



Aviation Management  
Consulting Group

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# Financial Allocation Analysis

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Truckee Tahoe Airport District

*Truckee Tahoe Airport*



December 22, 2021

Mr. Kevin Smith, A.A.E.  
General Manager  
Truckee Tahoe Airport District  
10356 Truckee Airport Road  
Truckee, California 96161

RE: Financial Allocation Analysis – Final Draft

Dear Mr. Smith:

This analysis conveys Aviation Management Consulting Group (AMCG) findings based on the financial allocation analysis of the Truckee Tahoe Airport District for Fiscal Years 2018, 2019, and 2020.

AMCG is pleased to have been called on to conduct this analysis. Please contact me if you have any questions pertaining to the final draft report or the findings reached.

Helping your aviation management excellence,

A handwritten signature in blue ink that reads "J.A. Kohlman". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Jeff A. Kohlman  
Managing Principal  
Aviation Management Consulting Group



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**I. INTRODUCTION****A. Scope of Work**

This financial allocation analysis (Analysis) conveys Aviation Management Consulting Group's (AMCG) findings as it relates to the Truckee Tahoe Airport District's (TTAD) primary, secondary, and tertiary revenue and cost centers, as discussed further herein. AMCG reviewed, allocated by function, revenue stream, and/or cost center and analyzed three years of historical TTAD financial records (including operating revenues, operating expenses, and capital costs).

This information will be utilized by the TTAD to assist with the establishment and adjustment of rates and charges for the use of the Truckee Tahoe Airport (Airport) and the leasing of land and improvements. In addition, this study can be used as a tool for strategic decision making and financial planning by the TTAD in the months and years to come while also providing financial transparency to the public and airport users.

It is important to note that the results of this financial allocation analysis only presents a snap shot of the financial results for the TTAD primary, secondary, and tertiary revenue and centers for the study period of fiscal years 2018, 2019, and 2020 and does not convey the actual return on investment of any capital expenditures of the TTAD.

**B. Project Approach**

To accomplish the scope of work, AMCG utilized the following work plan:

1. Compiled relevant market and operational information, data, and documentation on the Airport and the commercial and non-commercial operators at the Airport.
2. Compiled detailed financials (balance sheets, income statements, depreciation schedules, etc.) of the TTAD for the last three fiscal years (2018, 2019, and 2020)
3. Reviewed and analyzed the information, data, and documentation provided including a review of: (1) pertinent studies/reports addressing general aviation (or related) issues, (2) existing TTAD rates and charges, (3) TTAD financials, and (4) historical operational data (i.e., based aircraft, aircraft operations, and fuel volumes).
4. Developed draft tables of the Analysis for review and comment by the designated TTAD Board committee and TTAD management and staff.
5. Conducted a working session to provide the opportunity for the TTAD to provide additional input on the final draft Analysis.
6. Finalized the Analysis based on the comments provided, questions raised, and recommendations made during the working session.

**C. Data Collection**

AMCG collected and reviewed the following documentation:

*Employee Roster and Payroll Allocation Rates*

*Combined Detailed Income Statement (last three years)*

*Chart of Accounts*

*Reinard W. Brandley engineering record (dated July 7, 2021)*

*Fixed Asset Reports and Depreciation Schedules (last three years)*

*AIP Grant History and Work in Progress Construction Commitments*

*Payroll History (last three years)*

*Vehicle and Equipment Spreadsheet*

*Fuel sold and purchased, by month and type (last three years)*

*Fueling Transactions (last three years)*

*Jet A and Avgas fuel dollar and gallons breakdown (FY 2020)*

*Auerbach Engineering Corporation Facilities Master Map (dated October 2019)*

*Aviation and Non-Aviation Real Estate Lease Information*

*Master Fee Schedule*

*Insurance Policies, Premiums, and Property Values*

## II. ALLOCATION METHODOLOGY

This section summarizes the methodologies utilized by AMCG to allocate the operating revenues, operating expenses, and capital costs of the TTAD.

### A. Revenue/Cost Centers

In addition to the TTAD's responsibility to manage, operate, and develop the Airport, the TTAD also manages and operates the only Fixed Base Operator<sup>1</sup> (FBO) at the Airport. Therefore, three primary revenue/cost centers were identified and analyzed for the TTAD – District, Airport, and FBO.

