating & Capital Plan
- Estimated 01/17/24 (Wednesday) – Board approval of Ordinance adopting 2024 Operating & Capital Plan
- 04/17/24 (Wednesday) – Official 2024 Plan to be submitted to GFOA within 90 days of approval

BUDGET SUMMARY (ACFR VERSION)

The Budget presented has many highlights discussed in subsequent sections. Operating Revenue is budgeted at \$23,908,354 for FY2024. This is a 3% decrease in Operating Revenue from the FY2023 Budget and is mostly due to lower projected fuel sales revenue. Operating Expenses are budgeted at \$24,024,889, a 5.1% decrease from the prior year, which is also due mainly to the lower cost of fuel sales. Operating Expenses include \$541,966 for Major Maintenance costs, which is a 40.2% decrease (\$364,386) from last year. Operating Income is increasing 9.8% (\$768,012) from the FY2023 Budget. The overall change in Net Position will decrease 32.1% to \$7.8M from last year's budget. The FY2024 change in Net Position included a decrease due to anticipated gains from projected land sales at the DuPage Business Center.

	ANNUAL BUDGET			FORECAST	PRIOR
	2024	2023	Change	2023	2022
OPERATING REVENUES					
Aircraft Storage	4,073,339	3,837,868	6.1%	3,905,905	3,846,019
Leases, Commissions, Fees	833,445	790,732	5.4%	696,649	789,417
Golf Course Operations	3,224,207	2,854,404	13.0%	3,137,030	2,907,751
Line Service	15,777,363	17,172,331	-8.1%	15,296,183	18,783,054
Total Operating Revenues	23,908,354	24,655,335	-3.0%	23,035,767	26,326,241
OPERATING EXPENSES					
Direct Costs					
Airport Operations	5,705,259	5,620,859	1.5%	5,349,165	4,443,594
Golf Course Operations	2,470,257	2,282,178	8.2%	2,276,477	1,968,243
Line Service	10,328,777	11,989,081	-13.8%	10,786,803	12,175,911
General and Administrative					
Salaries and Benefits	3,470,133	3,381,085	2.6%	3,266,564	2,533,918
Utilities	99,332	105,308	-5.7%	94,594	103,780
Office Expense	352,887	286,861	23.0%	316,069	308,324
Insurance	461,220	420,762	9.6%	389,722	358,433
Professional Services	514,450	597,304	-13.9%	482,036	388,432
Postage	12,500	11,248	11.1%	12,600	13,534
Real Estate Tax	292,186	275,239	6.2%	434,858	183,697
Advertising and Promotions	243,388	228,610	6.5%	216,579	211,043
Miscellaneous	74,500	129,804	-42.6%	43,000	(11,936)
Total Operating Expenses	24,024,889	25,328,339	-5.1%	23,668,467	22,676,973
OPERATING INCOME (LOSS) BEFORE DEPRECIATION	(116,535)	(673,004)	82.7%	(632,700)	3,649,268
Depreciation	6,920,555	7,132,098	-3.0%	6,109,629	6,122,000
OPERATING INCOME (LOSS)	(7,037,090)	(7,805,102)	9.8%	(6,742,329)	(2,472,731)
NON-OPERATING REVENUES (EXPENSES)					
Property Taxes	6,031,500	6,031,600	0.0%	6,026,600	6,015,596
Personal Property Replacement Tax	150,000	90,000	66.7%	165,000	211,729
Investment Income	3,013,348	2,099,340	43.5%	2,550,000	(1,380,505)
Miscellaneous Income	119,000	23,404	408.5%	428,356	85,287
Gain (Loss) on Disposal of Capital Assets	4,647,084	7,971,204	-41.7%	5,861,000	89,350
Total Non-Operating Revenues (Expenses)	13,960,932	16,215,548	-13.9%	15,030,956	5,021,456
INCOME (LOSS) BEFORE CONTRIBUTIONS	6,923,842	8,410,446	-17.7%	8,288,627	2,548,725
Contributions	850,000	3,041,368	-72.1%	814,000	969,721
CHANGE IN NET POSITION	7,773,842	11,451,814	-32.1%	9,102,627	3,518,446
NET POSITION, JANUARY 1	217,847,268	208,744,641	4.4%	208,744,641	205,226,195
NET POSITION, DECEMBER 31	225,621,110	220,196,455	2.5%	217,847,268	208,744,641
CAPITAL DEVELOPMENT PROGRAM NOTES:					
Aviation Programs / Equipment	21,291,283	30,767,107	-30.8%	19,360,353	4,384,918
Golf Course Programs / Equipment	3,153,857	3,806,552	-17.1%	1,225,702	157,236
Major Maintenance of Capital Assets	541,966	906,352	-40.2%	906,933	185,451
Total Capital Development Program Costs	24,987,106	35,480,011	-29.6%	21,492,988	4,727,605

BUDGET SUMMARY (Traditional Version)

The Budget presented on this page is for reference only and displays the summary format as reported in prior years. Compared to the ACFR budget summary, the main differences affect Operating Income. Major Maintenance expenses (\$542K) and Real Estate Tax expenses (\$292K) are now reported as Operating Expenses on the ACFR version, as they are on the Airport's annual audited financial reports. The Kitty Hawk Cafe reimbursement (\$73K) is now included as Operating Revenue for PLGC on the ACFR version, where before it was included as a credit in G&A expenses. Miscellaneous Income for all operations (\$119K) was previously reported as Operating Revenues but is now under Non-Operating Revenues on the ACFR version. Total Expenditures and Net Cash Flow remain unchanged. The Board has designated Property Tax Revenue to be used for Capital Program and Major Maintenance expenses, which is why Major Maintenance expenses were previously reported below the line with the Capital Program.

	<u>Budget</u>			<u>Forecast</u>	<u>Prior</u>
	<u>2024</u>	<u>2023</u>	<u>Change</u>	<u>2023</u>	<u>2022</u>
<u>Operating Revenues</u>					
Airport Operations	\$ 4,366,784	\$ 4,183,600	4.4%	\$ 4,117,554	\$ 4,149,936
Flight Center Operations	\$ 16,433,863	\$ 17,638,235	-6.8%	\$ 16,207,039	\$ 19,350,603
Prairie Landing Golf Course Operations	\$ 3,153,347	\$ 2,779,900	13.4%	\$ 3,068,803	\$ 2,854,966
Total Operating Revenues	\$ 23,953,994	\$ 24,601,735	-2.6%	\$ 23,393,396	\$ 26,355,505
<u>Operating Expenses</u>					
Airport Operations	\$ 7,866,817	\$ 7,759,120	1.4%	\$ 7,203,124	\$ 6,219,964
Flight Center Fuel Operations	\$ 12,182,528	\$ 13,658,057	-10.8%	\$ 12,325,038	\$ 13,610,414
Prairie Landing Golf Course Operations	\$ 3,068,032	\$ 2,652,567	15.7%	\$ 2,727,787	\$ 2,421,424
Total Operating Expenses	\$ 23,117,377	\$ 24,069,744	-4.0%	\$ 22,255,949	\$ 22,251,802
Operating Income	\$ 836,617	\$ 531,991	57.3%	\$ 1,137,447	\$ 4,103,703
<u>Non-Operating Revenues</u>					
Miscellaneous Taxes	\$ 150,000	\$ 90,000	66.7%	\$ 165,000	\$ 211,729
Property Taxes/Abatement	\$ 6,031,500	\$ 6,031,600	0.0%	\$ 6,026,600	\$ 6,015,596
Federal & State Grants	\$ 850,000	\$ 3,041,368	-72.1%	\$ 814,000	\$ 969,721
Interest Income	\$ 2,763,348	\$ 1,501,344	84.1%	\$ 2,075,000	\$ 1,055,345
Unrealized Gain/Loss From Investments	\$ 250,000	\$ 597,996	-58.2%	\$ 475,000	\$ (2,435,850)
Gain from Sale of Fixed Assets	\$ 4,647,084	\$ 7,971,204	-41.7%	\$ 5,861,000	\$ 89,350
Total Non-Operating Revenues	\$ 14,691,932	\$ 19,233,512	-23.6%	\$ 15,416,600	\$ 5,905,890
<u>Non-Operating Expenses</u>					
Property Tax (DAA)	\$ 233,386	\$ 216,439	7.8%	\$ 378,604	\$ 127,456
Property Tax (PLGC)	\$ 58,800	\$ 58,800	0.0%	\$ 56,254	\$ 56,241
Total Non-Operating Expenses	\$ 292,186	\$ 275,239	6.2%	\$ 434,858	\$ 183,697
Non-Operating Income	\$ 14,399,746	\$ 18,958,273	-24.0%	\$ 14,981,742	\$ 5,722,194
Net Profit	\$ 15,236,363	\$ 19,490,264	-21.8%	\$ 16,119,189	\$ 9,825,897
<u>Capital Development Program</u>					
Aviation Programs	\$ 21,291,283	\$ 30,767,107	-30.8%	\$ 19,360,353	\$ 4,384,918
Golf Course Programs	\$ 3,153,857	\$ 3,806,552	-17.1%	\$ 1,225,702	\$ 157,236
Major Maintenance of Capital Assets	\$ 541,966	\$ 906,352	-40.2%	\$ 906,933	\$ 185,451
Total Capital Development Program	\$ 24,987,106	\$ 35,480,011	-29.6%	\$ 21,492,988	\$ 4,727,605
Total Revenues	\$ 38,645,926	\$ 43,835,247	-11.8%	\$ 38,809,996	\$ 32,261,396
Total Expenditures	\$ 48,396,669	\$ 59,824,994	-19.1%	\$ 44,183,795	\$ 27,163,104
Net Cash Inflow / (Outflow)	\$ (9,750,743)	\$ (15,989,747)	39.0%	\$ (5,373,799)	\$ 5,098,291

Please note, the narrative of the FY2024 Budget is based on the "ACFR" version of the budget summary, which is the version currently used for the Authority's audited financial statements. In prior years, the narrative was based on the "Traditional" version of the budget summary. Please refer to the "Budget Summary (Traditional Version)" on page 21 for an explanation of the differences between the versions.

The Authority's total Operating Revenues are budgeted to decrease 3.0% while Operating Expenses are expected to decrease 5.1%. Operating Income (Loss) is planned to increase 82.7% from last year's budget. The major contributor is improved margins in fuel sales at the Flight Center

In Operating Revenue, we are projecting a lower revenue for FY24 budget compared to FY23 budget for Fuel & Oil Sales due to a lower average selling price which more than offsets the increase in volume. Fuel and Oil Sales revenue is budgeted to decrease \$1.4M from the prior year's budget.

The FY2023 we saw airport and flight center rentals (hangars, tiedowns, and office space) slightly decrease. We are anticipating this business to increase in FY2024. Non-fuel aviation revenues (including hangar/tiedown leases and flight services) are planned to increase \$154K from the 2023 budget.

Revenue from Food & Beverage Sales and Events is anticipated to increase in 2024. This includes F&B revenues from Prairie Landing Golf Course and the Kitty Hawk Café at the Flight Center. Total F&B and Events-related revenue is budgeted to be \$110.5K higher than the 2023 plan. This increase is due to an increase in ala carte sales and banquets. Non-F&B revenues from Golf operations at PLGC are budgeted to increase \$262.9K. This is due to the increase in rounds (outing and daily play), memberships, and the average rate per golfer.

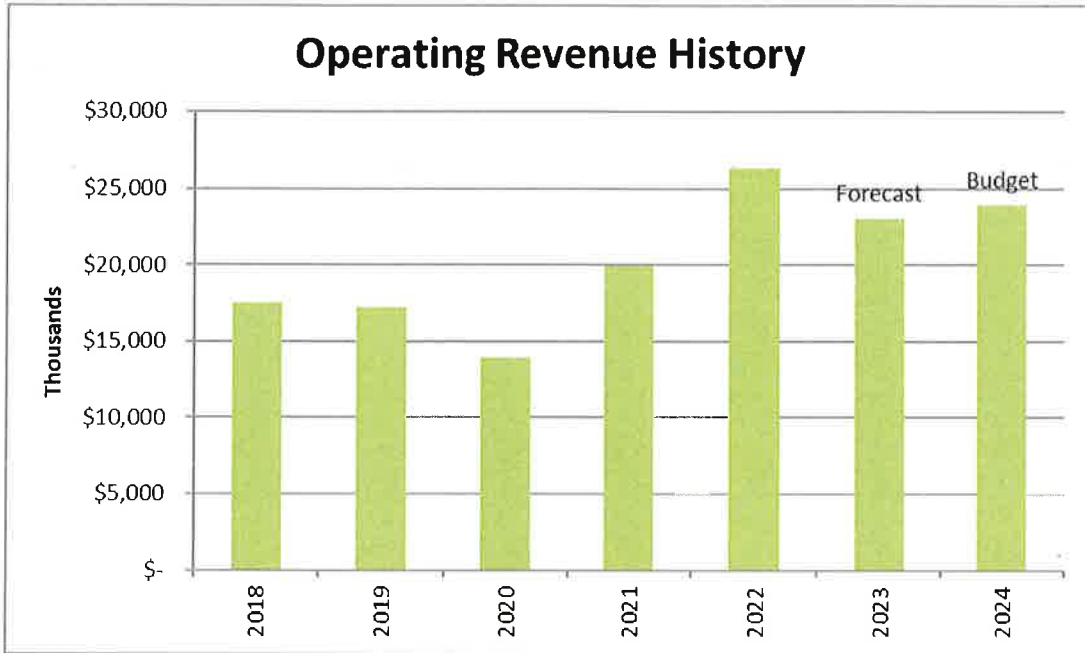
In Operating Expenses, the budget includes a couple of significant changes that are the main drivers of the overall 5.1% decrease in costs. The cost of fuel sales is budgeted to decrease \$1.5M in line with the expected decrease in fuel sales revenue. However, Major Maintenance expenses for capital and fixed assets decrease \$364K compared to the 2023 plan. Office Expense is increasing 23.0% (\$66K) due to additional education and training services to be provided to employees for FY2024. Professional Services is decreasing 13.9% (\$82.9K) due to a decrease in our consulting services for FY2024. Miscellaneous expenses are anticipated to decrease 42.6% (\$55.3K) due to collections on bad debt and lower expenses expected to be paid by the Authority for the DuPage Business Center related expenses.

Non-operating revenues are planned to decrease 13.9% in FY2024. Federal/State Grants are decreasing \$2.2M, due to the timing of the funds being received and new projects starting. Gain on Sales of Fixed Assets is decreasing \$3.3M due to only one anticipated sales of land at DuPage Business Center for FY2024.

Through the combined budget efforts from all departments and the determination of Authority staff, we are pleased to present a budget with an overall positive Net Income of over \$15,236,363 for FY2024 (traditional version). ACFR version has a change in Net Position of \$7,773,842.

Operating Revenue

The Authority budgets two types of revenue, operating and non-operating. Operating Revenue is derived from the day-to-day operations of the Airport, Flight Center, and Golf Course and includes fuel sales, hangar leases, building and office leases, farm, and non-farmland leases, tiedown permits, airport services, golf activities, and food and beverage sales.



Total Operating Revenue for FY2024 is budgeted at \$23,908,354 and represents a 3.0% decrease from the previous year's budget.

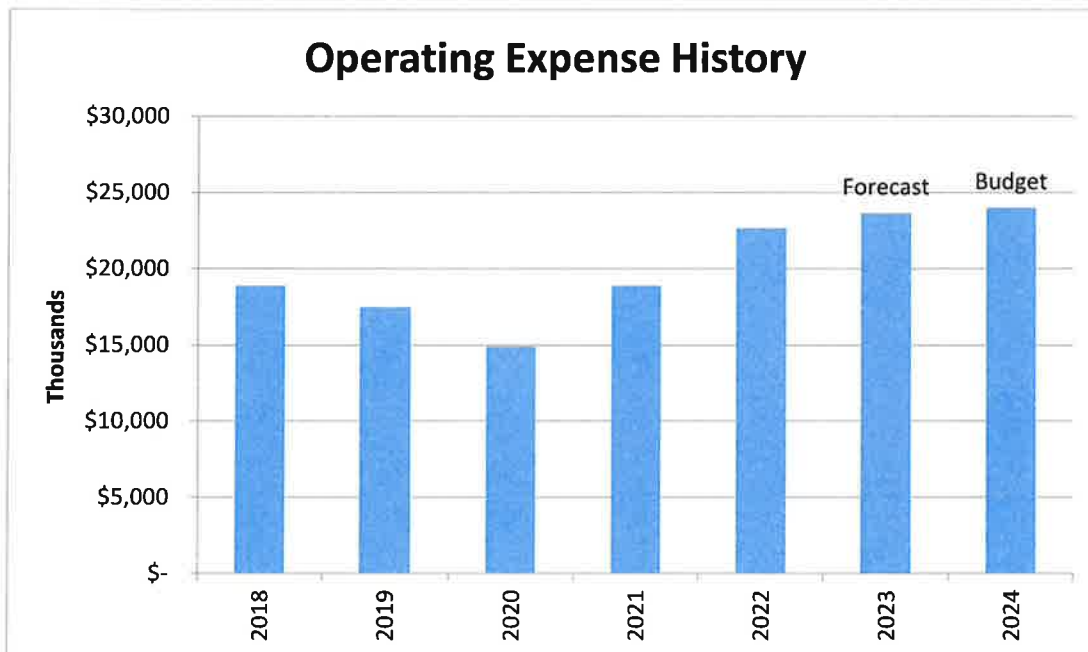


Most Operating Revenue (68%) comes from the Flight Center operations. The Authority maintains its own fuel farm and sells aviation fuel to its based tenants and itinerant customers. Fuel sale revenues are planned to decrease in FY2024 compared to the FY2023 budget. This is driven by a lower average selling price which more than offsets the increase in volume. Fuel sale revenues are budgeted 8% lower than the prior year's budget.

We are planning higher Operating Revenues from non-fuel aviation revenues as the Airport expects \$154K of increased hangar, tiedown, and lease revenue from itinerant customers and based tenants.