After a review of the TTAD financial statements and meetings with TTAD representatives, the following secondary and tertiary revenue/cost centers were identified and analyzed for the District, Airport, and FBO primary revenue/cost centers:

#### 1. District

The District primary revenue/cost center was identified for the purpose of tracking those revenues, operating expenses, and capital costs directly related to the following secondary and tertiary District revenue/cost centers.

##### a. District/Governance

The District/Governance secondary revenue/cost center captures the operating expenses and capital costs related to the political functions of the TTAD. This is based on the theory that if the Airport were operated as a subdivision of an existing governmental agency with other functions in addition to the Airport (e.g., City, County, or State), most if not all of these operating expenses would be duplicative and therefore unnecessary. The associated tertiary revenue/cost centers are presented in *Table 1 – District Revenue/Cost Centers*.

##### b. District/Community Investments

The District/Community Investments secondary revenue/cost center captures the operating expenses and capital costs related to programs and projects designed and implemented by the TTAD to provide community benefit above and beyond the normal programs offered by a comparable airport. The associated tertiary revenue/cost centers are presented in *Table 1 – District Revenue/Cost Centers*.

##### c. District/Noise and Annoyance Programs

The District/Noise and Annoyance Programs secondary revenue/cost center captures the operating and capital expenses related to the programs designed to address and reduce noise on the local community. The associated tertiary revenue/cost centers are presented in *Table 1 – District Revenue/Cost Centers*.

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<sup>1</sup> Fixed Base Operator (FBO) – An FBO is an entity that operates at an airport and provides, at a minimum, aviation fueling services in addition to other commercial aeronautical activities. Other entities that provide commercial aeronautical activities separate and apart from aviation fueling services are referred to as Specialized Aviation Service Operators (SASOs).

*d. District/Non-Aviation Real Estate*

The District/Non-Aviation Real Estate secondary revenue/cost center was identified for the purpose of tracking those operating revenues, operating expenses, and capital costs directly related to the management, development, operation, and maintenance of rentable non-aviation real estate on the Airport. The associated tertiary revenue/cost centers are presented in *Table 1 – District Revenue/Cost Centers*. Additional analysis was conducted and presented in this Analysis for the District/Non-Aviation Real Estate tertiary revenue/cost centers that are bolded in *Table 1 – District Revenue/Cost Centers*.

**Table 1 – District Revenue/Cost Centers**

DISTRICT			
Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate
Board	Air Show	ATC Tower (10%)	<b>Warehouse</b>
ACAT	Agency Partnership	Cessna 172 JTA	<b>Clear Capital Building</b>
Legal	Comm. Sponsorship	Fly Quiet Programs	<b>Red Truck</b>
	Home Basing Incentive	MLAT	<b>Long Term Parking</b>
	Real Estate Partnership	Cameras	<b>Rental Cars</b>
	TC Helipad		
	Ponderosa Golf Course		
	Fire Station		
	Waddle Ranch		
	Truckee Springs		
	Alder Hill Property		
	L shaped Property		

**2. Airport**

The Airport primary revenue/cost center was identified for the purpose of tracking those operating revenue, operating expenses, and capital costs directly related to the following secondary and tertiary Airport revenue/cost centers.

*a. Airport/Airside*

*b. Airport/Landside*

The Airport/Landside secondary revenue/cost center was identified for the purpose of tracking those operating expenses and capital costs directly related to the management, development, operation, and maintenance of the Airport’s landside areas. The associated tertiary revenue/cost centers are presented in *Table 2 – Airport Revenue/Cost Centers*.

*c. Airport/Aviation Real Estate*

The Airport/Aviation Real Estate secondary revenue/cost center was identified for the purpose of tracking those operating revenues, operating expenses, and capital costs directly related to the management, development, operation, and maintenance of rentable aviation real estate on the Airport. The associated tertiary revenue/cost centers are presented in *Table 2 – Airport Revenue/Cost Centers*. Additional analysis was conducted and presented in this Analysis for the Airport/Aviation Real Estate tertiary revenue/cost centers that are bolded in *Table 2 – Airport Revenue/Cost Centers*.