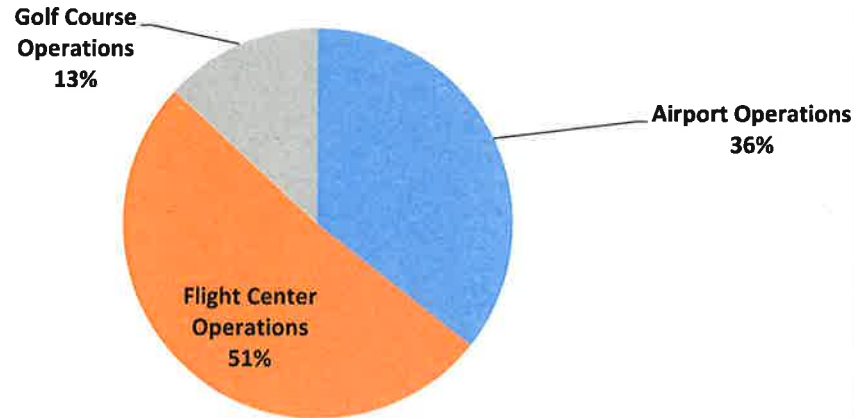
Operating Expenses

Like Operating Revenue, the Authority also budgets two types of expenses, operating and non-operating. Operating Expenses are directly related to the day-to-day operations of the Airport, Flight Center, and Golf Course and include the costs of fuel sold, payroll, utilities, general maintenance, major maintenance of capital assets, property taxes, supplies, and the costs of food, beverage, and merchandise sold.



Total Operating Expenses for FY2024 are budgeted at \$24,024.889 and represent a 5.1% decrease from the previous year's budget.

2024 Budget Operating Expenses by Operation



Flight Center operations account for 51% of the budgeted Operating Expenses and are due mostly to the purchase cost of aviation fuel sold to based tenants and itinerant customers. Costs of fuel are budgeted to decrease 13% in 2024 due to lower average purchasing price per gallon planned for 2024.

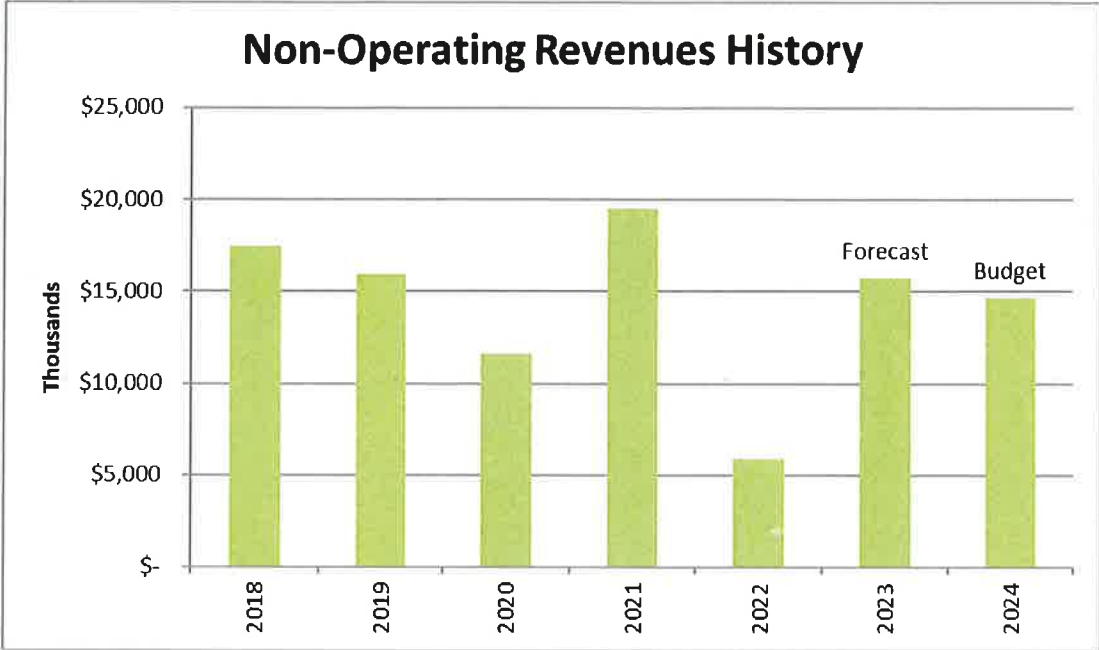
Airport operations account for 36% of the planned Operating Expenses in 2024 and are budgeted to increase 0.8%, going down mostly due to the decrease in planned Major Maintenance. Major Maintenance expenses for Airport operations are decreasing 13% (\$67K).

Golf Course operations account for 13% of total Operating Expenses in the FY2024 plan and are budgeted to increase 7.5% (\$216K). The notable increase includes 17% (\$70K) for cost of sales of merchandise and food & beverage.

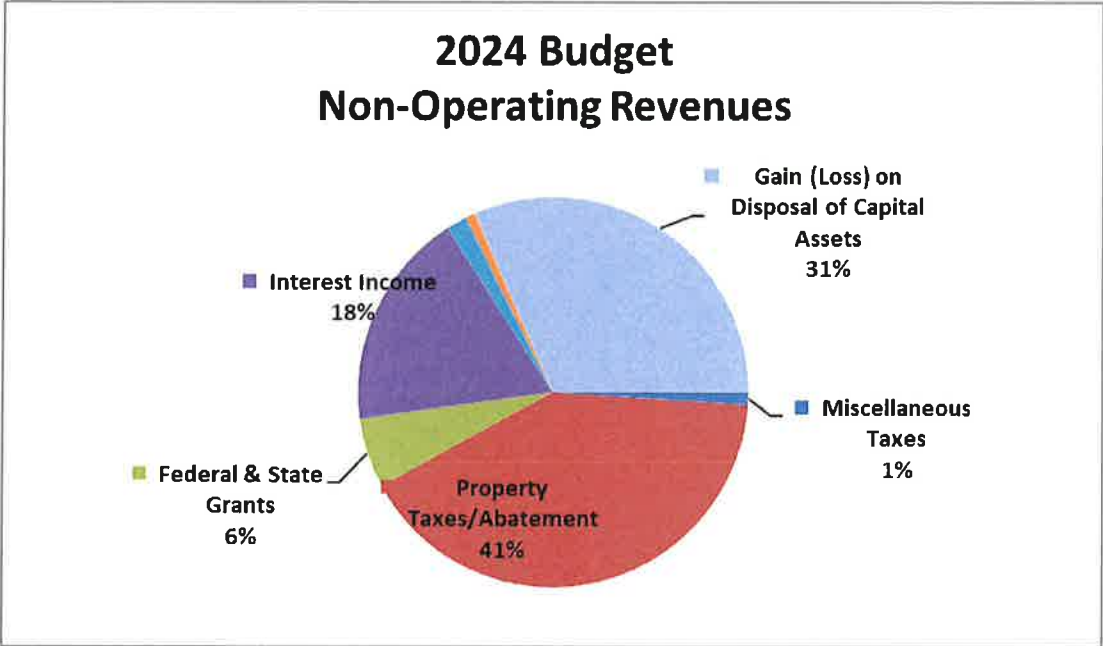
Other notable changes to Operating Expenses include a budgeted increase of 23% (\$66K) in Office Expense. This increase is due to additional education and training services to be offered to employees in 2024. In addition, there is a decrease in Professional Services. They are decreasing 13.9% (\$82.9K) which is due to a decrease in planned services for 2024. There is also a 42.6% (\$55.3K) decrease in Miscellaneous expense. This decrease is due to the collections on bad debt and lower expenses expected to be incurred at the DuPage Business Center.

Non-operating Revenue

Non-operating Revenue is derived from sources not associated with the daily operations of the Authority. This includes revenue from property taxes, federal and state grant programs, interest income, and gains from the sale of assets.



Total Non-operating Revenue for FY2024 is budgeted at \$13,960,932 and represents a 13.9% decrease in revenue from the previous year's budget. The decrease is due to the \$3.3M in Gain on Sales for only one anticipated sales of land at the DuPage Business Center. These proceeds will be saved and restricted for future Airport infrastructure capital improvements.



The largest portion of the Non-operating Revenue budget in FY2024 comes from property taxes collected as a special assessment from DuPage County. Property tax revenue is specially designated to be used to fund capital development, major maintenance of Authority assets, and safety and security projects. \$500,000 will be allocated to Operating Expenses and used to help fund ATCT and ARFF services. The next largest portion of Non-Operating Revenue is from gain on disposal of capital assets. The Authority has one contracted sale of land in the DuPage Business Center for FY2024.

Contributions

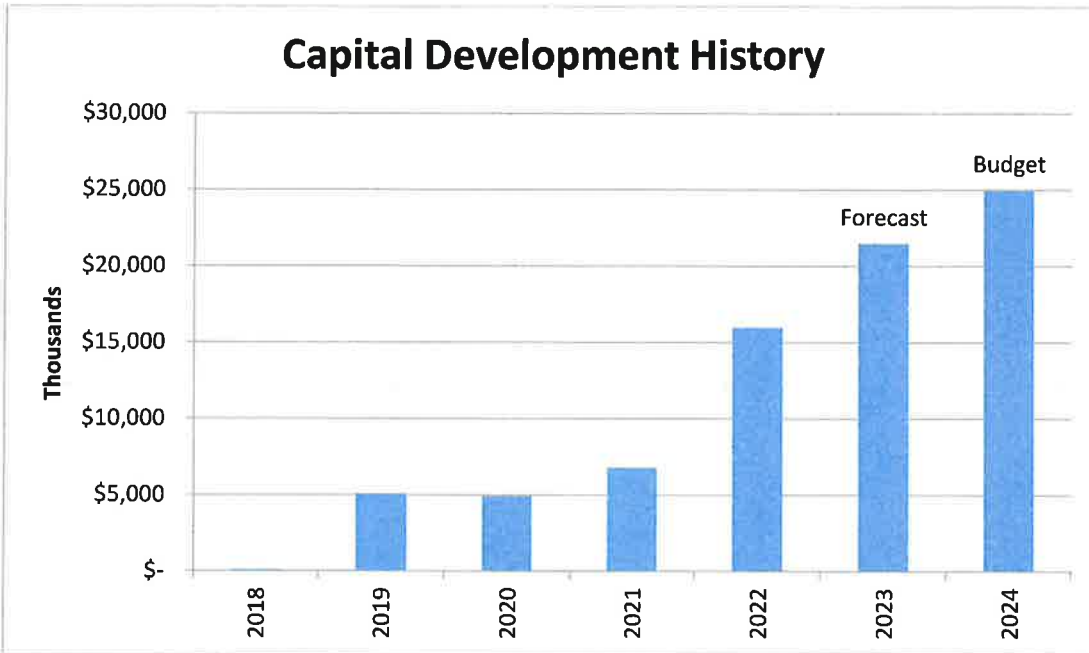
Contributions are related to funding from Federal and State grant programs. These tend to be large programs that often cover multiple years. For a list of grant funding projects refer to Capital Improvements and Major Maintenance Program. Contributions are budgeted at \$850K for FY2024 which is a decrease from \$3M in FY2023.

Non-operating Expenses

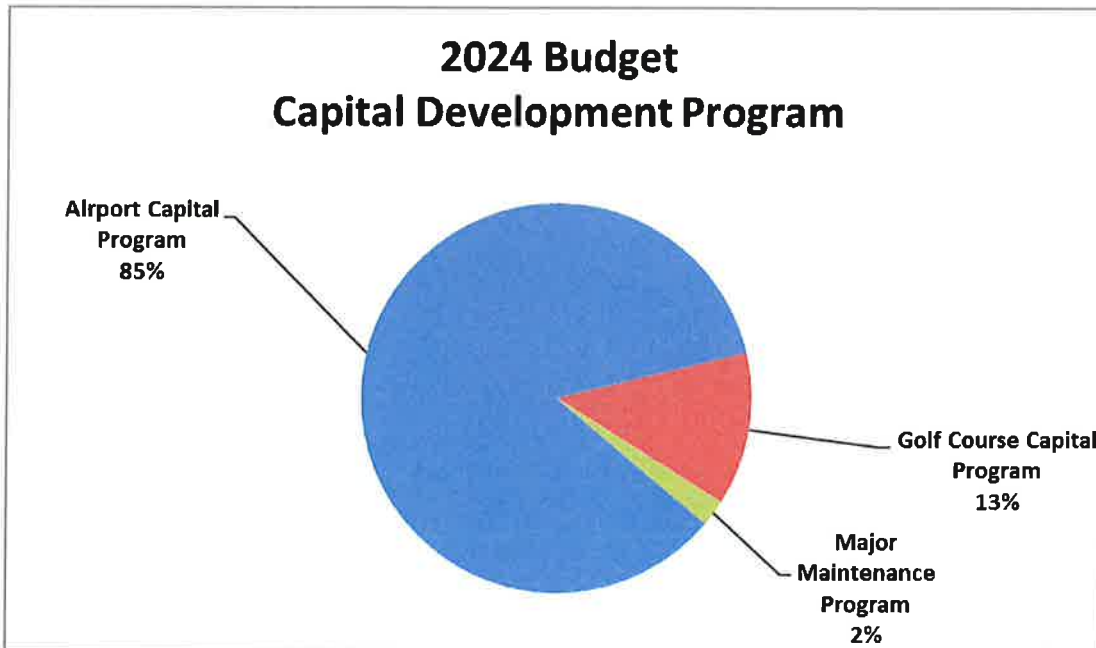
Non-operating Expenses are costs unrelated to the day-to-day operations of the Authority. Often these costs include debt service payments and interest expenses. In prior years, the Authority's only Non-operating Expenses were property taxes paid on the 2,800-plus acres of land on which the Airport, Flight Center, Golf Course, and DBC Business Park reside.

Capital Development Program

Costs associated with the Authority's Capital Development Program include capital projects, purchases of fixed assets and equipment, and major maintenance of capital assets for the Airport, Flight Center, and Golf Course. All project, asset, and equipment purchase costs are evaluated against the Authority's fixed asset policy. Costs that qualify for capitalization are recorded in the Airport's books and depreciated accordingly. Expenses for the major maintenance of capital assets are not capitalized but are included within Operating Expenses. However, due to the significant costs and time considerations usually associated with these projects, Major Maintenance costs are included for reference purposes within the Capital Development Program. Major Maintenance costs are expensed to their respective Authority operation (DAA, DFC, or PLGC).



Total Capital Development Program expenditures for FY2024 are budgeted at \$24,987,106 which represents a 29.6% decrease from the previous year's budget.



The FY2024 Capital Development Program includes \$8.4 million in new funding requests, \$11.5 million in funds carried over from the previous budget year to complete projects already under construction, and \$4.7 million in funds from Federal and State grant programs.

Of the \$25.0 million budgeted for the Capital Development Program in FY2024, \$24.4 million is for capital projects, fixed assets, and equipment purchases. This includes \$21.2 million for Aviation capital projects, \$3.2 million for Golf Course capital projects, and \$150K reserved in contingency funding for unplanned, emergency expenditures. In addition to capital projects, another \$358.5K is budgeted for the major maintenance of capital assets.

Major expenditures in the FY2024 Capital Development Program include \$6.3 for new hightail hangar, \$3M for replacement of irrigation system at Prairie Landing, \$1.9M for reconstruction of Powis Road Apron, \$1.6M for 3rd Floor Flight Center Tenant Renovations, \$1.34M for Runway 10/28 Avigation Easement Acquisitions, \$1.33M for Flight Center elevator traction car driver modification, \$1.3M for reconstruction T-Hangar taxiway E-18/19 Pavement, \$1M to rehabilitate Taxiway C, as well as several smaller projects.

Debt Obligations

The Authority currently does not carry any debt obligations and has no plans to assume any debt in the foreseeable future. The budget process is carefully monitored, reviewed, and approved by department managers, executive staff, and the Board of Commissioners to ensure all operating and capital expenditures are fully funded by the anticipated operating revenues, property tax revenues, and any proceeds from the sales of Airport property.



DUPAGE AIRPORT AUTHORITY

A100 – Administration

The DuPage Airport Administration Department consists of five (5) full-time employees and one (1) part-time employee. These include the Executive Director, the Director of Operations & Facilities, the Director of Finance & Administration, the IT Manager, IT Technician, and the Executive Assistant & Board Liaison.

The department is used to aggregate revenues and costs that are enterprise-wide in nature. Significant sources of Revenue include Gain on sale of fixed assets, Investment Income, Grant Income and Property tax income.

Significant aggregated expenses include Air Traffic Control Tower costs, Legal, Customs, DuPage Business Park and Consulting services.

Budget Summary

The FY2024 budget for the Administration Department includes \$14,475,793 in total revenues and \$3,039,459 in total expenses, excluding depreciation. The overall budgeted Net Income, excluding depreciation, is \$11,706,334 for FY2024. This is a 28% decrease from the previous year and includes a 23% decrease in total revenues and a 1% increase in total expenses.

- Decreased revenues are primarily driven by federal/state grants and the in gain on sale of fixed assets in FY2024. Federal/State Grants are expected to decrease 97% from \$3.04M in FY23 to \$100K in FY24 budget due to expected collection of funds from the state. Gain on Sale of Fixed Assets is expected to decrease 42% from \$7.97M in the FY23 budget to \$4.65M due to expected DBC land sales in 2024.
- Salaries and related expenses comprise 31% of the total FY2024 budgeted expenses and include salaries, payroll taxes, unemployment taxes, group insurance, and IMRF contributions.
- Air Traffic Control Tower (ATCT) and U.S. Customs (USC) expenses represent 31.5% of the total budgeted expenses (excluding depreciation) at \$959K. In FY2024, \$250K of Property Tax revenue will be used to cover a portion of ATCT services.

Significant Variances

Gain on Sale of Fixed Assets - Budgeted a decrease in FY2024 to \$4.65M. This is since there is one anticipated DBC land sales in 2024 versus two in 2023.

Federal/State Grants - Revenue is budgeted with \$100K in total grant funding. While we will have active projects of \$4.7M, due to timing we don't expect to realize it all during this fiscal year.

Investment Income – Budgeted an increase of 77% (\$1.1M) in FY2024 due to higher invested funds and a significant increase to the money market interest rate. In addition, we began working with an investment advisor in 2023.

Computer and Software- Budgeted an increase of 101% (\$35K) in FY2024 due to adding professional services for monitoring network.

Equip Leases/Maintenance Contracts- Budgeted an increase of 61% (\$41K) due to additional managed IT services with regards to security.