**Table 2 – Airport Revenue/Cost Centers**

<b>AIRPORT</b>		
<b>Airside</b>	<b>Landside</b>	<b>Aviation Real Estate</b>
<b>Based Aircraft</b>	Roadways	<b>Sierra Aero Hangar</b>
<b>Transient Aircraft</b>	Daily Parking Lots	<b>Sierra Aero Office</b>
ATC Tower (90%)	Associate Land Areas	<b>EAA</b>
ADS-B		<b>Phoenix Hangar/CAP</b>
TUF-Landing Fees (25%)		<b>T-Hangars</b>
Runways		<b>Executive Hangars</b>
Taxiways		<b>Super Exec Hangars</b>
Apron (Ex. FBO)		<b>Soar Truckee</b>
Associated Land		<b>Skydive Truckee</b>
Hangars Used for Storage		<b>Care Flight</b>
		<b>Surf Air</b>
		Overnight Hangars
		FBO (land/apron/terminal)

**3. FBO**

The FBO primary revenue/cost center was identified for the purpose of tracking those operating revenues, operating expenses, and capital costs directly related to the following secondary and tertiary FBO revenue/cost centers.

*a. FBO/Aviation Fuels*



of aviation fuels. The associated tertiary revenue/cost centers are presented in *Table 3 – FBO Revenue/Cost Centers*. Additional analysis was conducted and presented in this Analysis for the FBO/Aviation Fuels tertiary revenue/cost centers that are bolded in *Table 3 – FBO Revenue/Cost Centers*.

*b. FBO/Other Products and Services*

The FBO/Other Products and Services secondary revenue/cost center was identified for the purpose of tracking those operating revenues, operating expenses, and capital costs directly related to the management, development, operation, and maintenance of the sale and delivery of FBO related products and services. The associated tertiary revenue/cost centers are presented in *Table 3 – FBO Revenue/Cost Centers*.

*c. FBO/Facilities*

The FBO/Facilities secondary revenue/cost center was identified for the purpose of tracking those operating revenues, operating expenses, and capital costs directly related to the management, development, operation, and maintenance of FBO revenue producing facilities. The associated tertiary revenue/cost centers are presented in *Table 3 – FBO Revenue/Cost Centers*.

**Table 3 – FBO Revenue/Cost Centers**

FBO		
Aviation Fuels	Other Products and Services	Facilities
<b>Jet A (Retail)</b>	Lavatory Service	Apron (Tiedown)
<b>Jet A (Contract)</b>	Tugging	Apron (Parking)
<b>Jet A (CAA)</b>	GPU Services	TUF - FBO Handling (75%)
<b>Avgas (Full-Service)</b>	Potable Water	Overnight Hangars %
<b>Avgas (Self-Service)</b>	Oil	

**B. Financial Statement Category Allocation**

AMCG reviewed fiscal years 2018, 2019, and 2020 TTAD financial statements. Based on this review, AMCG allocated the TTAD financial statement revenue and operating expense categories into AMCG’s industry financial allocation model categories. These categorizations are identified in *Table 4 – Financial Statement Category Allocations* on the following page.