Department A100 - Airport Administration

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
3100 Lease Revenue GASB 87	0	0	29,667	29,000	0	29,000	0%
3195 SASO Commissions	32,245	30,965	19,220	18,665	19,401	24,861	28%
3250 Customs Fee	38,699	83,137	162,374	232,000	240,000	240,000	0%
3900 Contribution Revenue	363,567	640,989	960,906	704,000	0	750,000	0%
3910 Replacement Taxes	59,608	104,642	211,729	165,000	90,000	150,000	67%
3930 Prior Years Property Taxes	1,672	1,614	2,424	1,600	1,600	1,500	-6%
3940 Property Taxes	5,542,400	5,540,833	5,513,172	5,525,000	5,530,000	5,530,000	0%
3945 Property Taxes designated for Operating	0	250,000	250,000	250,000	250,000	250,000	0%
3960 Federal/State Grants	321,522	78,534	8,815	110,000	3,041,368	100,000	-97%
3970 Investment Income	294,287	68,013	953,530	1,975,000	1,501,344	2,663,348	77%
3971 Lease Interest Income GASB87	0	0	101,815	100,000	0	100,000	0%
3972 Unrealized Gain/Loss from Investments	0	0	(2,435,850)	475,000	597,996	250,000	-58%
3981 Gain on Sale of Fixed Assets	4,983,915	12,607,995	89,100	5,861,000	7,971,204	4,647,084	-42%
3990 Misc. Income	28,922	9,659	74,347	15,000	15,000	10,000	-33%
Total Revenue	11,666,837	19,416,380	5,941,249	15,461,265	19,257,913	14,745,793	-23%
5410 Equip Leases/Maint. Contracts	55,723	71,075	69,018	73,200	68,200	109,500	61%
5430 Supplies	11,852	11,459	8,408	9,000	11,000	9,405	-15%
5440 DOT/Drug Testing/Background	948	573	128	116	600	0	-100%
5999 Miscellaneous Expense	190	0	139	0	0	0	0%
6100 Salaries	658,063	689,296	722,891	750,200	767,492	788,586	3%
6110 Payroll Taxes	44,212	46,352	48,533	50,488	52,867	54,707	3%
6115 Unemployment taxes	2,946	3,346	3,515	5,054	5,483	4,983	-9%
6120 Group Insurance	44,115	58,569	55,240	57,745	66,681	60,360	-9%
6160 IMRF	18,833	(108,715)	(161,013)	36,235	37,229	34,222	-8%
6200 Property Tax	247,866	187,161	17,349	260,624	103,615	109,507	6%
6300 Marketing/Advertising	235	1,317	4,479	0	0	0	0%
6320 Community/Customer Relations	1,688	4,981	4,757	4,000	4,000	4,000	0%
6330 Travel	286	1,634	2,028	7,500	7,500	7,500	0%
6335 Education	765	2,402	2,587	2,500	4,200	4,200	0%
6340 Dues Subscriptions Permits	4,698	5,140	4,907	8,815	8,815	8,815	0%
6350 Office Expense	3,173	2,270	2,811	3,500	3,500	3,500	0%
6356 Computer and Software	52,259	56,116	68,136	47,000	34,300	69,100	101%
6390 Communications	34,003	36,219	41,472	40,000	50,610	45,610	-10%
6420 Bad Debt Expense	152,366	111,319	(59,272)	(15,000)	30,000	10,000	-67%
6430 Bank Charges	1,190	691	(934)	3,000	2,004	2,000	0%
6525 Consulting Services	178,024	166,880	216,668	293,800	382,300	297,800	-22%
6527 Outside Services	11,559	10,603	10,245	11,066	10,524	11,000	5%
6529 DuPage Business Park Association Expense	132,010	116,872	48,269	55,000	97,800	50,000	-49%
6531 U.S. Customs	217,327	233,451	277,856	277,790	277,790	278,000	0%
6532 Air Traffic Control Tower	637,240	653,169	644,109	594,828	594,828	680,682	14%
6535 Legal	222,115	240,353	165,315	175,000	200,004	200,000	0%
6770 Insurance	90,048	116,738	150,384	179,699	197,092	195,982	-1%
Total Expense	2,823,735	2,719,274	2,348,026	2,931,160	3,018,434	3,039,459	1%
Net Income not including Depreciation or Major Maintenance	\$8,843,102	\$16,697,106	\$3,593,222	\$12,530,105	\$16,239,479	\$11,706,334	-28%

A150 – Procurement & Project Management

The DuPage Airport Authority Procurement & Project Management Department employs three (3) full-time staff positions including the Operations and Capital Program Manager, the Operations Coordinator, and the Procurement Specialist. The department manages the procurement functions for three business units and provides project management support for Capital Improvement Program projects. In addition, the department administers Airport safety, security, and environmental compliance programs.

Budget Summary

The total FY2024 budget for the Procurement & Project Management Department is \$353,093.

- Salaries and related costs are the largest portion of the department's budget. Payroll-related items comprise 92% of the total FY2024 budget and include salaries, payroll taxes, unemployment taxes, group insurance, and IMRF contributions.
- Dues, Subscriptions & Permits costs account for 2.5% of FY2024 budget and include subscriptions for annual dues for employees' annual subscription services to contract and self-inspection software.
- The remaining 5.5% of the FY2024 budget includes OSHA Bloodborne Pathogens Exposure Control Plan supplies, employee/contractor background checks and fingerprinting fees, badging fees, regulatory training, and education fees for all employees.

Significant Variances

Salaries - Compensation is budgeted to increase \$13.5K. This is due to the addition of the Operations Assistant being full-time and the anticipated increase in salary. Plan includes standard annual COL and merit increases at 5%.

Dues, Subscriptions, Permits- This item is budgeted to increase \$6K. This is due to annual subscription for both the AIA contract software and App 139 Airport Self-Inspection software.

Department A150 - Project & Procurement Management

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
Total Revenue	0	0	0	0	0	0	0%
5410 Equip Leases/Maint. Contracts	997	994	0	0	0	0	0%
5430 Supplies	383	1,407	3,070	6,800	7,030	6,810	-3%
5440 DOT/Drug Testing/Background	0	60	681	450	450	400	-11%
6100 Salaries	190,601	172,246	227,923	239,360	241,943	255,411	6%
6110 Payroll Taxes	13,983	12,761	16,918	17,980	18,509	19,539	6%
6115 Unemployment taxes	1,768	1,315	2,102	2,488	2,728	2,482	-9%
6120 Group Insurance	30,447	32,321	30,579	33,334	33,033	34,395	4%
6160 IMRF	6,032	2,674	1,215	12,758	12,896	12,132	-6%
6330 Travel	23	318	467	2,790	2,790	3,240	16%
6335 Education	0	850	1,675	3,735	3,735	3,200	-14%
6340 Dues Subscriptions Permits	3,610	2,355	3,296	1,561	2,810	8,720	210%
6356 Computer and Software	4,200	1,611	5,650	8,600	8,600	2,000	-77%
6390 Communications	2,402	1,806	1,706	2,280	2,280	2,280	0%
6770 Insurance	1,582	2,107	2,059	2,256	2,340	2,484	6%
Total Expense	256,028	232,825	297,339	334,392	339,144	353,093	4%
Net Income not including Depreciation or Major Maintenance	(\$256,028)	(\$232,825)	(\$297,339)	(\$334,392)	(\$339,144)	(\$353,093)	-4%

A200 – Field Maintenance

The DuPage Airport Field Maintenance Department consists of nine employees, including (2) Airfield Maintenance Supervisors and (7) Airfield Maintenance Technician II positions.

The department maintains over 2.4 million square feet of runways and 1,100 acres of airfield and landside grounds. Responsibilities include snow removal, landscaping, and all maintenance tasks associated with the operational integrity of the runways, taxiways, and movement areas on the airfield along with maintaining the landside portion of the airport.

The department receives rental revenue from customers for ramp tiedowns and overnight fees, along with farm and ground leases.

Budget Summary

The FY2024 budget for the Field Maintenance Department includes \$744,177 in total revenues and \$1,963,310 in total expenses. The overall budgeted Net Loss of \$1,219,133 for FY2024 is a 1% decrease from the previous year and includes a 1% increase in total revenues and a 1% decrease in total expenses.

- Salaries and related costs are the largest portion of the Field Maintenance department's budget. Headcount-related expenses comprise 46% of the total FY2024 budget and include salaries, payroll taxes, unemployment taxes, group insurance, and IMRF contributions.
- Aircraft Rescue & Firefighting (ARFF) expenses represent 28% of the total budgeted expenses and are up 6% from the previous year's budget.
- Maintenance Expense is 6% of the total budgeted expense and is increasing 5% from the prior year's budget.

Significant Variances

IMRF – Department costs for IMRF contributions are decreasing 17% (\$6.8K) in 2024 due to lower contribution formulas required by the pension agency.

Ice Control Supplies- Budgeted expenses are increasing 9% (\$10K) over last year's plan due to increasing product and replenishing inventory levels.

Supplies- Budgeted expenses are increasing 41% (\$3.5k) over last year's plan due to increased costs in fertilizers and herbicides.

Travel & Education- Budgeted expenses are increasing 161% (\$10.8K) over last year's plan due to additional conferences planned for employees to attend in 2024.

Department A200 - Field Maintenance

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN			% Change
	2020	2021	2022	2023	2023	2024		
3190 Collection Fees Service Fees Towing	10	80	140	600	84	500	495%	
3191 Ramp Tie Downs & Overnight fees	134,837	206,904	206,420	203,689	199,929	200,500	0%	
3299 Non Airfield Rent/Lease/Maintenance Rev	276,654	268,007	280,722	284,267	288,177	293,177	2%	
3945 Property Taxes designated for Operating	0	250,000	250,000	250,000	250,000	250,000	0%	
Total Revenue	411,501	724,991	737,282	738,556	738,190	744,177	1%	
5205 Maintenance Expense	39,715	50,652	42,019	80,000	120,000	126,000	5%	
5410 Equip Leases/Maint. Contracts	7,550	7,550	8,078	10,000	26,100	26,300	1%	
5415 Garbage/Waste Removal	3,674	3,960	3,468	6,400	6,400	6,800	6%	
5430 Supplies	4,801	1,341	1,560	6,500	8,500	12,000	41%	
5433 Ice Control Supplies	81,775	46,221	66,561	109,000	109,000	119,000	9%	
5440 DOT/Drug Testing/Background	475	495	420	800	800	1,100	38%	
5720 Utilities Electric	47,750	59,761	58,528	56,134	66,950	56,000	-16%	
6100 Salaries	711,353	707,432	717,175	698,911	738,437	684,526	-7%	
6110 Payroll Taxes	52,564	52,021	52,244	50,690	56,790	52,366	-8%	
6115 Unemployment taxes	5,303	6,009	6,465	7,369	8,167	7,784	-5%	
6120 Group Insurance	123,994	116,355	126,544	121,187	134,480	124,149	-8%	
6130 Uniforms	4,626	4,725	5,211	8,750	8,750	10,150	16%	
6160 IMRF	22,084	(95,178)	(149,062)	37,059	39,359	32,515	-17%	
6330 Travel	0	0	565	4,300	4,300	8,400	95%	
6335 Education	246	115	60	3,500	2,400	9,100	279%	
6340 Dues Subscriptions Permits	0	35	0	240	50	0	-100%	
6350 Office Expense	223	0	0	0	0	0	0%	
6390 Communications	1,610	1,540	1,475	1,860	1,860	1,860	0%	
6525 Consulting Services	1,500	1,800	1,800	1,800	1,800	2,000	11%	
6527 Outside Services	14,081	29,178	30,514	55,000	55,000	75,000	36%	
6548 ARFF	483,553	482,042	494,544	525,389	525,389	558,234	6%	
6770 Insurance	50,763	51,847	54,859	46,529	60,974	50,026	-18%	
Total Expense	1,657,641	1,527,902	1,523,026	1,831,418	1,975,506	1,963,310	-1%	
Net Income not including Depreciation or Major Maintenance	(\$1,246,140)	(\$802,911)	(\$785,744)	(\$1,092,862)	(\$1,237,316)	(\$1,219,133)	1%	

A300 – Building Maintenance

The DuPage Airport Building Maintenance Department employs (5) full-time staff members to maintain and repair the buildings on the airfield. The maintenance crew takes care of approximately 40 buildings. These buildings range in complexity from simple T-Hangars to the High-tail Jet Hangars, Air Traffic Control Tower, and The Prairie Landing Golf Course buildings. Responsibilities include scheduling and performing preventive maintenance on the buildings and all mechanical systems. Repairs required from age, weather damage, accidental damage or tenant requests. In addition to buildings, this crew performs maintenance and repairs on all outside building and street lighting, as well as repairs and maintenance on all power gate operators, and assists with the gate access control system. The staff also maintains inventory of repair parts and assists other departments as required.

This department receives rental revenue from month-to-month hangar and building rentals.

Budget Summary

The FY2024 budget for the Building Maintenance Department includes \$3,365,690 in total revenues and \$1,218,607 in total expenses. The overall budgeted Net Income of \$2,147,083 for FY2024 is a 9% increase from the previous year and includes a 6% increase in total revenues and a 3% increase in total expenses.

- Salaries and related expenses are the largest portion of the Building Maintenance department's budget. Headcount-related items comprise 44.5% of the total FY2024 budget and include salaries, payroll taxes, unemployment taxes, group insurance, and IMRF contributions.
- Building utilities, including natural gas, electric, and water, represent 22% of the total budgeted expenses.
- Insurance is 13.1% of the total budgeted expense and is decreasing 7% (\$12k) from last year's budget.

Significant Variances

Equipment Leases/Maintenance Contracts– Costs are budgeted to increase 47% (\$14.8K) due to new sprinkler and fire testing maintenance contracts.

Non-Airfield Rent/Lease/Maintenance Revenue is increasing 39% (\$94.7K) from last year's budget due to a new higher paying tenants.

Department A300 - Building Maintenance

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
3180 Hangar Rentals	2,575,699	2,672,957	2,865,575	2,921,751	2,917,254	3,028,278	4%
3190 Collection Fees Service Fees Towing	1,282	0	2,775	200	1,200	200	-83%
3299 Non Airfield Rent/Lease/Maintenance Revenue	249,180	246,608	261,564	150,992	242,505	337,212	39%
Total Revenue	2,826,160	2,919,566	3,129,915	3,072,943	3,160,959	3,365,690	6%
5205 Maintenance Expense	94,688	98,260	127,609	130,000	130,000	140,000	8%
5206 Reimburse for Maintenance	7,767	(9,224)	1,178	0	0	0	0%
5410 Equip Leases/Maint. Contracts	13,200	13,075	12,906	31,250	31,250	46,020	47%
5415 Garbage/Waste Removal	4,776	4,378	5,584	8,550	8,550	7,800	-9%
5416 Janitorial Services	25,854	30,082	27,132	32,112	32,112	34,612	8%
5430 Supplies	1,820	3,748	7,391	8,136	8,136	8,500	4%
5440 DOT/Drug Testing/Background	55	215	430	300	300	300	0%
5710 Utilities Natural Gas	94,433	106,418	153,142	148,200	144,200	142,432	-1%
5720 Utilities Electric	84,093	92,857	93,245	102,085	108,753	99,000	-9%
5730 Utilities Water/Sewer	15,796	15,096	16,216	21,000	15,000	27,000	80%
6100 Salaries	306,226	371,786	368,169	379,100	382,797	406,006	6%
6110 Payroll Taxes	22,058	26,751	26,504	28,012	29,284	31,059	6%
6115 Unemployment taxes	2,482	3,406	3,704	4,485	4,485	4,315	-4%
6120 Group Insurance	73,298	86,393	84,939	83,140	88,106	81,903	-7%
6130 Uniforms	2,878	2,912	3,625	4,450	4,450	4,600	3%
6160 IMRF	9,347	(33,798)	(57,905)	20,371	20,403	19,285	-5%
6330 Travel	0	0	239	239	0	600	0%
6335 Education	0	0	25	25	0	1,650	0%
6340 Dues Subscriptions Permits	0	154	0	250	250	250	0%
6390 Communications	2,082	2,898	2,334	3,100	3,100	3,100	0%
6770 Insurance	136,573	140,774	155,350	151,941	172,293	160,175	-7%
Total Expense	897,427	956,181	1,031,816	1,156,746	1,183,469	1,218,607	3%
Net Income not including Depreciation or Major Maintenance	\$1,928,733	\$1,963,384	\$2,098,099	\$1,916,197	\$1,977,490	\$2,147,083	9%

A400 – Flight Center Building

The DuPage Airport Flight Center Building Department is an extension of the Building Maintenance Department and utilizes the same staff. Duties include maintenance and repairs for the Flight Center building and all the systems and environmental controls associated with it.

The Flight Center building includes offices for 10 tenants as well as the DAA administrative offices, the Flight Center concierge services, Kitty Hawk Café, Pilot's Lounge, and multiple conference rooms.

Budget Summary

The FY2024 budget for the Flight Center Building Maintenance Department includes \$203,056 in total revenues and \$470,479 in total expenses. The overall budgeted Net Loss of \$267,423 for FY2024 represents a 20% increase from the previous year, which includes a 22% decrease in total revenue and an 3% decrease in total expenses.

- Building utilities, including natural gas, electric, and water, represent 35.7% of the total budgeted expenses and are up 1.2% (+2K) from the previous year's budget.
- Property Taxes are 26.3% of the total budgeted expense and are up 10% (\$11K) from last year's budget.
- Janitorial Services account for 17.4% of total budgeted expenses and 0% increase from last year's budget.

Significant Variances

Non-Airfield Rent/Lease/Maintenance Revenue – Revenue decreases 22% (\$57K) from last year's budget. In 2023 we lost two tenants and have no new leads on filling their spaces as of current.

Equipment Leases/Maintenance Contracts- Expenses decreasing 52% from last year's budget due to significant reduction in elevator maintenance contract and removal of the electric door maintenance contract.

Department A400 - Flight Center Building

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
3299 Non Airfield Rent/Lease/Maintenance Rev	165,500	208,202	247,131	261,390	260,050	203,056	-22%
Total Revenue	165,500	208,202	247,131	261,390	260,050	203,056	-22%
5205 Maintenance Expense	20,439	55,518	21,253	45,000	62,250	62,500	0%
5410 Equip Leases/Maint. Contracts	17,956	456	21,456	30,000	40,200	19,300	-52%
5415 Garbage/Waste Removal	1,704	994	1,193	1,704	1,300	1,300	0%
5416 Janitorial Services	61,300	62,904	67,738	72,000	82,000	82,000	0%
5430 Supplies	4,321	3,769	8,781	10,000	13,000	7,500	-42%
5710 Utilities Natural Gas	16,097	21,148	37,037	29,750	34,410	28,000	-19%
5720 Utilities Electric	88,059	105,985	104,177	102,764	117,640	105,000	-11%
5730 Utilities Water/Sewer	19,525	13,401	19,906	14,004	14,004	35,000	150%
6200 Property Tax	105,924	109,862	110,107	117,980	112,824	123,879	10%
6390 Communications	2,388	5,392	7,935	6,000	6,000	6,000	0%
6527 Outside Services	3,500	0	0	0	0	0	0%
Total Expense	341,213	379,429	399,583	429,202	483,628	470,479	-3%
Net Income not including Depreciation or Major Maintenance	(\$175,714)	(\$171,227)	(\$152,452)	(\$167,812)	(\$223,578)	(\$267,423)	-20%

A500 – Equipment Maintenance

The DuPage Airport Equipment Maintenance department is responsible for maintaining all the Airport's equipment used in the Field Maintenance, Building Maintenance, Line Service, and Administration departments. This department employs two full-time mechanics; however the department is budgeted for three full-time mechanics. These employees maintain 105 pieces of equipment including 13 standby generators, 6 trailers, and numerous pieces of small equipment such as chain saws, weed whips, lavatory and water carts, and other support equipment. Primary duties include scheduled/preventive maintenance on all equipment and repairs as required. This department maintains parts/supplies inventory for all mowers and snow equipment. It also helps other departments with snow removal and hangar door repairs.

Budget Summary

The total FY2024 budget for the Equipment Maintenance Department is \$547,397, which is an 11% increase from the FY2023 budget.

- Salaries and related costs are the largest portion of the Equipment Maintenance department's budget. Headcount-related items account for 50% of the total FY2024 budget and include salaries, payroll taxes, unemployment taxes, group insurance, and IMRF contributions.
- Maintenance Expense – Costs to maintain equipment and vehicles are 15.5% of the budget and are expected to increase 25% (\$16.7K) in FY2024.
- Fuel/Oil Vehicles Equipment – Fuel & Oil costs for equipment are 18% of the budget and are expected to increase 13% (\$11k) in FY2024 due to the rising costs of fuel.

Significant Variances

Maintenance Expense- Expenses are budgeted to increase \$16.7K (25%) due to allotment for replacement of two broom cores.

Fuel/Oil Vehicles Equipment- Expenses are budgeted to increase \$11K (13%) due to inflation.

Department A500 - Shop & Equipment

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
Total Revenue	0	0	0	0	0	0	0%
5205 Maintenance Expense	37,673	61,366	86,696	55,000	68,256	85,000	25%
5410 Equip Leases/Maint. Contracts	321	0	443	1,320	1,320	1,320	0%
5420 Fuel/Oil Vehicles Equipment	38,524	70,559	81,942	87,966	87,996	99,000	13%
5430 Supplies	2,046	729	1,454	3,204	3,204	3,200	0%
5435 Small Equipment	850	2,777	0	2,496	2,496	3,000	20%
5440 DOT/Drug Testing/Background	0	0	0	300	300	300	0%
5710 Utilities Natural Gas	10,718	13,615	25,834	26,691	25,750	27,000	5%
5720 Utilities Electric	1,701	2,464	251	4,800	2,575	6,000	133%
5730 Utilities Water/Sewer	1,314	1,373	1,545	1,500	1,500	1,650	10%
6100 Salaries	240,179	133,312	143,380	159,663	203,547	211,394	4%
6110 Payroll Taxes	15,778	9,603	10,180	11,819	15,571	16,172	4%
6115 Unemployment taxes	2,238	1,315	1,313	2,446	2,715	2,523	-7%
6120 Group Insurance	30,930	15,007	16,944	26,173	34,530	35,928	4%
6130 Uniforms	2,364	1,309	1,992	2,496	2,496	2,475	-1%
6160 IMRF	8,894	(36,810)	(51,068)	8,510	10,849	10,041	-7%
6356 Computer and Software	0	0	0	0	0	13,500	0%
6390 Communications	1,300	420	420	940	940	940	0%
6770 Insurance	22,725	27,271	27,711	26,168	30,773	27,954	-9%
Total Expense	417,555	304,311	349,036	421,492	494,818	547,397	11%
Net Income not including Depreciation or Major Maintenance	(\$417,555)	(\$304,311)	(\$349,036)	(\$421,492)	(\$494,818)	(\$547,397)	-11%

A600 – Commissioners

The Commissioners Department is used to capture the costs associated with board meetings and communications, as well as salaries and related payroll taxes. The DuPage Airport Authority Board is comprised of (9) members that are appointed by the DuPage County Chairman. The Commissioners attend 6 regular meetings throughout the year as well as special meetings, as needed.

The Board of Commissioners, in its capacity of governing the operations of the DuPage Airport Authority, enacts ordinances and resolutions to ensure efficient operational procedures and transparent expenditure of funds for capital projects and day-to-day operations.

Budget Summary

The total FY2024 budget for the Commissioners Department is \$109K, which is a 2% decrease from the FY2023 budget.

- Salaries and related costs are the largest portion of the Commissioners department budget. Headcount-related items comprise 89% of the total FY2024 budget and includes salaries and payroll taxes
- Insurance is 10% (\$6.8K) of the total FY2024 operating budget for the Commissioners department. This line includes Crime and D&O insurance.
- The remaining 1% (\$5.2K) of the FY2024 budget is miscellaneous costs for Board meetings and communications.

Significant Variances

The total FY2024 budget is relatively unchanged from the prior year.

Department A600 - Commissioners
Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
Total Revenue	0	0	0	0	0	0	0%
5430 Supplies	0	129	1,003	1,000	996	1,200	20%
6100 Salaries	90,000	90,000	90,000	90,000	90,000	90,000	0%
6110 Payroll Taxes	6,885	6,927	6,885	6,888	6,888	6,888	0%
6350 Office Expense	2,930	4,291	2,607	4,000	2,496	4,000	60%
6390 Communications	907	41	0	0	0	0	0%
6770 Insurance	3,967	5,572	5,455	6,218	6,218	6,840	10%
Total Expense	104,688	106,959	105,949	108,106	106,598	108,928	2%
Net Income not Including Depreciation or Major Maintenance	(\$104,688)	(\$106,959)	(\$105,949)	(\$108,106)	(\$106,598)	(\$108,928)	-2%

A700 – Business Development

The Business Development Department provides business development and marketing support services to all the departments and divisions of the Airport Authority, especially the DuPage Flight Center and Prairie Landing Golf Club.

The services and support provided through this department include development, production, and distribution of print, web and electronic media, logoed marketing items, coordination with media and local communities, trade show and conference coordination and logistics.

Budget Summary

The total FY2024 budget for Business Development is \$96K, which is no change from the FY2023 budget.

- Marketing/Advertising and Community/Customer Relations are the largest portions of the Business Development budget. These line items account for 97.4% of the total FY2024 budget and include outside communication, management services, promotional items, costs for aviation-related trade shows, and events to market the Airport, Flight Center, and Golf Course.
- Dues, Subscriptions, and Permits account for the remaining 2.6% (\$2.5K) of the total FY2024 budget and include newspaper/magazine subscriptions and chamber of commerce memberships.

Significant Variances

The total FY2024 budget is unchanged from the prior year.

Department A700 - Business Development/Marketing

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
Total Revenue	0	0	0	0	0	0	0%
6300 Marketing/Advertising	67,450	54,312	52,898	65,000	75,850	75,850	0%
6320 Community/Customer Relations	0	1,185	20,384	17,500	17,500	17,500	0%
6330 Travel	0	0	250	0	0	0	0%
6340 Dues Subscriptions Permits	4,007	2,415	1,385	2,500	2,500	2,500	0%
6350 Office Expense	195	0	0	0	0	0	0%
Total Expense	71,652	57,912	74,917	85,000	95,850	95,850	0%
Net Income not including Depreciation or Major Maintenance	(\$71,652)	(\$57,912)	(\$74,917)	(\$85,000)	(\$95,850)	(\$95,850)	0%

A800 – Finance & Accounting

The DuPage Airport Finance & Accounting Department employs two senior accountants. In conjunction with support staff from other departments, the Airport Accounting Department coordinates and facilitates the accounting functions for three business operations and DuPage Business Center

Major functions and responsibilities include daily operational tasks for Accounts Payable, Accounts Receivable, Payroll, Fixed Assets, and Financial Reporting for the Airport, the Flight Center, the Prairie Landing Golf Club, and the DuPage Business Center Property Owners Association. The Accounting Department is also tasked with the annual financial audit, coordinating the annual operating and capital plans, capital improvement program maintenance and reporting, and administrating multiple accounting and document management software applications across all operations at the airport and golf club.

Budget Summary

The total FY2024 budget for the Finance & Accounting Department is \$303K, which is an 9% (\$25K) increase from the FY2023 budget.

- Salaries and related costs are the largest portion of the Finance & Accounting department's budget. Headcount-related items comprise 82% of the total FY2024 budget and include salaries, payroll taxes, unemployment taxes, group insurance, and IMRF contributions.
- Outside Services is 16% (\$50K) of the total FY2024 operating budget for Finance & Accounting. This line includes costs for the annual audit, miscellaneous consulting services throughout the year from our accounting firm and our accounting software support company, costs associated with developing and submitting the ACFR and Budget to the GFOA and software and implementation costs of GASB 87 & GASB 96.
- The remaining 2% (\$4K) of the FY2024 budget includes monthly insurance premiums, education, and supplies.

Significant Variances

Salaries and related expenses – Expenses are budgeted to increase 11% (25K) due to addition in the enrollment of group insurance.

Department A800 - Accounting
Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
Total Revenue	0	0	0	0	0	0	0%
5430 Supplies	239	720	723	504	504	500	-1%
6100 Salaries	206,348	185,926	186,255	187,096	189,049	197,600	5%
6110 Payroll Taxes	15,097	13,932	14,167	13,690	14,462	15,116	5%
6115 Unemployment taxes	1,709	1,550	1,656	1,815	1,815	1,650	-9%
6120 Group Insurance	42,840	22,880	5,971	22,279	8,114	24,846	206%
6160 IMRF	7,079	(30,777)	(47,785)	9,972	10,076	9,386	-7%
6335 Education	0	420	0	500	1,500	1,500	0%
6350 Office Expense	252	237	0	100	252	0	-100%
6527 Outside Services	32,430	37,938	54,681	46,000	50,000	50,000	0%
6770 Insurance	1,582	2,107	2,059	2,256	2,340	2,482	6%
Total Expense	307,576	234,932	217,727	284,212	278,112	303,080	9%
Net Income not including Depreciation or Major Maintenance	(\$307,576)	(\$234,932)	(\$217,727)	(\$284,212)	(\$278,112)	(\$303,080)	-9%

CHICAGO LAND'S

DUPAGE FLIGHT CENTER



F100 – DuPage Flight Center

The DuPage Flight Center is a 24/7/365 operation that provides aircraft and customer support products and services to both based and transient customers of DuPage Airport. These based and transient customer operations vary from student and recreational pilots to international corporate and private flight departments flying worldwide to and from DuPage Airport. This department has a total budgeted headcount of 22 including (1) General Manager, (15) line staff, (5) concierge staff, and (1) accounting position. The DuPage Flight Center is the major aviation revenue-producing department to assist in funding support of the day-to-day operations of the Airport.

The major functions and responsibilities of this department include quality control, fueling (both Jet A and 100LL), hangar storage of aircraft, ground support services (towing of aircraft, auxiliary power, lavatory and water service, de-icing of aircraft), concierge service for both crew and passengers, and support of the other Airport Authority departments.

The aviation market for Chicagoland is extremely competitive with 15 airports within 35 miles of DuPage Airport and includes 19 other businesses that sell aviation fuel.

Budget Summary

The FY2024 budget for the Flight Center includes \$16.4M in total revenues and \$12.2M in total expenses for a Net Income of \$4.3M, which is a 7% increase from the FY2023 budget.

- Fuel and Oil Sales is the largest revenue line within the Flight Center budget at \$15.7M and accounts for 95.6% of the revenue for this department. This revenue is comprised of the sale of Jet A and 100LL aviation fuels.
- Revenue from Hangar Rentals is budgeted at \$550K for the storage of aircraft visiting DuPage Airport either for business or recreational purposes.
- Fuel and Oil Cost of Sales is the largest expense line within the DuPage Flight Center budget at \$9.6M and accounts for 78.7% of the expenses for this department.
- Salaries and related costs are the second-largest expense at \$1.6M and 13.5% of total expenses.

Significant Variances

Fuel and Oil Sales - Revenue in FY2024 is budgeted at an 8% (\$1.4M) decrease. FY2023 was budgeted with significantly higher average selling price (ASP) than actual. FY2024 is budgeted at a lower ASP.

Fuel and Oil Cost of Sales- Expense is budgeted with a 13% (\$1.5M) decrease from FY2023 as the budgeted average purchase price (APP) decreases it directly leads to a lower APP of fuel purchased.

Credit Card Expense – Fees associated with accepting credit card payments are budgeted to decrease 16% (\$38.5K) in 2024 in tandem with decreased fuel revenue.

Department F100 - Flight Center Operations

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN			% Change
	2020	2021	2022	2023	2023	2024		
3180 Hangar Rentals	486,310	456,307	559,847	500,000	460,000	550,000	20%	
3191 Ramp Tie Downs & Overnight fees	18,891	36,762	33,948	32,000	32,000	36,000	13%	
3200 Fuel and Oil Sales	7,857,814	12,836,307	18,743,117	15,245,683	17,095,831	15,714,863	-8%	
3201 Volume Rebate	0	0	(117,365)	(108,000)	(52,000)	(110,000)	-112%	
3210 Line Service Other	59,893	90,369	116,933	120,000	90,000	130,000	44%	
3215 Aircraft Catering	6,788	6,596	6,421	6,500	6,500	6,500	0%	
3299 Non Airfield Rent/Lease/Maintenance Rev	5,071	5,614	7,702	5,904	5,904	6,500	10%	
3990 Misc. Income	0	0	0	404,952	0	100,000	0%	
Total Revenue	8,434,766	13,431,956	19,350,603	16,207,039	17,638,235	16,433,863	-7%	
4200 Fuel and Oil Cost of Sales	3,409,532	6,472,428	11,514,292	9,889,670	11,067,783	9,589,574	-13%	
4220 De ice Cost of Goods	25,515	18,618	37,764	34,000	34,000	41,000	21%	
4300 Credit Card Expense	98,921	176,551	263,005	214,000	239,342	200,805	-16%	
4305 Rent Expense	48,000	48,000	48,000	48,000	48,000	48,000	0%	
4315 Food COGS	77,233	81,057	61,346	80,000	87,000	87,000	0%	
5205 Maintenance Expense	28,501	26,168	25,028	36,580	36,580	41,040	12%	
5420 Fuel/Oil Vehicles Equipment	7,390	6,644	23,078	26,000	24,000	27,000	13%	
5430 Supplies	36,546	35,965	46,265	50,297	44,120	47,220	7%	
5436 Rental Equipment	137,638	136,504	136,395	136,416	136,416	136,656	0%	
5440 DOT/Drug Testing/Background	715	428	1,047	1,000	800	800	0%	
5720 Utilities Electric	1,870	2,486	2,936	3,500	3,605	3,500	-3%	
5999 Miscellaneous Expense	(62)	0	0	0	0	0	0%	
6100 Salaries	1,043,853	1,024,597	1,079,650	1,168,750	1,222,670	1,259,771	3%	
6110 Payroll Taxes	75,815	74,326	78,404	87,203	93,534	96,372	3%	
6115 Unemployment taxes	12,467	14,068	14,597	21,352	21,229	18,993	-11%	
6120 Group Insurance	184,699	204,970	192,447	196,545	244,301	213,687	-13%	
6130 Uniforms	4,173	6,890	15,175	17,500	17,500	18,700	7%	
6160 IMRF	35,900	(118,063)	(184,994)	62,294	65,168	59,839	-8%	
6300 Marketing/Advertising	46,141	29,467	62,934	52,250	52,250	55,618	6%	
6330 Travel	1,571	2,744	8,810	10,600	12,600	12,600	0%	
6335 Education	2,830	1,091	891	7,200	7,200	7,600	6%	
6340 Dues Subscriptions Permits	3,814	3,959	4,131	4,500	4,100	4,288	5%	
6350 Office Expense	10,013	14,290	17,974	19,000	23,592	27,312	16%	
6356 Computer and Software	18,960	17,235	16,838	18,515	18,515	20,884	13%	
6390 Communications	12,223	8,662	4,742	6,400	6,696	6,960	4%	
6525 Consulting Services	6,000	0	0	0	0	12,500	0%	
6527 Outside Services	21,731	20,117	20,738	21,840	21,840	22,020	1%	
6770 Insurance	100,769	112,891	118,922	111,626	125,216	122,789	-2%	
Total Expense	5,452,756	8,422,091	13,610,414	12,325,038	13,658,057	12,182,528	-11%	
Net Income not including Depreciation or Major Maintenance	\$2,982,010	\$5,009,865	\$5,740,189	\$3,882,001	\$3,980,178	\$4,251,335	7%	

Prairie
Landing
GOLF CLUB

The logo for Prairie Landing Golf Club is centered on the page. It features the word "Prairie" in a blue, cursive script font. A yellow feather graphic is positioned to the right of "Prairie", overlapping the space between "Prairie" and "Landing". The word "Landing" is also in a blue, cursive script font, positioned directly below "Prairie". Below "Landing", the words "GOLF CLUB" are written in a smaller, yellow, all-caps sans-serif font.

P100 - Golf Administration

The PLGC Administration Department employs 2 full-time employees (Senior Accountant and Sales Manager). The Golf Administration Department oversees the operations and accounting functions for the eight departments within Prairie Landing Golf Club.

The Administration Department also maintains all maintenance, supplies, utilities, marketing, legal, IT costs and insurance related to the Prairie Landing Clubhouse.

Budget Summary

The total FY2024 budget for the Golf Administration Department is \$746.7K, which is a 15% increase from the FY2023 budget.

- Salaries and related costs are the largest portion of the Golf Administration's department budget and comprise 30% (\$228K) of the total FY2024 operating budget. Headcount-related items include salaries, payroll taxes, unemployment taxes, group insurance and IMRF contributions.
- Insurance is 17.8% (\$133K) of the total FY2024 budget. Lines of coverage include auto, commercial, liability, and workers' compensation.
- Credit Card expense is 9.3% (\$70K) of the total FY2024 budget.
- Property Taxes make up 7.8% (\$58.8K) of the total FY2024 budget. This includes all property taxes related to both the clubhouse and the land at Prairie Landing Golf Club.

Significant Variances

Computer and Software – This expense is budgeted to increase 43% (\$3K) in 2024 due to additional computer software maintenance fees for point of sale and inventory system.

Insurance- This expense is budgeted to increase 48% (\$43K) in 2024. The increase is based on the renewal rates received. We are currently in the process of rebidding these rates and anticipate them being lowered in 2024.

Salaries and related expenses- Expenses are budgeted to increase 18.7% (\$36K) due to standard annual COL and merit increases at 5%, plus additional enrollment to the group insurance plan.