Table 4 – Financial Statement Category Allocations

AMCG CATEGORIES		TTAD CATEGORIES			
<b>OPERATING REVENUES</b>					
<i>Airport Revenue</i>					
<i>Transient Use Fees</i>	Tiedowns	Transient Use Fees			
<i>Vehicle Parking Fees</i>	Auto Parking				
<i>Ramp Fees</i>	Ramp Access Revenue				
<i>Land Rent, Building Rent or Concessions</i>	Concession Income	Other Business Leasing Income			
<i>Warehouse Rent</i>	Warehouse Rental Income				
<i>Hangars</i>	T-Hangar/Box Hangar Rental Income	T-Hangar/Box Hangar Electricity Surcharge	Special Event Hangar Rent		
<i>FBO Revenue</i>					
<i>Retail Aviation Fuel and Additives</i>	Jet Fuel Sales	Aviation Fuel Sales - 100 LL	Contract Fuel Sales		
<i>Pilot Supplies, Catering, and Oil</i>	Oil Sales	Merchandise	Vending Machine Sales		
<i>Ground Handling</i>	Services				
<i>Passenger/Crew Services</i>	Miscellaneous Services				
<i>FBO Cost of Goods Sold</i>					
<i>Retail Aviation Fuel and Additives</i>	Fuel Cost	Prist Cost	Inventory Shrinkage		
<i>Pilot Supplies, Catering, and Oil</i>	Merchandise Purchases				
<b>OPERATING EXPENSES</b>					
<i>Airshow</i>	Events and Programs				
<i>Bad Debts</i>	Cash (Over/Short)	Bad Debt Expense			
<i>Bank and Credit Card Fees</i>	Credit Card Fees and Finance Charges				
<i>Communications</i>	Communications Equipment	Communications Maintenance			
<i>Control Tower</i>	Control Tower				
<i>Conventions, Travel, and Meals</i>	Conference Registrations, Travel, & Meals				
<i>Dues and Subscriptions</i>	Dues and Subscriptions	Library and Reference Materials			
<i>Employee Benefits</i>	PERS Contributions	Employment Benefit (Insurance)	Workers' Compensation Ins.	Training, Education & Other	
<i>Employee Recruiting and Testing</i>	Recruiting/Pre-Employment/Drug				
<i>Fire Safety</i>	Firefighting - Equipment	Airport Safety	Fire & Alarm Monitoring	Haz. Mat. - Disposal Cost	
<i>Governing Body Related Expenses</i>	Election Expense	Director Fees & Expenses	Publication - Legal Notices	ACAT- Expenses	
<i>Insurance</i>	Liability Insurance	Property Insurance			
<i>Lease (Rent)</i>	Office Space Lease				
<i>License, Fees, and Business Taxes</i>	Permits, Licenses & Fees				
<i>Maintenance - Airside</i>	Airfield Maintenance	Airfield Signage & Lighting	Airfield Maintenance-Striping	Non AIP Airfield Main-Pavement	
<i>Maintenance - Facilities</i>	Building Repairs & Maintenance	Grounds Maintenance/Landscaping	Janitor/Cleaning	WOB CAM	Landscaping and Fencing
<i>Maintenance - Forest Management</i>	Forest Management				
<i>Noise Abatement</i>	FLY QT Incentive Expense	Geographic Info System	Jet Annoyance Reduction Expense	Flight Track Maintenance & Lease	Aircraft Modification Expense
<i>Office Equipment</i>	Office Equipment	Office Equipment - Repairs & Service	Office Equipment - IT Hardware		
<i>Office Equipment Leasing</i>	Equipment Rental - Copier				
<i>Payroll</i>	Salaries and Wages	Overtime	Vacation, Holiday & Sick Pay	Allocated Wages and Benefits	Performance Awards
<i>Payroll Taxes</i>	Medicare & FICA Expense	Unemployment Taxes			
<i>Postage and Freight</i>	Postage, Freight and Delivery				
<i>Printing and Copying</i>	Printing & Copying				
<i>Professional Services</i>	Accounting & Auditing	Legal	Engineering	Computer Support	Other Professional
<i>PR/Noise/Community Investment</i>	Events and Programs	Media/Ads	Homebasing Incentive	Community Outreach & Sponsorship	Pilot Outreach
<i>Security</i>	Airport Security	Security Monitoring-Hangars	Access Control		
<i>Supplies</i>	Office Supplies	Small Tools & Shop Supplies	ACAT - Office Supplies		
<i>Utilities</i>	Utilities	Telephone/Internet			
<i>Vehicle/Equipment Maintenance &amp; Operations</i>	Aviation Safety Equipment	Ground Service Equipment	R & M - Vehicles	AWOS/Weather Service/Maintenance	Fleet Fuel Purchase

**C. Operational Financial Allocations**

Utilizing the operating revenue categories identified in *Table 4 – Financial Statement Category Allocations*, AMCG identified the appropriate primary and secondary revenue/cost centers for the TTAD revenue streams, as identified in *Table 5 – Operational Financial Allocations*.

Utilizing the operating expense categories identified in *Table 4 – Financial Statement Category Allocations*, AMCG determined the appropriate allocation methodology for the TTAD operating expenses, as identified in *Table 5 – Operational Financial Allocations* and discussed below.

A majority of operating expense category allocations, as identified in *Table 5 – Operational Financial Allocations*, were based on a detailed review of the TTAD’s general ledger for each operating expense category to determine the appropriate allocation by primary, secondary, and (when necessary) tertiary revenue/cost center.

The balance of the operating expense category allocations was based on the following allocation methodologies.

**1. Payroll Allocations**

A reasonable determination was made that the operating expenses (by primary and secondary revenue/cost centers) associated with communications, employee benefits, employee recruiting and testing, payroll, payroll taxes, and printing and copying would closely parallel that of the payroll weighted hours (time) dedicated to the primary and secondary revenue/cost centers, by TTAD employee. Based on this assumption, AMCG developed the Payroll Allocations for FY 2020 in *Table 6 – Payroll Allocations (2020)*, that allocated all TTAD employee time and associated compensation (by position) across each primary and secondary revenue/cost center of the TTAD.



Table 5 – Operational Financial Allocations

TRUCKEE TAHOE AIRPORT DISTRICT	NOTES	DISTRICT				AIRPORT			FBO		
		Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate	Airside	Landside	Aviation Real Estate	Aviation Fuels	Other Products and Services	Facilities
<b>AIRPORT REVENUE</b>											
Airport Revenue											
Transient Use Fees					100.00%	25.00%					75.00%
Vehicle Parking Fees											
Ramp Fees									100.00%		
Land Rent, Building Rent or Concessions	Per Agreement				92.29%			7.71%			
Warehouse Rent					100.00%						
Hangars								100.00%			
<b>FBO Revenue</b>											
Retail Aviation Fuel and Additives									100.00%		
Pilot Supplies, Catering, and Oil										100.00%	
Ground Handling										100.00%	
Passenger/Crew Services										100.00%	
<b>FBO Cost of Goods Sold</b>											
Retail Aviation Fuel and Additives									100.00%		
Pilot Supplies, Catering, and Oil										100.00%	
<b>OPERATING EXPENSES</b>											
Airshow	Review of Expense Detail		100.00%								
Bad Debts	Review of Expense Detail				33.00%			67.00%			
Bank and Credit Card Fees	Review of Expense Detail					12.00%		33.00%	53.50%	0.10%	1.40%
Communications	Payroll Allocation - Time	7.71%	5.41%	8.83%	4.10%	12.67%	10.98%	10.40%	19.74%	14.37%	5.78%
Contributions and Donations	Payroll Allocation - Dollars	10.25%	5.76%	8.76%	5.15%	12.56%	10.87%	11.18%	17.34%	12.21%	5.92%
Control Tower	Review of Expense Detail			10.00%		90.00%					
Conventions, Travel, and Meals	Review of Expense Detail	30.00%	10.00%	15.00%	0.00%	15.00%	5.00%	10.00%	15.00%	0.00%	0.00%
Dues and Subscriptions	Review of Expense Detail	25.00%	5.00%	5.00%	5.00%	20.00%	15.00%	5.00%	10.00%	5.00%	5.00%
Employee Benefits	Payroll Allocation - Dollars	10.25%	5.76%	8.76%	5.15%	12.56%	10.87%	11.18%	17.34%	12.21%	5.92%
Employee Recruiting and Testing	Payroll Allocation - Dollars	10.25%	5.76%	8.76%	5.15%	12.56%	10.87%	11.18%	17.34%	12.21%	5.92%
Fire Safety	Review of Expense Detail				10.00%	5.00%		40.00%	30.00%		15.00%
Governing Body Related Expenses	Review of Expense Detail	100.00%									
Insurance	Insurance Allocation Table	1.66%	1.53%	2.03%	11.82%	12.20%	4.01%	50.46%	8.80%	3.56%	3.93%
License, Fees, and Business Taxes	Review of Expense Detail				20.00%	30.00%	20.00%	20.00%			10%
Maintenance - Airside	Review of Expense Detail					100.00%					
Maintenance - Facilities	Allocation by Square Feet	0.56%	0.14%	0.14%	10.14%	1.33%	0.14%	86.37%	0.35%	0.09%	0.73%
Maintenance - Forest Management	Review of Expense Detail		100.00%								
Maintenance - Snow Removal	Allocation by Square Yard		0.05%	0.05%	1.30%	50.41%	1.64%	34.94%	9.46%	0.27%	1.88%
Noise Abatement	Review of Expense Detail			100.00%							
Office Equipment	Review of Expense Detail	5.00%	3.00%	1.00%	1.00%	20.00%	20.00%	5.00%	15.00%	15.00%	15.00%
Office Equipment Leasing	Review of Expense Detail	5.00%	3.00%	1.00%	1.00%	20.00%	20.00%	5.00%	15.00%	15.00%	15.00%
Payroll	Payroll Allocation - Dollars	10.25%	5.76%	8.76%	5.15%	12.56%	10.87%	11.18%	17.34%	12.21%	5.92%
Payroll Taxes	Payroll Allocation - Dollars	10.25%	5.76%	8.76%	5.15%	12.56%	10.87%	11.18%	17.34%	12.21%	5.92%
Postage and Freight	Review of Expense Detail	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Printing and Copying	Payroll Allocation - Time	5.00%	3.00%	1.00%	1.00%	20.00%	20.00%	5.00%	15.00%	15.00%	15.00%
Professional Services	Review of Expense Detail	25.00%	15.00%	10.00%	5.00%	10.00%	10.00%	20.00%			5.00%
PR/Noise/Community Investment	Review of Expense Detail	10.00%	30.00%	50.00%				10.00%			
Security	Review of Expense Detail				10.00%	30.00%	20.00%	30.00%			10.00%
Supplies	Review of Expense Detail	5.00%	5.00%	5.00%	10.00%	20.00%	10.00%	15.00%	10.00%	15.00%	5.00%
Utilities	Review of Expense Detail	5.00%	5.00%	5.00%	10.00%	20.00%	15.00%	15.00%	5.00%	5.00%	15.00%
Vehicle/Equipment Maintenance & Operations	Vehicle/Equipment Allocation	0.35%	0.27%	0.21%	1.13%	42.31%	1.54%	27.96%	19.06%	5.02%	2.15%