Department P100 - Golf Administration

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
3981 Gain on Sale of Fixed Assets	13,926	525	250	0	0	0	0%
3990 Misc. Income	2,209	4,024	3,238	2,500	2,500	2,500	0%
Total Revenue	16,135	4,549	3,488	2,500	2,500	2,500	0%
4300 Credit Card Expense	56,731	68,421	67,868	73,854	67,000	70,000	4%
4400 Assn Outing Customer Comps.	1,840	1,394	2,190	1,858	3,000	3,000	0%
5205 Maintenance Expense	24,330	21,162	16,126	25,000	25,000	25,000	0%
5415 Garbage/Waste Removal	2,220	2,544	2,247	1,765	1,500	1,765	18%
5430 Supplies	6,330	8,668	6,981	5,342	7,500	6,500	-13%
5437 Rental Towel Linen etc	352	610	894	869	750	1,320	76%
5440 DOT/Drug Testing/Background	3,110	2,650	3,345	3,516	3,000	4,000	33%
5710 Utilities Natural Gas	7,000	11,055	20,206	13,662	16,000	17,000	6%
5720 Utilities Electric	31,213	44,299	47,221	41,143	49,350	41,000	-17%
5730 Utilities Water/Sewer	4,704	4,284	4,914	5,093	4,300	7,000	63%
5999 Miscellaneous Expense	234	73	2,191	0	0	0	0%
6100 Salaries	43,924	163,557	170,758	168,043	153,186	184,624	21%
6110 Payroll Taxes	3,353	13,358	14,073	13,248	11,719	14,124	21%
6115 Unemployment taxes	1,173	1,256	1,857	2,575	1,849	1,650	-11%
6120 Group Insurance	4,123	264	12,762	17,655	17,286	19,062	10%
6160 IMRF	782	(24,541)	(37,923)	9,172	8,164	8,770	7%
6200 Property Tax	81,386	(16,844)	56,241	56,254	58,800	58,800	0%
6300 Marketing/Advertising	64,433	56,950	37,948	40,000	40,000	46,800	17%
6340 Dues Subscriptions Permits	4,567	12,363	20,751	21,110	20,000	23,118	16%
6350 Office Expense	5,408	4,287	8,116	5,000	5,000	5,000	0%
6356 Computer and Software	14,387	10,161	28,006	20,083	7,004	10,000	43%
6390 Communications	13,175	19,417	18,709	20,055	19,200	21,000	9%
6527 Outside Services	32,593	30,139	30,204	29,950	29,496	31,500	7%
6535 Legal	24,848	13,822	6,449	13,236	15,000	15,000	0%
6770 Insurance	64,788	72,040	81,613	89,923	89,896	133,127	48%
Total Expense	497,004	521,388	623,745	678,406	654,000	749,160	15%
Net Income not including							
Depreciation or Major Maintenance	(\$480,870)	(\$516,839)	(\$620,258)	(\$675,906)	(\$651,500)	(\$746,660)	-15%

P200 - Golf Maintenance

The PLGC Maintenance Department is comprised of (5) full-time staff positions (Course Superintendent, Spray Tech, 2 Foreman and Mechanic), (9) full-time seasonal employees, and (6) positions classified as temporary summer help. The department's main objective is to provide championship-caliber golf course conditioning daily for our membership and daily-fee players.

The Maintenance Department is responsible for daily mowing and maintenance of all playing surfaces, maintaining bunkers, setting up the course for daily play, integrated pest management, application of fungicides, insecticides and growth regulators, fertilization, water management, irrigation system management, management of sensitive wetland/native areas, tree care, native prairie-grass areas, clubhouse grounds and ornamental plantings, some building/structure maintenance, and upkeep/maintenance of all hard-surfaces including roads and parking lots. The department's mechanic is responsible for the upkeep/repair of all equipment necessary to complete these tasks. This department is also responsible for annual budgeting, course improvement/project development and planning, and capital development.

Budget Summary

The total FY2024 budget for Golf Maintenance is \$944K, which is a 13% increase from the FY2023 budget.

- Salaries and related costs are the largest portion of the Golf Maintenance budget. Headcount expenses are 79.7% (\$751.9K) of the total FY2024 budget and include salaries, payroll taxes, unemployment taxes, group insurance, and IMRF contributions.
- Fertilizer/Pesticides is 9.8% (\$92.5K) of the total FY2024 operating budget for Golf Maintenance. This line includes fertilizers and plant protectants used throughout the year on the golf course.
- The remaining 10.5% (\$99.5K) of expenses of the FY2024 budget includes maintenance for equipment, supplies for maintenance building and staff, fuel for vehicles and equipment, landscape supplies, utilities, staff uniforms, and bunker sands.

Significant Variances

Salaries and Payroll Taxes – The main headcount expenses are budgeted to increase 19% (\$105.5K) for FY2024. This increase is due to an increase in employee headcount and higher than average hourly rate increases.

Dues and Subscriptions – This expense is projected to decrease 79% (\$3K) for FY2024. This is due to the removal of a monthly lease expense.

Department P200 - Golf Maintenance
Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
Total Revenue	0	0	0	0	0	0	0%
5205 Maintenance Expense	33,228	27,948	28,052	31,500	28,000	30,000	7%
5415 Garbage/Waste Removal	1,404	1,403	1,472	1,229	816	1,254	54%
5420 Fuel/Oil Vehicles Equipment	9,238	15,369	22,785	17,500	17,500	17,500	0%
5430 Supplies	3,400	6,383	5,927	5,500	5,500	4,000	-27%
5431 Top Dressing / Bunker Sands	5,684	1,015	3,275	8,000	8,000	8,000	0%
5432 Landscape Supplies	1,014	10,701	3,061	5,000	5,000	4,000	-20%
5434 Fertilizer/Pesticides	89,844	90,108	81,630	86,000	90,000	92,500	3%
5436 Rental Equipment	2,273	1,894	1,913	2,500	3,500	3,000	-14%
5710 Utilities Natural Gas	2,371	2,662	4,549	4,747	4,089	4,788	17%
5720 Utilities Electric	11,243	12,940	12,212	13,745	14,500	12,254	-15%
5730 Utilities Water/Sewer	3,928	3,719	4,761	4,294	3,800	4,680	23%
6100 Salaries	471,350	491,154	484,839	539,619	521,417	619,439	19%
6110 Payroll Taxes	36,147	37,689	36,419	41,041	39,888	47,386	19%
6115 Unemployment taxes	8,765	9,363	10,268	13,169	12,229	16,501	35%
6120 Group Insurance	40,046	40,198	39,715	39,617	40,085	41,637	4%
6130 Uniforms	789	329	2,157	2,500	2,500	2,500	0%
6160 IMRF	6,933	(56,059)	(87,627)	25,041	24,181	26,912	11%
6340 Dues Subscriptions Permits	705	960	485	4,850	3,800	790	-79%
6390 Communications	6,094	4,369	5,383	2,945	5,220	2,880	-45%
6525 Consulting Services	0	1,217	0	0	0	1,650	0%
6527 Outside Services	2,629	0	1,507	3,633	2,500	2,250	-10%
Total Expense	737,084	703,360	662,781	852,430	832,525	943,921	13%
Net Income not including Depreciation or Major Maintenance	(\$737,084)	(\$703,360)	(\$662,781)	(\$852,430)	(\$832,525)	(\$943,921)	-13%

P300 - Golf Operations

The Prairie Landing Golf Club is an 18-hole course with two practice holes and a driving range. The Golf Operations Department has (1) full-time employee, (6) part-time employees, and (22) seasonal employees. The full-time and part-time employees include the golf operations manager, pro shop assistant, and pro shop attendants. The seasonal employees include the outside service staff, which are the rangers, starters, marshals, and cart attendants.

Major functions and responsibilities include running the daily operations of the golf course, merchandising the Pro Shop, and maintaining the current fleet of 76 electric golf carts with GPS systems. The Golf Operations Department is also responsible for managing golf outings, working with clients to prepare for events, and making sure events run smoothly. Additionally, the Golf Operations department is responsible for performing a month-end physical inventory count to adjust inventory and reconcile cost of goods sold.

Budget Summary

The FY2024 budget for the Golf Operations Department includes total revenues of \$1.83M and total expenses of \$441K. The overall budgeted Net Income of \$1.39M for FY2024 is 20% higher than the FY2023 budget.

- Greens Fees & Golf Cart Rentals are the largest portion of revenue for the Golf Operations' budget. These items comprise 61.3% (\$1.12M) of the total FY2024 revenue. We are anticipating a minimum of 26,000 rounds of golf in FY2024.
- Memberships and Practice Center account for 31.3% (\$573K) of total revenues. We are anticipating 175 total memberships in FY2024.
- Salaries and related costs represent the largest expense portion of the Golf Operations' budget. Headcount-related items comprise 64.5% (\$285K) of the total FY2024 expenses and includes salaries, payroll taxes, unemployment taxes, group insurance, and IMRF contributions.

Significant Variances

Greens Fees & Golf Cart Rentals – Revenue from greens fees and golf cart rentals is budgeted to increase 17% (\$164K) in FY2024 as compared to FY2023 plan. FY2023 actual revenue was considerably higher than anticipated due to the demand in golf being very strong and good weather during 2023.

Club rentals – Revenue for FY2024 is budgeted to increase 154% (\$3K). The projected increase is related to the positive turn out of golfers during the FY2023 season and the purchase of rental clubs for the 2024 season.

Group insurance – Group insurance is budgeted to increase 6426% (\$8.4K) due to changes in additional election of coverage.

Department P300 - Golf Operations
Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN			% Change
	2020	2021	2022	2023	2023	2024		
3300 Greens Fees	770,100	714,462	680,391	869,000	640,000	830,170	30%	
3310 Golf Cart Rentals	296,483	321,533	283,064	293,000	320,000	293,366	-8%	
3320 Memberships	186,857	374,757	411,625	499,140	380,000	475,012	25%	
3330 Club Rentals	633	2,278	4,926	3,705	2,000	5,077	154%	
3340 Golf Academy	5,751	5,000	5,500	5,000	5,000	5,000	0%	
3350 Practice Center	129,780	100,809	91,451	95,798	95,000	97,798	3%	
3380 Golf Merchandise Sales	81,897	108,669	112,765	115,914	115,000	117,073	2%	
3385 Hole 'N One Contest	2,601	3,444	5,000	4,500	5,000	4,500	-10%	
3386 Golfback Revenue	0	0	0	7,562	0	8,342	0%	
3395 Discount Expense	(67)	0	0	0	0	0	0%	
3396 Discount Expense Golf Moose	(4,485)	(4,732)	(4,203)	(3,430)	(3,000)	(3,500)	-17%	
3398 Discount Expense Member Incentives	(22,823)	0	0	0	0	0	0%	
Total Revenue	1,446,727	1,626,221	1,590,518	1,890,189	1,559,000	1,832,838	18%	
4330 Merchandise COGS	55,440	73,910	77,605	74,769	80,500	80,500	0%	
5205 Maintenance Expense	4,109	10,400	37,232	46,611	42,100	50,000	19%	
5430 Supplies	9,583	13,933	16,581	13,616	15,000	15,000	0%	
6100 Salaries	248,369	219,318	221,546	235,315	220,820	242,587	10%	
6110 Payroll Taxes	19,318	17,442	17,365	18,002	16,893	18,557	10%	
6115 Unemployment taxes	7,616	7,793	9,601	10,440	9,092	12,273	35%	
6120 Group Insurance	112	159	100	2,718	129	8,418	6426%	
6130 Uniforms	3,293	2,644	2,840	2,672	3,500	3,500	0%	
6160 IMRF	2,063	(10,585)	(17,172)	3,187	4,272	3,068	-28%	
6527 Outside Services	5,385	4,535	6,545	7,339	7,500	7,500	0%	
Total Expense	355,288	339,550	372,242	414,669	399,806	441,403	10%	
Net Income not including Depreciation or Major Maintenance	\$1,091,438	\$1,286,671	\$1,218,276	\$1,475,520	\$1,159,194	\$1,391,435	20%	

P400-P800 – Consolidated Food & Beverage

The various Food & Beverage-related departments at Prairie Landing Golf Club often use, split, and share operating resources including personnel, goods sold, supplies, and other operating expenses. For this reason, we present the following consolidated view of the budgets for the Food & Beverage-related departments at PLGC. This consolidated report includes the a la carte P400 Food & Beverage department, the P500 Banquets department, the P600 In-house Events department, the P700 Golf Outings department, and the P800 Golf Kitchen department. Budgets and summaries for the individual departments follow the consolidated view.

PLGC F&B Operations (P400-P800)

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
3300 Greens Fees	72,129	174,905	208,224	217,632	216,070	203,332	-6%
3310 Golf Cart Rentals	23,717	67,125	73,919	85,483	73,780	75,612	2%
3330 Club Rentals	0	0	0	588	0	0	0%
3600 Food Sales	176,275	498,362	610,956	453,262	569,090	556,732	-2%
3610 Beverage Sales	237,654	306,355	300,372	376,620	312,250	433,225	39%
3620 Banquet Rental Income	19,078	57,486	53,211	29,779	34,010	36,108	6%
Total Revenue	528,852	1,104,233	1,246,681	1,163,364	1,205,200	1,305,009	8%
4315 Food COGS	65,440	145,851	182,515	133,545	170,727	183,723	8%
4320 Beverage COGS	59,552	95,369	111,096	109,382	89,772	125,639	40%
5205 Maintenance Expense	4,058	10,531	8,065	8,467	8,500	8,600	1%
5430 Supplies	13,798	27,941	37,818	29,154	35,000	40,800	17%
5435 Small Equipment	3,923	5,638	3,613	5,500	6,000	6,000	0%
5436 Rental Equipment	13,612	76,806	61,517	48,797	51,500	60,500	17%
5437 Rental Towel Linen etc	6,187	16,071	22,446	22,229	18,000	23,200	29%
6100 Salaries	261,954	261,867	339,877	367,467	347,540	410,146	18%
6110 Payroll Taxes	23,798	28,966	36,199	35,987	26,584	40,592	53%
6115 Unemployment taxes	8,649	11,125	14,336	14,678	9,907	13,566	37%
6120 Group Insurance	18,064	20,252	25,221	28,783	30,533	49,221	61%
6130 Uniforms	2,522	1,442	1,816	3,057	3,500	3,600	3%
6160 IMRF	3,399	(33,441)	(40,153)	18,740	14,273	13,761	-4%
Total Expense	484,957	668,419	804,366	825,786	811,836	979,348	21%
Net Income not including Depreciation or Major Maintenance	\$43,896	\$435,814	\$442,314	\$337,578	\$393,364	\$325,661	-17%

P400 – Food & Beverage (A la carte)

The main a la carte Food & Beverage operation for PLGC is the McChesney Pub & Grill. The restaurant features daily specials paired with a selection of craft beer. With its unique architecture and casual dining, this cozy eatery is a great place to settle up or settle in for a high-definition TV sporting event.

The PLGC Food & Beverage Department (for a la carte operations) employs (1) full-time and (20) seasonal employees. The full-time staff includes a Bar Manager, and the seasonal staff includes bartenders, servers, beverage cart staff, and halfway attendants.

This department is responsible for the daily operations of the restaurant and bar, halfway café, and beverage carts.

Budget Summary

The FY2024 budget for the a la carte Food & Beverage Department includes \$433K in total revenues and \$276K of total expenses. The overall budgeted Net Income of \$157K, an 8% improvement from the FY2023 budget.

- Salaries and related costs are the largest expense in the Food & Beverage Department's budget. Headcount-related expenses comprise 49.7% (\$136.7K) of the total FY2024 budget related to expenses. This includes salaries, payroll taxes, unemployment taxes, group insurance and IMRF contributions.
- Food & Beverage Cost of Goods Sold is 47.5% (\$130.9K) of the total expenses budgeted in FY2024. These line items include the cost of food and beverages related to the grillroom, bar, halfway cafe, and beverage carts. Food COGS is 33% of food sales and Beverage COGS is 29% of beverage sales.
- The remaining 2.8% (\$8K) of the FY2024 budgeted expenses includes maintenance to kitchen related items, supplies, purchase of small equipment and staff uniforms.

Significant Variances

Food COGS – The expense is increasing 23% (\$8K) over FY2023 budget as we anticipate food prices to remain high because of supply issues and inflation and due to the increase in budgeted revenue.

Group Insurance –Group Insurance is budgeted to decrease 97% (\$7.8K) due to changes in employee elections.

Department P400 - Golf Food and Beverage

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
3600 Food Sales	62,642	108,452	127,779	123,365	120,000	133,860	12%
3610 Beverage Sales	232,724	291,890	274,170	283,480	280,000	299,000	7%
Total Revenue	295,366	400,342	401,950	406,845	400,000	432,860	8%
4315 Food COGS	23,255	32,217	38,061	37,010	36,000	44,174	23%
4320 Beverage COGS	58,642	95,115	101,405	82,209	80,500	86,710	8%
5205 Maintenance Expense	4,058	956	1,729	1,967	2,000	2,100	5%
5430 Supplies	12,172	2,136	3,818	1,468	2,500	2,500	0%
5435 Small Equipment	3,923	0	1,650	500	1,000	1,000	0%
6100 Salaries	166,502	110,571	100,716	114,229	106,605	114,513	7%
6110 Payroll Taxes	15,813	14,014	13,302	12,101	8,153	14,314	76%
6115 Unemployment taxes	6,528	5,681	6,631	7,215	4,544	5,156	13%
6120 Group Insurance	9,433	8,012	8,669	85	8,112	267	-97%
6130 Uniforms	1,717	1,133	1,491	2,111	2,000	2,100	5%
6160 IMRF	3,399	(41,325)	(54,627)	3,857	2,849	2,721	-4%
Total Expense	305,442	228,511	222,845	262,752	254,263	275,555	8%
Net Income not including							
Depreciation or Major Maintenance	(\$10,076)	\$171,830	\$179,104	\$144,093	\$145,737	\$157,305	8%

P500 - Banquets

The Prairie Landing Golf Club has an award-winning banquet facility which features floor-to-ceiling windows overlooking a beautiful Scottish links-style golf course. Prairie Landing offers both indoor and outdoor settings, including cocktail space options.

The Banquets Department employs (1) full-time staff and (10) part-time staff. The full-time staff is the Client Services Manager. The part-time staff includes servers and bussers. With our event coordinators, full-service catering, and all-inclusive packages, every detail of event planning is available to meet all client needs.

This department tracks the food and beverage revenue, rental income, and expenses related to all banquet types (weddings, private luncheons/meetings, and corporate events). Expenses include salaries and payroll-related items, linen rental and equipment, and banquet-related supplies.

Budget Summary

The FY2024 budget for the Banquets Department includes \$299K of total revenues and \$238K of total expenses. The overall budgeted Net Income of \$62K is a 165% increase from the FY2023 budget.

- Total revenue for Food & Beverage Sales is \$277K for FY2024. These revenue line items include the food and beverage for 11 weddings budgeted in FY2024, and other various types of events.
- Salaries and related costs are the largest expense in the Weddings department budget. Headcount-related items comprise 45.7% (\$109K) of the total FY2024 budget related to expenses and includes salaries, payroll taxes, state unemployment taxes, group insurance, and IMRF contributions. Headcount costs are variable depending on the volume of banquets.
- Food & Beverage Cost of Goods Sold is 32.4% (\$90K) of the total FY2024 expenses. These line items include the cost of the food and beverages related to banquets. Food COGS is 33% of food sales and Beverage COGS is 29% of beverage sales.
- The remaining 21.9% (\$39.2K) of the FY2024 budget includes supplies, rental equipment, linens, and staff uniforms.

Significant Variances

Total F&B Revenues- Revenues are budgeted to increase 30% (\$69K) as compared to the FY2023 budget. The planned number of weddings, luncheons and corporate events is increasing from FY2023 budget. Food & Beverage Cost of Goods Sold is increasing 40% (\$25.8K) due to the increased number of events anticipated for 2024.

Department P500 - Golf Banquets

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
3600 Food Sales	16,324	175,026	249,405	171,144	182,750	236,900	30%
3610 Beverage Sales	4,930	14,465	26,201	29,423	32,250	40,329	25%
3620 Banquet Rental Income	14,322	44,212	41,461	16,244	15,200	22,046	45%
Total Revenue	35,576	233,703	317,068	216,811	230,200	299,275	30%
4315 Food COGS	6,060	51,009	74,641	51,343	54,825	78,178	43%
4320 Beverage COGS	911	50	9,691	8,753	9,272	11,696	26%
5430 Supplies	1,626	4,795	5,796	5,454	5,000	5,000	0%
5436 Rental Equipment	13,612	76,074	60,834	9,374	10,000	10,000	0%
5437 Rental Towel Linen etc	6,187	16,071	22,446	22,229	18,000	23,200	29%
6100 Salaries	95,451	36,469	84,714	84,443	82,850	75,486	-9%
6110 Payroll Taxes	7,985	6,210	11,823	10,978	6,338	9,437	49%
6115 Unemployment taxes	2,121	3,197	3,770	3,529	2,226	3,567	60%
6120 Group Insurance	8,631	53	7,439	13,640	14,188	17,376	22%
6130 Uniforms	805	0	0	500	1,000	1,000	0%
6160 IMRF	0	871	7,447	6,560	3,270	2,807	-14%
Total Expense	143,390	194,798	288,599	216,803	206,969	237,747	15%
Net Income not including							
Depreciation or Major Maintenance	(\$107,814)	\$38,905	\$28,468	\$8	\$23,231	\$61,528	165%

P600 – In-house Events

The PLGC In-house Events Department tracks special events hosted by Prairie Landing. In-house Events include events such as Easter Brunch, Mother's Day Brunch, Breakfast with Santa, and themed dinners. This department tracks the food and beverage revenue and costs related to these events, including supplies, rental equipment, payroll, and related expenses.

Budget Summary

The total FY2024 Net Income budgeted for In-House Events is \$17.5K, a 20% decrease from the FY2023 budget.

- Revenue in this department is generated from food sales related to In-House Events anticipated for 2024. The Food Sales Revenue is \$72K, an increase of 60% (\$27K) from the FY2023 budget.
- The expenses are related to the cost of goods sold from the food & beverage sales. Cost of Goods Sold is 33% of the related food sales and 29% of the related beverage sales.

Significant Variances

Total Revenue for the FY2024 budget is projected to increase 60% (\$26.9K) compared to FY2023. There is a significant number of planned in-house events for FY2024 compared to FY2023.

Rental equipment and supplies are projected to increase 232% (\$5.8K) and 600% (\$9K), respectively. The rental expense includes costs associated with hiring outside entertainment and equipment outside of normal operation rentals utilized in prior years. These can be scaled back based on event turnouts.

Salaries and related costs are increasing 126% (\$7.2K) in 2024 compared to 2023. This is due to the increased number of in-house events.

Department P600 - Golf In-house Events

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
3600 Food Sales	25,644	16,324	17,310	24,986	45,000	43,560	-3%
3610 Beverage Sales	0	0	0	2,147	0	28,290	0%
3620 Banquet Rental Income	425	66	0	0	0	0	0%
Total Revenue	26,069	16,390	17,310	27,133	45,000	71,850	60%
4315 Food COGS	9,520	4,758	5,169	5,062	13,500	14,375	6%
4320 Beverage COGS	0	0	0	719	0	8,207	0%
5430 Supplies	0	951	997	2,283	2,500	8,300	232%
5436 Rental Equipment	0	731	683	1,138	1,500	10,500	600%
6100 Salaries	0	166	1,040	2,029	5,125	11,396	122%
6110 Payroll Taxes	0	19	80	150	389	872	124%
6115 Unemployment taxes	0	12	72	112	231	716	210%
Total Expense	9,520	6,637	8,042	11,493	23,245	54,366	134%
Net Income not including Depreciation or Major Maintenance	\$16,549	\$9,753	\$9,268	\$15,640	\$21,755	\$17,484	-20%

P700 - Golf Outings

The PLGC Golf Outings Department was established to track the revenue and costs related to golf outings. Golf Outings are defined as a group of 16 or more players. The golf portion can include greens fees, cart rentals, club rentals, and merchandise sales. The food and beverage portion can include lunch at the turn (hotdogs or brats), a buffet lunch or dinner, or a seated lunch or dinner.

Budget Summary

The total FY2024 Net Income budgeted for Golf Outings is \$395K, a decrease of 7% (\$28.6K) from the FY2023 budget.

- Revenue in this department is from greens fees, cart rentals, and food sales related to Golf Outings anticipated for the 2024 golf season. Revenue estimates are based on 46 outings anticipated during 2024 season.
- Expenses are related to costs of goods sold (COGS) from the food and beverage sales. Food COGS is 33% of the related food sales and beverage COGS is 29% of the related beverage sales.

Significant Variances

Outing Revenue – Greens fee, cart rental, and food sale revenues are anticipated to decrease for FY2024. The decrease in projection is to account for non-return of client outings due to either the capital improvement project replacing the irrigation system or PLGC's physical accommodation limits on the number of golfers and/or participants. Additionally, some outings rotate venues every year.

Department P700 - Golf Outings

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
3300 Greens Fees	72,129	174,905	208,224	217,632	216,070	203,332	-6%
3310 Golf Cart Rentals	23,717	67,125	73,919	85,483	73,780	75,612	2%
3330 Club Rentals	0	0	0	588	0	0	0%
3600 Food Sales	71,664	198,560	216,461	133,767	221,340	142,412	-36%
3610 Beverage Sales	0	0	0	61,570	0	65,606	0%
3620 Banquet Rental Income	4,331	13,208	11,750	13,535	18,810	14,062	-25%
Total Revenue	171,842	453,798	510,353	512,575	530,000	501,024	-5%
4315 Food COGS	26,604	57,868	64,643	40,130	66,402	46,996	-29%
4320 Beverage COGS	0	203	0	17,701	0	19,026	0%
5436 Rental Equipment	0	0	0	38,285	40,000	40,000	0%
Total Expense	26,604	58,071	64,643	96,116	106,402	106,022	0%
Net Income not including Depreciation or Major Maintenance	\$145,237	\$395,727	\$445,710	\$416,459	\$423,598	\$395,002	-7%

P800 - Golf Kitchen

The PLGC Kitchen Department is comprised of (3) full-time staff positions (Chef, Sous Chef, and Line Cook) and (2) part-time positions (Line cook and Dishwasher).

The Kitchen Department is responsible for menu selection and food preparation for the following departments: Ala Carte (P400), Banquets (P500), In-house Events (P600), and Outings (P700). Associated food and beverage revenue and cost of goods sold is tracked within the individual departments. This department is responsible for expenses related to the kitchen, including maintenance, supplies, equipment costs, payroll and related expenses.

Department P800 was created in 2021 for the purpose of tracking and managing kitchen costs that were previously included in other department budgets.

Budget Summary

The total FY2024 Net Loss budgeted for the Kitchen is \$306K, which is an increase of 38% (\$85K) from the FY2023 budget.

- Salaries and related costs are the largest portion of the Kitchen budget. Headcount expenses are 87.9% (\$267K) of the total FY2024 budget and include salaries, payroll taxes, unemployment taxes, group insurance, and IMRF contributions.
- The remaining 12.1% (\$39K) of expenses of the FY2024 budget include maintenance for equipment, supplies, small equipment, and uniforms.

Significant Variances

Group Insurance expense is budgeted to increase 284% (\$24K) due to additional employees electing coverage.

Salaries and related costs- These expenses are budgeted to increase 46% (\$84.7K) due to the kitchen being fully staffed, and annual COL and merit increases plan for 2024 of 5%.

Department P800 - Golf Kitchen
Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
Total Revenue	0	0	0	0	0	0	0%
5205 Maintenance Expense	0	9,575	6,336	6,500	6,500	6,500	0%
5430 Supplies	0	20,059	27,207	19,949	25,000	25,000	0%
5435 Small Equipment	0	5,638	1,963	5,000	5,000	5,000	0%
6100 Salaries	0	114,661	153,407	166,766	152,960	208,751	36%
6110 Payroll Taxes	0	8,723	10,994	12,758	11,704	15,969	36%
6115 Unemployment taxes	0	2,235	3,863	3,822	2,906	4,127	42%
6120 Group Insurance	0	12,188	9,114	15,058	8,233	31,578	284%
6130 Uniforms	0	309	325	446	500	500	0%
6160 IMRF	0	7,014	7,027	8,323	8,154	8,233	1%
Total Expense	0	180,402	220,236	238,622	220,957	305,658	38%
Net Income not including Depreciation or Major Maintenance	\$0	(\$180,402)	(\$220,236)	(\$238,622)	(\$220,957)	(\$305,658)	-38%

P900- Kitty Hawk

Kitty Hawk Café is a restaurant featuring a modern and inviting setting for people to relax before, after, or between flights. It also services the tenants in the Flight Center building. The restaurant serves a variety of food items that can be enjoyed at the café or prepared to go. Offerings include salads, deli sandwiches, house-made chili, and rotating specials and soups.

The café employs (1) full-time employee that oversees managing the restaurant. This employee runs the daily activities, prepares daily specials, accounts for sales (cash and credit), performs a monthly food and beverage inventory, and prepares requisitions to the PLGC kitchen for weekly food, beverages, and supplies.

Budget Summary

The FY2024 budget for Kitty Hawk Café includes \$13K in total revenues and \$86K in total expenses. The overall budgeted Net Loss of \$73K is reimbursed by the DuPage Flight Center and represents a 5% decrease from the FY2023 budget.

- Food & Beverage Sales are budgeted at \$13K and include pre-made ready-to-go meals and beverages.
- Salaries and related costs are the largest expense in the Kitty Hawk budget. Headcount-related items comprise 77.3% (\$67K) of the total FY2024 budget related to expenses. This includes salaries, payroll taxes, unemployment taxes, group insurance, and IMRF contributions.
- Food & Beverage Cost of Goods Sold is 12.5% (\$10.8K) of total expenses budgeted in FY2024. These line items include the cost of the food and beverages sold at the café.
- The remaining 10.2% of budgeted expenses (\$8.6K) includes utilities, waste removal, equipment, credit card fees, supplies, and permits.

Significant Variances

Credit card expenses are projected to increase 73% (\$1K) due to increased customer use of electronic forms of payment along with processor fee increases.

Cost of goods sold expense for beverages is projected to decrease 49% (\$1K). This is due to supplier and purchasing changes made.

Group insurance cost is projected to decrease 32% (\$7K) due to election changes.

Department P900 - Kitty Hawk Café

Statement of Revenues and Expenses

	ACTUALS			FORECAST	ANNUAL PLAN		
	2020	2021	2022	2023	2023	2024	% Change
3600 Food Sales	4,816	8,826	13,305	12,000	12,000	12,000	0%
3610 Beverage Sales	571	1,051	1,224	750	1,200	1,000	-17%
Total Revenue	5,387	9,877	14,529	12,750	13,200	13,000	-2%
4300 Credit Card Expense	513	375	2,006	1,600	1,054	1,820	73%
4315 Food COGS	5,559	6,075	6,875	10,000	9,002	9,600	7%
4320 Beverage COGS	2,037	3,597	3,427	1,000	2,400	1,230	-49%
5205 Maintenance Expense	167	99	653	500	500	500	0%
5415 Garbage/Waste Removal	252	(71)	277	252	252	252	0%
5430 Supplies	1,518	2,244	2,321	2,000	2,400	2,000	-17%
5435 Small Equipment	1,140	3,632	1,288	1,366	1,284	1,368	7%
5720 Utilities Electric	2,416	2,352	2,240	2,010	2,968	2,150	-28%
5999 Miscellaneous Expense	(1)	9	248	0	0	0	0%
6100 Salaries	34,394	37,491	40,980	41,807	41,137	45,257	10%
6110 Payroll Taxes	2,266	2,523	2,921	3,078	3,147	3,462	10%
6115 Unemployment taxes	558	658	734	716	716	716	0%
6120 Group Insurance	20,181	21,478	21,365	16,207	22,501	15,195	-32%
6160 IMRF	642	(10,988)	(15,391)	2,281	2,193	2,150	-2%
6340 Dues Subscriptions Permits	749	304	608	660	650	660	2%
6800 Kitty Hawk Loss Reimbursement	(69,238)	(74,054)	(56,022)	(70,727)	(77,004)	(73,360)	5%
Total Expense	3,153	(4,277)	14,529	12,750	13,200	13,000	-2%
Net Income not including Depreciation or Major Maintenance	\$2,234	\$14,154	\$0	\$0	\$0	\$0	0%



DUPAGE AIRPORT AUTHORITY

CHICAGO LAND'S

DUPAGE FLIGHT CENTER 



Capital Improvements & Major Maintenance Program 2024

DUPAGE AIRPORT AUTHORITY 2024 CAPITAL & MAJOR MAINTENANCE PLAN

DuPage Airport Authority managers start the process in June of compiling a list of capital and major maintenance projects for their departments. The list is reviewed by the Executive Director and Finance Director to determine which projects will be funded in the current budget year. This list is presented to the Board of Directors for final approval. DuPage Airport Authority funds their capital and major maintenance plan from current cash reserves and property tax revenue. We have no expectations to finance any of these projects. In addition, we currently have no outstanding debt.

Capital Summary	
DAA	\$ 6,153,315
DFC	\$ 138,000
PLG	<u>\$ 2,104,494</u>
Total Capital	\$ 8,395,809
Major Maintenance Summary	
DAA	\$ 358,500
DFC	\$ -
PLG	<u>\$ -</u>
Total Major Maintenance	\$ 358,500
NEW FUNDS REQUESTED FOR CAPITAL & MAJOR MAINTENANCE	\$ 8,754,309
Capital Funds Carried Over from Prior Year	\$ 11,525,797
Grant Funding	\$ 4,707,000
TOTAL CAPITAL & MAJOR MAINTENANCE PLAN	\$ 24,987,106

Capital Projects & Assets			New \$	Carryover \$	Grant \$	Total \$
DAA	Building	Construct New Hangar: South Hightail Ramp	-	6,320,157	-	6,320,157
DAA	Field	Reconstruct 3N060 Powis Road Apron (IDOT)	-	93,000	1,767,000	1,860,000
DAA	Building	3rd Floor Flight Center Tenant Renovations	1,603,291	-	-	1,603,291
DAA	Field	Runway 10/28 Avigation Easement Acquisition	121,474	1,214,743	-	1,336,217
DAA	Building	Flight Center Elevator Passenger Car Modernization	-	1,326,550	-	1,326,550
DAA	Field	Reconstruct T-Hangar Taxiway E-18/19 Pavement (AIP) IDOT	65,000	-	1,235,000	1,300,000
DAA	Field	Rehabilitate Taxiway C (AIP) IDOT	50,000	-	950,000	1,000,000
DAA	Field	Construct New Auto Parking Lot (IDOT) DPA-4980	-	422,381	405,000	827,381
DAA	Field	Rehabilitate Airfield Pavements (IDOT)	-	150,000	350,000	500,000
DAA	Building	Change Frequency Drives for Plenum Fans at DFC	630,000	-	-	630,000
DAA	Building	Upgrade Cooling/Heating ATCT Cab & Base Building & Lighting upgrades	575,700	-	-	575,700
DAA	Field	Water Infiltration at Airboss and Avel	415,000	-	-	415,000
DAA	Equipment	Refurbish Rescue 8 ARFF Vehicle / EPA Required AFFF Foam Remediation	230,000	-	-	230,000
DAA	Building	DAA Maintenance Building Trench Drain Replacement	-	225,000	-	225,000
DAA	Equipment	Wireless Mesh Network Replacement	225,000	-	-	225,000
DAA	Building	Façade Renovations & Windows Renovations E10,E20,E21, & NHT Hangars	206,850	-	-	206,850
DAA	Equipment	Replace Salt Truck & Spreader	200,000	-	-	200,000
DAA	Equipment	6-Wheel Dump Truck w/Wetting System (Ordered)	-	195,707	-	195,707
DAA	Equipment	Replace Interstater Mower	183,000	-	-	183,000
DAA	Equipment	Small Utility Truck w/Boom Lift	175,000	-	-	175,000
DAA	Building	DBC Comm Building Demolition & Fiber Vault	30,000	115,000	-	145,000
DAA	Building	SHT Bay 1 Interior Renovations	140,000	-	-	140,000
DAA	Field	98 Hangar Epoxy Flooring	74,200	50,780	-	124,980
DAA	Building	Backflow for Domestic Water E20, E17 and 32W611 Tower Road	80,550	39,450	-	120,000
DAA	Field	Green Initialives Consulting	100,000	-	-	100,000
DAA	Equipment	New Pickup for Building Maintenance w/Plow, Service Box & Tommy Gate	80,000	-	-	80,000
DAA	Equipment	Cargo Van for Building Maintenance (Ordered in 2023)	-	80,000	-	80,000
DAA	Equipment	Upgrade DAA Local Area Network Servers	75,000	-	-	75,000
DAA	Field	Remove Utility Poles on Keil Road	75,000	-	-	75,000
DAA	Equipment	New Rules and Regulations, Minimum Standards and Electronic Codification of DAA Code	75,000	-	-	75,000
DAA	Building	Replace Fire Alarm System at 1955 Aviation Drive	70,000	-	-	70,000
DAA	Building	Old Cameron & Hangar N7 Demolition	1,800	48,200	-	50,000
DAA	Equipment	New Websites - DAA, DFC and PLGC	50,000	-	-	50,000
DAA	Equipment	Surveillance and Access Control Equipment Upgrades	50,000	-	-	50,000
DAA	Equipment	Batwing Mower	40,000	-	-	40,000
DAA	Equipment	Replace Runway Weather Information System Hardware	40,000	-	-	40,000
DAA	Building	East Overhead Garage Door Renovations at TEA	34,950	-	-	34,950
DAA	Equipment	Constant Current Regulator Replacement - 2 (CCR)	30,000	-	-	30,000
DAA	Equipment	Mechanic's Service Bed w/Tommy Gate Modification to Existing Pickup	24,000	-	-	24,000
DAA	Building	RTU Replacement at 320 Kress	22,000	-	-	22,000
DAA	Building	Pedestrian Door Replacement: Old Admin, Airboss, CAS, Govnt Ctr Penthouse	22,000	-	-	22,000
DAA	Equipment	Pavement Grinder	22,000	-	-	22,000
DAA	Equipment	Pavement Marking Machine	20,000	-	-	20,000
DAA	Equipment	Tires for Rescue 9	20,000	-	-	20,000
DAA	Field	Relocate Airport Perimeter Fencing	20,000	-	-	20,000
DAA	Building	Replace Floor at DAA Maintenance Office & Lunchroom	20,000	-	-	20,000
DAA	Equipment	NHT Overhead Echo 4 & Maint door Garage Door Operator Replacement	20,000	-	-	20,000
DAA	Equipment	Replace Zero Turn Mower	17,000	-	-	17,000
DAA	Equipment	Replace Utility Vehicle w/2 Seat Electric Vehicle w/Box	17,000	-	-	17,000
DAA	Equipment	Vehicle Wash Bay Pressure Washer	15,000	-	-	15,000
DAA	Equipment	Removal of Vehicle Lift at DAA Maintenance	19,500	-	-	19,500
DAA	Building	NHT & SHT Door Astragal Replacement	13,000	-	-	13,000
DAA	Equipment	Replace DAA Phone Hardware	-	12,000	-	12,000
DAA	Equipment	Rescue 8 and Rescue 9 Radios	5,000	-	-	5,000
DAA	Contingency	Contingency	150,000	-	-	150,000
DFC	Equipment	Lektro 8750 Zero Hour Overhaul Tug	100,000	-	-	100,000
DFC	Equipment	Rebuild Pump 1 Flight Center Lift Station	32,500	-	-	32,500
DFC	Equipment	Replace Ice Maker	5,500	-	-	5,500
PLG	Field	Replace Irrigation System	1,934,494	1,025,363	-	2,959,857
PLG	Equipment	Golf Cart Battery and Tire Replacement	37,000	-	-	37,000
PLG	Equipment	Banquet: Patio & Grill Appliance Upgrades	35,000	-	-	35,000
PLG	Equipment	Heavy-Duty Utility Vehicle	27,500	-	-	27,500
PLG	Equipment	Gas Powered Beverage Cart (Ordered)	-	24,000	-	24,000
PLG	Building	Bag Drop Stairs Concrete Repairs	20,000	-	-	20,000
PLG	Building	Permanent Outdoor Event Structure/Design and Cost-Estimate	20,000	-	-	20,000
PLG	Equipment	Banquet: Bar Asset Purchase	18,000	-	-	18,000
PLG	Equipment	Motorized door operator for grill room deck / Lighting upgrade to ladies room/boiler estop switches	12,500	-	-	12,500
Total Capital			8,395,809	11,342,331	4,707,000	24,445,140