Table 6 – Payroll Allocations (2020)

POSITION	Compensation	DISTRICT				AIRPORT			FBO			Number of FTE's	
		Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate	Airside	Landside	Aviation Real Estate	Aviation Fuels	Other Products and Services	Facilities		
Board Members (Includes ACAT Board Members)	\$ 13,501	\$ 13,501	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Allocation Percentage	100%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
General Manager	\$ 196,451	\$ 68,758	\$ 29,468	\$ 27,503	\$ 9,823	\$ 19,645	\$ 9,823	\$ 9,823	\$ 5,894	\$ 5,894	\$ 9,823	\$ 9,823	1.00
Allocation Percentage	100%	35.00%	15.00%	14.00%	5.00%	10.00%	5.00%	5.00%	3.00%	3.00%	5.00%	5.00%	
Director of Aviation & Community Services	\$ 149,801	\$ 29,960	\$ 14,980	\$ 37,450	\$ 11,984	\$ 14,980	\$ 7,490	\$ 22,470	\$ 1,498	\$ 1,498	\$ 7,490	\$ 7,490	1.00
Allocation Percentage	100%	20.00%	10.00%	25.00%	8.00%	10.00%	5.00%	15.00%	1.00%	1.00%	5.00%	5.00%	
Aviation & Community Relations Manager	\$ 102,491	\$ 5,125	\$ 5,125	\$ 5,125	\$ 20,498	\$ 10,249	\$ 10,249	\$ 35,872	\$ -	\$ 5,125	\$ 5,125	\$ 5,125	1.00
Allocation Percentage	100%	5.00%	5.00%	5.00%	20.00%	10.00%	10.00%	35.00%	0.00%	5.00%	5.00%	5.00%	
Aviation & Community Services Property Manager	\$ 63,764	\$ 3,188	\$ 3,188	\$ 3,188	\$ 12,753	\$ 6,376	\$ 6,376	\$ 22,317	\$ -	\$ 3,188	\$ 3,188	\$ 3,188	1.00
Allocation Percentage	100%	5.00%	5.00%	5.00%	20.00%	10.00%	10.00%	35.00%	0.00%	5.00%	5.00%	5.00%	
Seasonal AVCOM	\$ 16,692	\$ 2,504	\$ 835	\$ 835	\$ 835	\$ 5,008	\$ 3,338	\$ 1,669	\$ 835	\$ 835	\$ -	\$ -	0.33
Allocation Percentage	100%	15.00%	5.00%	5.00%	5.00%	30.00%	20.00%	10.00%	5.00%	5.00%	0.00%	0.00%	
Aviation & Community Services Program Coordinator	\$ 70,041	\$ 7,004	\$ 3,502	\$ 59,535	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	1.00
Allocation Percentage	100%	10.00%	5.00%	85.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Pilot & Passenger Outreach Coordinator	\$ 85,594	\$ 4,280	\$ 12,839	\$ 51,356	\$ -	\$ 4,280	\$ -	\$ 4,280	\$ -	\$ 8,559	\$ -	\$ -	1.00
Allocation Percentage	100%	5.00%	15.00%	60.00%	0.00%	5.00%	0.00%	5.00%	0.00%	10.00%	0.00%	0.00%	
IT Manager	\$ 105,665	\$ 5,283	\$ -	\$ 5,283	\$ -	\$ 31,700	\$ 31,700	\$ -	\$ 10,567	\$ 10,567	\$ 10,567	\$ 10,567	1.00
Allocation Percentage	100%	5.00%	0.00%	5.00%	0.00%	30.00%	30.00%	0.00%	10.00%	10.00%	10.00%	10.00%	
Director of Operations & Maintenance	\$ 149,032	\$ 7,452	\$ 14,903	\$ 7,452	\$ 7,452	\$ 22,355	\$ 29,806	\$ 14,903	\$ 14,903	\$ 7,452	\$ 22,355	\$ 22,355	1.00
Allocation Percentage	100%	5.00%	10.00%	5.00%	5.00%	15.00%	20.00%	10.00%	10.00%	5.00%	15.00%	15.00%	
Operation & Maintenance Supervisors	\$ 308,431	\$ 3,084	\$ 9,253	\$ 3,084	\$ 3,084	\$ 46,265	\$ 43,180	\$ 30,843	\$ 92,529	\$ 61,686	\$ 15,422	\$ 15,422	3.00