Major Maintenance Projects			New \$	Carryover \$	Grant \$	Total \$
DAA	Field	Airfield Pavement Marking - Contract Year 1 of 3	130,000.00	-		130,000.00
DAA	Field	Stormwater Drainage Canal Maintenance & Pond Maintenance	-	65,000.00		65,000.00
DAA	Field	Crackfill, Sealcoat and Mark Parking Lots at RT Hangar and Echo T's, Planemasters, E10/11	53,000.00	-		53,000.00
DAA	Building	Sprinkler System Renovation (Heads & Controllers) at Planemasters, old Admin, ATCT, TEA, & Powis Hangar	50,000.00	-		50,000.00
DAA	Building	Epoxy Floor Repairs at ARFF Station	30,000.00	-		30,000.00
DAA	Field	Tree Removal and Trimming	-	30,000.00		30,000.00
DAA	Building	Repair Standpipe Fire Connections at Various Buildings Per Fire Marshal	25,000.00	-		25,000.00
DAA	Field	Farm Parcel Drainage Repairs and Land Improvements	20,000.00	-		20,000.00
DAA	Building	32W611 Tower Road Hangar Door Renovation	18,000.00	-		18,000.00
DAA	Field	Mudjacking Various Locations	15,000.00	-		15,000.00
DAA	Equipment	Annual Preventative Maintenance for Rescue 8 and Rescue 9	10,000.00	-		10,000.00
DAA	Field	North Ramp Tie Down Repair	7,500.00	-		7,500.00
DFC	Building	Flight Center Cantilever Deck Concrete & Painting Repairs	-	88,466.00		88,466.00
			358,500	183,466	-	541,966
Total Capital & Major Maintenance			8,754,309	11,525,797	4,707,000	24,987,106

DUPAGE AIRPORT AUTHORITY

Construct New Hangar South Hightail Ramp **\$6,320,157**
Ongoing construction of a new 2-bay, 48,000 square foot hangar and office space on the South Hightail Ramp. The hangar is being constructed to accommodate two (2) separate tenants if required.

Reconstruct 3N060 Powis Road Apron (Grant Funded Project) **\$1,860,000**
This project will remove the existing deteriorated bituminous pavement and construct a new 8" PCC apron pavement section to stay consistent with the surrounding existing 8" PCC apron pavement.

3rd Floor Flight Center Tenant Renovations **\$1,603,291**
5,670 SF of tenant buildout in existing open space on the 3rd floor of the DuPage Flight Center.

Runway 10/28 Avigation Easement Acquisition (Grant Funded Project) **\$1,336,217**
Acquire ALP defined RPZ and Approach/Transitional Zone Easements.

Flight Center Elevator Passenger Car Modernization **\$1,326,550**
Modernization of four (4) existing geared traction passenger elevators located in the DuPage Flight Center. The existing elevators are more than 30 years old and require new controls, motors, hoistway and machine room equipment due to replacement equipment that has become obsolete or items that require major repair.

Reconstruct T-Hangar Taxiway E-18/19 Pavement (Grant Funded Project) **\$1,300,000**
This project includes approximately 3,200 SY of 8" PCC pavement which has significant cracking and requires replacement.

Rehabilitate Taxiway C (Grant Funded Project) **\$1,000,000**
This project has approximately 8,500 SY of composite pavement that has longitudinal and transverse cracking, raveling and weathering which requires rehabilitation.

Construct New Auto Parking Lot (Grant Funded Project) **\$827,381**
Construction of a parking lot to serve the new 48,000 sq ft tenant hangar located at the South High Tail Ramp.

Change Frequency Drives for Plenum Fans at DFC **\$630,000**
Replacement of 30 year old air handler housing and associated fans related to HVAC/Cooling systems that serve as the building's primary air movement.

Upgrade Cooling/Heating, Lighting Upgrades: ATCT Cab & Base Building **\$575,700**
Replacement of a cooling and heating system that is more than 20 years old as well as obsolete track lighting in Tower Cab.

Rehabilitate Airfield Pavements (Grant Funded Project) **\$500,000**
Isolated pavement replacement Runway 2L/20R, Runway 2R/20L, Taxiway C and Taxiway W.

Water Infiltration Repairs at 3N060 Powis Road	\$415,000
Apron drainage repairs at 3N060 Powis Road to correct existing hangar water infiltration issues.	
Refurbish Rescue 8 ARFF Vehicle / EPA Required AFFF Foam Remediation	\$230,000
Refurbishment of existing 2008 ARFF truck to include data panels, turrets, joysticks, valves and hoses. EPA required cleaning and disposal of AFFF in Rescue 8 and Rescue 9 ARFF trucks.	
DAA Maintenance Building Trench Drain Replacement	\$225,000
Replacement of failing trench drain infrastructure servicing the DAA Maintenance Building.	
Wireless Mesh Network Replacement	\$225,000
Replacement of the Airport's wireless mesh network that serves both surveillance and access control devices.	
Façade Renovations & Windows Renovations E10, E20, E21, & NHT Hangars	\$206,850
Renovate exterior of aging building envelopes, including replacement of failing thermal panes as well as weather-proof cladding materials.	
Replace Salt Truck & Spreader	\$200,000
Replaces an existing unit that has exceeded its life expectancy and controls that are obsolete.	
6-Wheel Dump Truck w/Wetting System (Ordered)	\$195,707
Replaces a 22-year-old truck and adds the ability to have a larger sodium formate spreader to accommodate the widened runway.	
Replace Interstater Mower	\$183,000
Replacing the old mower that has gone past its life expectancy and is inefficient.	
Small Utility Truck w/Boom Lift	\$175,000
Single man operation for repairing "E" hangers' doors and lights.	
DBC Comm Building Demolition & Fiber Vault	\$145,000
Demolition of the Communications Building in the DuPage Business Center. Construction of a fiber vault.	
SHT Bay 1 Interior Renovations	\$140,000
Includes paint and carpet renovations as well as adding return hot water loop between water heater and bathrooms.	
Airfield Pavement Marking - Contract Year 1 of 3	\$130,000
Scheduled painting of runway, taxiway, apron and landside markings.	
98 Hangar Epoxy Flooring	\$124,980
Complete removal and installation of a new epoxy floor system at the 98 Jet Hangar.	

Backflow for Domestic Water E20, E17, and 32W611 Tower Road	\$120,000
Pursuant to local code requirements, add RPZ backflow devices form existing fire sprinkler system to domestic water at three (3) locations.	
Green Initiatives Consulting	\$100,000
Planning phase green initiative consulting for implementation of future infrastructure.	
New Pickup for Building Maintenance w/Plow, Service Box & Tommy Gate	\$80,000
Replaces a 2006 truck that has exceeded its life expectancy.	
Cargo Van for Building Maintenance	\$80,000
Replaces a 2008 van that has exceeded its life expectancy.	
Upgrade DAA Local Area Network Servers	\$75,000
Replaces DAA's Hyper V networks, which is at the end of its useful service life.	
Remove Utility Poles on Keil Road	\$75,000
ComEd service order to remove above ground electric utilities and relocate underground.	
New Rules and Regulations, Minimum Standards and Electronic Codification of DAA Code	\$75,000
Consulting necessary to revise outdated DAA Rules and Regulations and Minimum Standards. Electronic codification of DAA ordinances (code).	
Replace Fire Alarm System at 1955 Aviation Drive	\$70,000
Renovate obsolete fire suppression and monitoring system to entire building.	
Stormwater Drainage Canal Maintenance & Pond Maintenance	\$65,000
Drainage tributary to Kress Creek maintenance work including removal of debris, obstructions and clearing of pond outlet structures.	
Crackfill, Sealcoat and Mark Parking Lots at RT Hangar and Echo T's, Planemasters, E10/11	\$53,000
Pavement maintenance to include: crack routing, crackfilling, sealcoating and pavement marking to extend the life of existing deteriorating pavements.	
Old Cameron & Hangar N7 Demolition	\$50,000
Demolition of obsolete Old Cameron Building and Hangar N7.	
New Websites - DAA, DFC and PLGC	\$50,000
Rebuild of DAA, DFC and PLGC websites on a modern content management system platform for improved admin management and user navigation.	
Surveillance and Access Control Equipment Upgrades	\$50,000
As-needed replacement of inoperable or outdated surveillance cameras and/or access control devices.	
Sprinkler System Renovation (Heads & Controllers) at Planemasters, Old Admin, ATCT, TEA, & Powis Hangar	\$50,000
Renovation work to TEA to add sprinkler coverage under mezzanine and remainder of scope for Planemasters, old Admin, ATCT and Powis are contingent upon 2024 testing results that will necessitate complete replacement of all sprinkler heads.	

Replace Runway Weather Information System Hardware	\$40,000
Replace obsolete runway pavement temperature sensors, wiring, related hardware, and monitoring equipment.	
Batwing Mower	\$40,000
Replaces an old mower deck that has exceeded its life expectancy.	
East Overhead Garage Door Renovations at TEA	\$34,950
Replacement of a garage door that is at the end of its service life as well as increasing door vertical opening clearance to increase effective service usage.	
Epoxy Floor Repairs at ARFF Station	\$30,000
Renovation of parking bay floor top-coat at the ARFF Station.	
Tree Removal and Trimming	\$30,000
Tree removal and/or trimming necessary to alleviate impacts to Part 77 airspace surfaces.	
Constant Current Regulator Replacement - 2 (CCR)	\$30,000
Replacement of two (2) airfield lighting regulators that are beyond their useful service life.	
Repair Standpipe Fire Connections at Various Buildings Per Fire Marshal	\$25,000
Repair deficiencies noted by Fire Marshal related to external Fire Department connections to increase water flow to sprinkler system.	
Mechanic's Service Bed w/Tommy Gate Modification to Existing Pickup	\$24,000
Truck modification for safer and more efficient access to tools necessary for field repairs.	
RTU Replacement at 320 Kress	\$22,000
Replacement of Roof Top Cooling pack that is more than 20 years old and beyond its useful service life.	
Pedestrian Door Replacement	\$22,000
Replaces corroded pedestrian doors at Old Admin, 3N060 Powis, SE Hangar and the Government Center Penthouse.	
Pavement Grinder	\$22,000
Utilized for airfield pavement and land side pavement repairs and for trip hazards/high spots.	
Farm Parcel Drainage Repairs and Land Improvements	\$20,000
Drainage repairs to crushed, clogged or damaged farm tile.	
Pavement Marking Machine	\$20,000
Replaces an outdated paint machine that is beyond its useful service life for airfield marking.	
Tires for Rescue 9	\$20,000
Replacement of worn-out tires for Rescue #9 ARFF truck.	
Relocate Airport Perimeter Fencing	\$20,000
Relocate existing airport perimeter fencing for improved mowing and maintenance.	
Replace Floor at DAA Maintenance Office & Lunchroom	\$20,000
Renovation of Maintenance shop office floors that are delaminating due to age.	

NHT Overhead Echo 4 & Maint door Garage Door Operator Replacement	\$20,000
Replacement of door operators due high cycle counts and age.	
Removal of Vehicle Lift at DAA Maintenance	\$19,500
Removes an existing vehicle lift which is no longer utilized due to current safety standards.	
32W611 Tower Road Hangar Door Renovation	\$18,000
Renovation to bi-fold aluminum door frame requiring welding repairs to sections that are experiencing cracking.	
Replace Zero Turn Mower	\$17,000
Replaces a 2008 zero turn that has exceeded its life expectancy.	
Replace Utility Vehicle w/2 Seat Electric Vehicle w/Box	\$17,000
Replaces a 2005 utility vehicle that has exceeded its life expectancy.	
Mudjacking Various Locations	\$15,000
Mudjacking of various sidewalk panels to eliminate trip hazards.	
Vehicle Wash Bay Pressure Washer	\$15,000
Replaces existing pressure washer which has exceeded its life expectancy.	
NHT & SHT Door Astragal Replacement	\$13,000
Renovation of weather tight door astragals due to dry rotting and fatigue.	
Replace DAA Phone Hardware	\$12,000
Replacement of existing DAA phone handsets that are more than 15 years old.	
Annual Preventative Maintenance for Rescue 8 and Rescue 9	\$10,000
Annual maintenance required for Rescue 8 and Rescue 9 ARFF truck tanks, pipes, valves and controls.	
North Ramp Tie Down Repair	\$7,500
As-needed repairs for tiedown hardware and related pavement rehabilitation.	
Rescue 8 and Rescue 9 Radios	\$5,000
Replaces existing airfield radios that are beyond their useful service life.	

DUPAGE FLIGHT CENTER

Replace Lektro 8750 Tug	\$100,000
Replaces and existing 1995 that has exceeded its useful service life.	
Flight Center Cantilever Deck Concrete & Painting Repairs	\$88,466
Concrete repairs and painting to correct cracking/spalling conditions that are present on the Flight Center Cantilever Deck.	
Rebuild Pump 1 Flight Center Lift Station	\$32,500
Rebuild of Pump #1 due to excessive duty time reducing the pump's effectiveness.	
Replace Ice Maker	\$5,500
Replaces an existing ice maker that has exceeded its useful service life.	

PRAIRIE LANDING GOLF CLUB

Replace Irrigation System	\$2,959,857
Replacement of the original HDPE irrigation system, controls and related hardware that is more than 30 years old and experiencing degradation and failures.	
Golf Cart Battery and Tire Replacement	\$37,000
Replacement of golf cart batteries and tires that have exceeded their useful service life.	
Banquet: Patio & Grill Appliance Upgrades	\$35,000
Procurement of banquet related exterior grill and patio equipment.	
Heavy-Duty Utility Vehicle	\$27,500
Procurement of a utility vehicle to support golf course maintenance activities.	
Gas Powered Beverage Cart (Ordered)	\$24,000
Replaces an existing golf course beverage cart that has exceeded its useful service life.	
Bag Drop Stairs Concrete Repairs	\$20,000
Concrete repairs to correct cracking/spalling conditions on the stairs at several hand railing connections.	
Permanent Outdoor Event Structure/Design and Cost-Estimate	\$20,000
Design consulting and estimating necessary to plan for a permanent outdoor event structure.	
Banquet: Bar Asset Purchase	\$18,000
Procurement of food and beverage related glassware, dinnerware and utensils.	
Motorized Door Operator for Grill Room Deck / Lighting Upgrade to Ladies Room/Boiler Estop Switches	\$12,500
Motorizing of door so that door will close properly during high wind conditions causing door to stay open. Boiler room estop switches required by current building codes sited by Fire Marshal. Ladies room lighting modification due to excessive brightness in bridle prep area.	
 <u>Contingency Funds</u>	
Contingency Reserve – All Operations	\$150,000
Funding for any unplanned Capital or Major Maintenance projects (e.g. emergency repairs, replacements, or major unforeseen capital projects) will be pulled from contingency funds. Contingency funds will be replenished throughout the year with unused plan dollars from 2024 projects that are completed under budget.	

**Fiscal Year 2024
Budget & Appropriations
Ordinance**

For the period January 1, 2024 - December 31, 2024
DuPage Airport Authority
West Chicago, IL

ORDINANCE 2024-390

**BUDGET & APPROPRIATIONS ORDINANCE
for the DUPAGE AIRPORT AUTHORITY
for the FISCAL YEAR BEGINNING
JANUARY 1, 2024 AND ENDING DECEMBER 31, 2024**

WHEREAS, The Board of Commissioners of the DuPage Airport Authority, an Illinois Special District, has adopted a fiscal year beginning January 1, 2024 and ending December 31, 2024, and has estimated the sums of money necessary to pay the costs of operating the DuPage Airport Authority and all other expenses and liabilities of the Authority for Fiscal Year 2024.

NOW, THEREFORE, BE IT ORDAINED by the Board of Commissioners of the DuPage Airport Authority, an Illinois Special District, as follows:

SECTION 1: For the fiscal year beginning January 1, 2024 and ending December 31, 2024 the following sums of money below are hereby budgeted and appropriated for the corporate purposes of the Corporate Fund of the DuPage Airport Authority:

Estimated Beginning Cash Balance	\$ 71,445,631
 <u>OPERATING REVENUES</u>	
Airport Operations	\$ 4,366,784
Flight Center Fuel Operations	\$ 16,433,863
Prairie Landing Golf Course	\$ 3,153,347
TOTAL OPERATING REVENUES	\$ 23,953,994
 <u>OPERATING EXPENSES</u>	
Airport Operations	\$ 7,866,817
Flight Center Fuel Operations	\$ 12,182,528
Prairie Landing Golf Course	\$ 3,068,032
TOTAL OPERATING EXPENSES	\$ 23,117,377
 <u>NON OPERATING - REVENUE / DEBT SERVICE / CAPITAL / TAXES</u>	
REVENUES	
Miscellaneous Taxes	\$ 150,000
Property Taxes/Abatement	\$ 6,031,500
Federal & State Grants	\$ 850,000
Interest Income	\$ 2,763,348
Unrealized Gain/Loss from Investments	\$ 250,000
Gain of Sale from Fixed Assets	\$ 4,647,084
TOTAL NON-OPERATING REVENUES	\$ 14,691,932
 EXPENSES	
Property Tax (DAA)	\$ 233,386
Property Tax (PLGC)	\$ 58,800
TOTAL NON-OPERATING EXPENSES	\$ 292,186
 <u>CAPITAL DEVELOPMENT PROGRAM</u>	
AVIATION PROGRAMS / EQUIPMENT	\$ 21,291,283
GOLF COURSE PROGRAMS / EQUIPMENT	\$ 3,153,857
MAJOR MAINTENANCE OF CAPITAL ASSETS	\$ 541,966
TOTAL CAPITAL DEVELOPMENT PROGRAM	\$ 24,987,106
 TOTAL REVENUES	 \$ 38,645,926
TOTAL EXPENDITURES	\$ 48,396,669
 ADJUSTMENTS RELATED TO P&L NON-CASH ITEMS	 \$ 4,339,916
 CASH BALANCE - ENDING	 \$ 66,034,804

SECTION 2: That the following budget and appropriations, containing an estimate of the receipts and expenditures for FISCAL YEAR 2024, be and are hereby adopted as the budget and appropriations of the Corporate Fund of the DuPage Airport Authority for said fiscal year:

AIRPORT ADMINISTRATION / OPERATIONS

REVENUES	
HANGAR RENTALS	\$ 3,028,278
COLLECTION, SERVICE, TOWING FEES	\$ 700
COMMISSIONS	\$ 24,861
CUSTOMS FEES	\$ 240,000
RAMP, TIE DOWN, OVERNIGHT FEES	\$ 200,500
NON AIRFIELD, RENT/LEASE REVENUE	\$ 862,445
MISCELLANEOUS	\$ 10,000
TOTAL REVENUES	\$ 4,366,784
CASH ON HAND - BEGINNING	\$ 33,947,794
TOTAL FUNDS AVAILABLE	\$ 38,314,578
EXPENDITURES	
SALARIES	
STAFF & COMMISSIONERS	\$ 2,633,523
SALARIES TOTAL	\$ 2,633,523
BENEFITS	
FICA	\$ 195,847
UNEMPLOYMENT INSURANCE	\$ 23,737
GROUP INSURANCE	\$ 361,581
UNIFORMS	\$ 17,225
IMRF	\$ 117,581
BENEFITS TOTAL	\$ 715,971
GENERAL & ADMINISTRATIVE	
EDUCATION / TRAINING / TRAVEL	\$ 39,390
DUES & SUBSCRIPTIONS	\$ 20,285
COMPUTER AND SOFTWARE	\$ 84,600
COMMUNICATIONS	\$ 59,790
GENERAL OFFICE	\$ 7,500
MISCELLANEOUS	\$ 14,100
GEN. & ADMIN. TOTAL	\$ 225,665
OUTSIDE SERVICES	
CONSULTING SERVICES	\$ 299,800
ACCOUNTING / AUDIT	\$ 50,000
CUSTOMS/CONTROL TOWER	\$ 958,682
MISC OUTSIDE SERVICES	\$ 252,612
LEGAL	\$ 200,000
SNOW REMOVAL/ICE CONTROL	\$ 119,000
ARFF	\$ 558,234
OUTSIDE TOTAL	\$ 2,438,328
MAINTENANCE	
EQUIPMENT LEASE / MAINT. CONTRACTS	\$ 202,440
SUPPLIES/HANDTOOLS & SMALL EQUIPMENT	\$ 52,115
FUEL/OIL VEHICLES & EQUIPMENT	\$ 99,000
FIELD MAINTENANCE	\$ 126,000
BUILDING MAINTENANCE	\$ 202,500
MACHINE & EQUIPMENT	\$ 85,000
MAINTENANCE TOTAL	\$ 767,055
INSURANCE	
INSURANCE TOTAL	\$ 445,943
MARKETING / PUBLIC RELATIONS	
MARKETING / PUBLIC RELATIONS TOTAL	\$ 97,350
UTILITIES	
GARBAGE REMOVAL / JANITORIAL	\$ 15,900
GAS HEAT	\$ 197,432
ELECTRIC	\$ 266,000
WATER/SEWER	\$ 63,650
TOTAL UTILITIES	\$ 542,982
TOTAL EXPENDITURES:	
AUTHORITY ADMINISTRATION & OPERATIONS	\$ 7,866,817
CASH ON HAND ENDING	\$ 30,447,761

DUPAGE FLIGHT CENTER FUEL OPERATIONS

REVENUES	
FUEL & OIL SALES	\$ 15,604,863
SERVICES & CATERING	\$ 722,500
MISCELLANEOUS INCOME	\$ 106,500
TOTAL REVENUES	\$ 16,433,863
CASH ON HAND - BEGINNING	\$ 37,921,915
TOTAL FUNDS AVAILABLE	\$ 54,355,778
EXPENDITURES	
SALARIES	
STAFF	\$ 1,259,771
SALARIES TOTAL	\$ 1,259,771
BENEFITS	
FICA	\$ 96,372
UNEMPLOYMENT INSURANCE	\$ 18,993
GROUP INSURANCE	\$ 213,687
UNIFORMS	\$ 18,700
IMRF	\$ 59,839
BENEFITS TOTAL	\$ 407,591
COST OF SALES	
COST OF SALES - FUEL/OIL	\$ 9,589,574
COST OF SALES - DE-ICE	\$ 41,000
COST OF SALES - CATERING	\$ 87,000
COST OF SALES TOTAL	\$ 9,717,574
GENERAL & ADMINISTRATIVE	
BUILDING RENT	\$ 48,000
EDUCATION / TRAINING / TRAVEL	\$ 20,200
DUES & SUBSCRIPTIONS	\$ 4,288
MISC OFFICE EXPENSE	\$ 28,112
SOFTWARE	\$ 20,884
COMMUNICATIONS	\$ 6,960
CREDIT CARD EXPENSE	\$ 200,805
MARKETING	\$ 55,618
GEN. & ADMIN. TOTAL	\$ 384,867
OUTSIDE SERVICES	
CONSULTING SERVICES/LEGAL	\$ 34,520
OUTSIDE SERVICES TOTAL	\$ 34,520
MAINTENANCE / OPERATIONS	
EQUIPMENT LEASE / MAINT. CONTRACTS	\$ 136,656
SUPPLIES	\$ 47,220
FUEL / OIL VEHICLES	\$ 27,000
MAINTENANCE EXPENSE	\$ 41,040
MAINTENANCE TOTAL	\$ 251,916
INSURANCE	
INSURANCE TOTAL	\$ 122,789
UTILITIES	
ELECTRIC	\$ 3,500
UTILITIES TOTAL	\$ 3,500
TOTAL EXPENDITURES:	
FLIGHT CENTER FUEL OPERATIONS	\$ 12,182,528
CASH ON HAND ENDING	\$ 42,173,250

PRAIRIE LANDING GOLF COURSE

REVENUES

GOLF OPERATIONS

GREENS FEES/CART RENTAL	\$ 1,402,480
ASSOCIATION MEMBERSHIPS	\$ 475,012
RENTALS	\$ 5,077
PRACTICE CENTER	\$ 102,798
PRO SHOP SALES	\$ 126,415
TOTAL GOLF OPERATIONS	\$ 2,111,782

FOOD & BEVERAGE

CLUBHOUSE	\$ 432,860
KITTY HAWK - DELI	\$ 13,000
BANQUET	\$ 593,205
TOTAL FOOD & BEVERAGE	\$ 1,039,065

MISCELLANEOUS INCOME

	\$ 2,500
TOTAL MISCELLANEOUS INCOME	\$ 2,500
TOTAL REVENUES	\$ 3,153,347

CASH ON HAND - BEGINNING

\$ (424,077)

TOTAL FUNDS AVAILABLE

\$ 2,729,270

EXPENDITURES

SALARIES

STAFF	\$ 1,502,053
SALARIES TOTAL	\$ 1,502,053

BENEFITS

FICA	\$ 124,121
UNEMPLOYMENT INSURANCE	\$ 44,706
GROUP INSURANCE	\$ 133,533
UNIFORMS	\$ 9,600
IMRF	\$ 54,661
BENEFITS TOTAL	\$ 366,621

COST OF SALES

COST OF SALES - GOLF	\$ 83,500
COST OF SALES - GRILL, EVENT, BANQUETS	\$ 309,362
COST OF SALES - KITTY HAWK	\$ 10,830
CREDIT CARD FEES	\$ 71,820
COST OF SALES TOTAL	\$ 475,512

GENERAL & ADMINISTRATIVE

EDUCATION / TRAINING / TRAVEL	\$ -
DUES & SUBSCRIPTIONS	\$ 24,568
COMPUTER AND SOFTWARE	\$ 10,000
COMMUNICATIONS	\$ 23,880
TRANSFER COSTS TO FLIGHT CENTER	\$ (73,360)
MARKETING	\$ 46,800
GEN. & ADMIN. TOTAL	\$ 31,888

OUTSIDE SERVICES

CONSULTING SERVICES / LEGAL	\$ 57,900
OUTSIDE SERVICES TOTAL	\$ 57,900

MAINTENANCE / OPERATIONS

COURSE MAINTENANCE	\$ 122,500
SUPPLIES	\$ 113,820
RENTAL EQUIPMENT	\$ 70,868
FUEL / OIL VEHICLES	\$ 17,500
BUILDING MAINTENANCE EXPENSE	\$ 84,100
MAINTENANCE TOTAL	\$ 408,788

INSURANCE

	\$ 133,127
INSURANCE TOTAL	\$ 133,127

UTILITIES

GARBAGE REMOVAL / JANITORIAL	\$ 3,271
GAS HEAT	\$ 21,788
ELECTRIC	\$ 55,404
WATER/SEWER	\$ 11,680
UTILITIES TOTAL	\$ 92,143

TOTAL EXPENDITURES:

PRAIRIE LANDING GOLF COURSE **\$ 3,068,032**

CASH ON HAND ENDING

\$ (338,762)

NON OPERATING - REVENUE / DEBT SERVICE / CAPITAL / TAXES

MISCELLANEOUS TAXES	\$ 150,000
PROPERTY TAXES	\$ 6,031,500
FEDERAL & STATE GRANTS	\$ 850,000
INTEREST INCOME	\$ 2,763,348
UNREALIZED GAIN/LOSS FROM INVESTMENTS	\$ 250,000
GAIN OF SALE FROM FIXED ASSETS	\$ 4,647,084
TOTAL NON-OPERATING REVENUES	\$ 14,691,932

CAPITAL DEVELOPMENT PROGRAM

AVIATION PROGRAMS / EQUIPMENT	\$ 21,291,283
GOLF COURSE PROGRAMS / EQUIPMENT	\$ 3,153,857
MAJOR MAINTENANCE OF CAPITAL ASSETS	\$ 541,966
TOTAL CAPITAL DEVELOPMENT	\$ 24,987,106

PROPERTY TAX

PROPERTY TAX (DAA)	\$ 233,386
PROPERTY TAX (PLGC)	\$ 58,800
TOTAL PROPERTY TAX	\$ 292,186

TOTAL REVENUES	\$ 38,645,926
TOTAL EXPENDITURES	\$ 48,396,669
ADJUSTMENTS RELATED TO P&L NON-CASH ITEMS	\$ 4,339,916
CASH ON HAND ENDING	\$ 66,034,804

Said appropriation items shall constitute the Budget for the Corporate Fund of the Authority for FISCAL YEAR 2024.

FILED

JAN 18 2024

Jean Kaczmarek
DuPage County Clerk

In support of said Budget and as part thereof, the following statement is made under Section 3 of "AN ACT providing for and regulating methods of adopting Budgets and making appropriations by certain tax levying bodies of this State" approved July 12, 1937, as amended, (Ill. Rev. Stats. Ch. 85, par. 8035) and Section 195-1/2 of the "Revenue Act of 1939, as amended (Ill. Rev. Stats. Ch. 120, par. 676A).

The amounts specified are the maximum estimated for probable expenditures or commitments prior to December 31, 2024, and there is included in the appropriated amounts, funds derived from other sources than local taxation, and which may be spent for the benefit of the authority without actually being received and expended by it.

All unexpended balance of any item or items of any general appropriation made by this Ordinance may be expended in making up any deficiency in any item or items in the same general appropriation made by this Ordinance.

SECTION 3: This Ordinance shall be in full force and effect immediately upon its adoption and approval.

Passed and approved by the Board of Commissioners of the DuPage Airport Authority on January 17, 2024.

Record of Roll Call Vote:

Karyn M. Charvat

Juan E. Chavez

Joshua S. Davis

Anthony M. Giunti, Jr.

Bryan M. Hacker

Gina R. LaMantia

Michael V. Ledonne

Noreen M. Ligino-Kubinski

Donald E. Puchalski

	YES
	YES
	YES
	YES
	YES
	YES
	YES
	YES
	YES

Donald E. Puchalski

Chairman

(seal)
ATTEST

Karyn M. Charvat
Secretary

Appendix

ACRONYMS & GLOSSARY OF TERMS

Accrual Basis of Accounting- Basis of accounting which attempts to record financial transactions in the period when the revenue is earned and expenses when the liability is incurred.

ACFR- Annual Comprehensive Financial Report

Approved Budget- The upcoming fiscal year budget as initially passed by the Board.

ARFF- Aircraft Rescue and Fire Fighting

ATCT- Air Traffic Control Tower

Audit- An independent, objective evaluation of the fairness by which a company's financial reports are presented by its management.

The Authority- Refers to the DuPage Airport Authority

Balanced Budget- The instance where total revenues and other resources equal or exceed expenditures and other uses.

Budget- A plan created using a balanced approach whereby estimates of revenues and expenses based on historical trends and anticipated future results and aims to achieve at minimum a balanced net operating profit.

Budget Calendar- The schedule of key dates or milestones that the Authority follows in the preparation, adoption, and administration of the annual budget.

Budget Process- The process of translating planning and programming decisions into specific financial plans.

Capital Assets- Land, improvements to land, buildings, building improvements, vehicles, machinery and equipment that are used in operations and that have initial useful lives that extend beyond one year of economic benefit and that are in excess of \$5,000.

Capital Budget- A plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of Adopted Budget, which includes both operating and capital outlays.

Contingency- An appropriation of funds to cover unforeseen capital projects that occur during the fiscal year.

DAA- DuPage Airport Authority

DBC- DuPage Business Center

DFC- DuPage Flight Center

Department- A major administrative division of the Authority that indicates overall management responsibility for an operation.

Depreciation- Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of physical elements, inadequacy, or obsolescence.

Enterprise Fund- A governmental accounting fund in which services are provided are financed and operated similar to those a private-business- where the intent is that the costs (expenses, including depreciation or debit service payments) of providing goods and services be financed or recovered through user fees.

Forecast- A projection of future revenues and/or expenses based on historical and current economic, financial, and demographic information.

Fund- A grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives.

GAAP- Generally Accepted Accounting Principles. Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations. The primary authoritative body of application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

GFOA- Government Finance Officers Association

HC- Headcount

IMRF- Illinois Municipal Retirement Fund, retirement fund for all full-time Authority employees

Major Maintenance- Significant maintenance needed to be done to existing Capital Assets that do not add to the value or service capacity of the asset or extend the assets useful life.

Net Income- Excess of operating revenue, non-operating revenue over operating expenses and non-operating expenses.

Operating Expenses- Expenses incurred by the Authority through business operations.

Operating Revenue- Revenue that the Authority generates from business activities.

PLGC- Prairie Landing Golf Club

Proprietary Funds- These funds are used to account for a government's ongoing organizations and activities that are similar to businesses found in the private sector.

Tax Levy- The total amount to be raised by general property taxes for operating and capital purposes.

Tax Rate- The amount of tax levied for each \$100 of assessed valuation.

CERTIFICATION

FILED


JAN 18 2024

Jean Kacyniak
DuPage County Clerk

I, Michael V. Ledonne, Treasurer of the Board of Commissioners of the DuPage Airport Authority, An Illinois Special District, do hereby certify that the attached is a true and complete copy of Statement of Estimated Revenues, by source, for the Fiscal Year beginning January 1, 2024 and ending December 31, 2024 as was adopted and approved as part of the Budget and Appropriation Ordinance 2024-390, adopted at a duly constituted meeting of the Board of Commissioners of the said corporation held on January 17, 2024 at the DuPage Airport Authority, Flight Center Building, 2700 International Drive, West Chicago, Illinois. A quorum was present at said meeting.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the Corporate Seal of this corporation, this 17th day of January, 2024.

(SEAL)



Michael V. Ledonne, Treasurer
Board of Commissioners
DuPage Airport Authority

FILED
JAN 18 2024

[Signature]
DuPage County Clerk

I, Daniel J. Barna, Assistant Secretary to the Board of Commissioners of the DuPage Airport Authority, An Illinois Special District, do hereby certify that the attached is a true and complete copy of DuPage Airport Authority Ordinance 2024-390, entitled "Budget And Appropriations Ordinance for the DuPage Airport Authority for the Fiscal Year beginning January 1, 2024 and ending December 31, 2024". Said Ordinance was adopted at a meeting of the Board of Commissioners of the DuPage Airport Authority held on January 17, 2024 at DuPage Airport Authority, Daniel L. Goodwin Flight Center Building, 2700 International Drive, West Chicago, Illinois. A quorum was present at said meeting.

I further certify that there have been no amendments or revisions to said Ordinance and that said Ordinance remains of record in the minutes of said meeting and is now in full force and effect.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the corporate seal of this corporation, this 17th day of January 2024.

(SEAL)



Daniel J. Barna, Assistant Secretary
Board of Commissioners
DuPage Airport Authority