Allocation Percentage	100%	1.00%	3.00%	1.00%	1.00%	15.00%	14.00%	10.00%	30.00%	20.00%	5.00%	5.00%	
Lead Maintenance Technician III	\$ 95,239	\$ 952	\$ 2,857	\$ 952	\$ 952	\$ 14,286	\$ 13,333	\$ 9,524	\$ 28,572	\$ 19,048	\$ 4,762	\$ 4,762	1.00
Allocation Percentage	100%	1.00%	3.00%	1.00%	1.00%	15.00%	14.00%	10.00%	30.00%	20.00%	5.00%	5.00%	
Operations and Maintenance Techs	\$ 457,180	\$ -	\$ 9,144	\$ 4,572	\$ -	\$ 54,862	\$ 45,718	\$ 45,718	\$ 160,013	\$ 114,295	\$ 22,859	\$ 22,859	7.00
Allocation Percentage	100%	0.00%	2.00%	1.00%	0.00%	12.00%	10.00%	10.00%	35.00%	25.00%	5.00%	5.00%	
Operations and Maintenance Techs (Seasonal)	\$ 163,302	\$ -	\$ 3,266	\$ 1,633	\$ -	\$ 19,596	\$ 16,330	\$ 16,330	\$ 57,156	\$ 40,825	\$ 8,165	\$ 8,165	2.92
Allocation Percentage	100%	0.00%	2.00%	1.00%	0.00%	12.00%	10.00%	10.00%	35.00%	25.00%	5.00%	5.00%	
Director of Finance & Administration	\$ 133,898	\$ 53,559	\$ 6,695	\$ 1,339	\$ 2,678	\$ 9,373	\$ 6,695	\$ 4,017	\$ 46,864	\$ 1,339	\$ 1,339	\$ 1,339	1.00
Allocation Percentage	100%	40.00%	5.00%	1.00%	2.00%	7.00%	5.00%	3.00%	35.00%	1.00%	1.00%	1.00%	
Staff Accountant	\$ 80,667	\$ 8,067	\$ 8,067	\$ 4,033	\$ 16,133	\$ 4,033	\$ 4,033	\$ 24,200	\$ -	\$ 8,067	\$ 4,033	\$ 4,033	1.00
Allocation Percentage	100%	10.00%	10.00%	5.00%	20.00%	5.00%	5.00%	30.00%	0.00%	10.00%	5.00%	5.00%	
Accounting and Administrative Clerks	\$ 76,008	\$ 3,800	\$ 2,280	\$ 760	\$ 760	\$ 15,202	\$ 15,202	\$ 3,800	\$ 11,401	\$ 11,401	\$ 11,401	\$ 11,401	1.22
Allocation Percentage	100%	5.00%	3.00%	1.00%	1.00%	20.00%	20.00%	5.00%	15.00%	15.00%	15.00%	15.00%	
HR Manager/District Clerk	\$ 88,746	\$ 39,936	\$ 6,212	\$ 4,437	\$ 4,437	\$ 9,762	\$ 6,212	\$ 4,437	\$ 4,437	\$ 4,437	\$ 4,437	\$ 4,437	1.00
Allocation Percentage	100%	45.00%	7.00%	5.00%	5.00%	11.00%	7.00%	5.00%	5.00%	5.00%	5.00%	5.00%	
Facility Maintenance Manager	\$ 99,056	\$ -	\$ 4,953	\$ -	\$ 39,622	\$ 4,953	\$ 4,953	\$ 29,717	\$ 1,981	\$ 1,981	\$ 10,896	\$ 10,896	1.00
Allocation Percentage	100%	0.00%	5.00%	0.00%	40.00%	5.00%	5.00%	30.00%	2.00%	2.00%	11.00%	11.00%	
Safety & Security Manager	\$ 88,938	\$ 4,447	\$ 8,894	\$ 4,447	\$ -	\$ 26,681	\$ 22,235	\$ 4,447	\$ 4,447	\$ 4,447	\$ 8,894	\$ 8,894	1.00
Allocation Percentage	100%	5.00%	10.00%	5.00%	0.00%	30.00%	25.00%	5.00%	5.00%	5.00%	10.00%	10.00%	
<b>TOTAL PAYROLL DOLLARS</b>	<b>\$ 2,544,496</b>	<b>\$ 260,899</b>	<b>\$ 146,460</b>	<b>\$ 222,985</b>	<b>\$ 131,012</b>	<b>\$ 319,605</b>	<b>\$ 276,674</b>	<b>\$ 284,367</b>	<b>\$ 441,096</b>	<b>\$ 310,643</b>	<b>\$ 150,755</b>	<b>\$ 150,755</b>	<b>28.47</b>
Allocation Percentage (Dollars)	100.00%	10.25%	5.76%	8.76%	5.15%	12.56%	10.87%	11.18%	17.34%	12.21%	5.92%	5.92%	
Allocation Percentage (Time)	100.00%	7.71%	5.41%	8.83%	4.10%	12.67%	10.98%	10.40%	19.74%	14.37%	5.78%	5.78%	

## 2. Insurance Allocations

The TTAD maintains five insurance policies providing coverage for airport liability, elected official and employment practices liability, vehicle insurance, cyber liability, and property insurance. AMCG reviewed each policy and allocated the associated costs to the corresponding revenue/cost center, as identified in *Table 7 – Insurance Allocations (2020)* on the following pages:

### a. Airport Liability Policy

Based on the experience of AMCG in reviewing comparable airport and FBO liability policies, the premium associated with the airport liability policy was allocated across the primary and secondary revenue/cost centers as follows: District/Non-Aviation Real Estate (10%), Airport/Airside (30%), Airport/Landside (10%), Airport/Aviation Real Estate (20%), FBO/Aviation Fuels (20%), FBO/Other Products and Services (5%), and FBO/Facilities (5%).

### b. Public Officials and Employment Practices Liability Policy

As this policy is designed to protect the TTAD for the actions and decision of the directors and officers of the TTAD, the associated premiums were allocated across the primary and secondary revenue/cost centers based on the payroll allocation time percentages, as identified in *Table 6 – Payroll Allocations (2020)*.

### c. Vehicle Insurance Policy

The vehicle insurance policy premium was allocated based on the purchase price of the vehicles and their corresponding revenue/cost centers where utilized, as identified in *Table 8 – Vehicle Allocations*.

### d. Cyber Liability Policy

The cyber liability policy premium was allocated across the primary and secondary revenue/cost centers based on the payroll allocation time, as identified in *Table 6 – Payroll Allocations (2020)*.

### e. Property Insurance Policy

The property insurance policy premium was allocated across the facilities and personal property based up their proportional insured value. The allocated premiums for each facility and personal property were then allocated across their corresponding revenue/cost centers, as identified in *Table 8 – Vehicle Allocations* and *Table 9 – Equipment Allocations*.



## ALLOCATION METHODOLOGY

Table 7 – Insurance Allocations (2020)

IMPROVEMENT DESCRIPTION	BUILDING VALUE	PERSONAL PROPERTY VALUE	TOTAL VALUE	PERCENT OF VALUE	PREMIUM
AIRPORT LIABILITY POLICY (01/15/21 - 01/15/22)					\$ 21,328
PUBLIC OFFICIALS/EMPLOYMENT PRACTICES LIABILITY POLICY (08/16/20 - 08/16/21)					\$ 19,967
VEHICLE INSURANCE POLICY (04/01/21 - 04/01/22)					\$ 12,138
CYBER LIABILITY POLICY (07/01/20 - 07/01/21)					\$ 4,391
PROPERTY INSURANCE POLICY (07/01/20 - 07/01/21)					\$ 91,521
<b>Total Premium</b>					<b>\$ 149,345</b>
<b>Detailed Allocation of Property Insurance Premium by Structure</b>					
Airport Terminal and Office	\$ 7,356,314	\$ 643,686	\$ 8,000,000	10.1%	\$ 9,218
Generator Building	\$ 45,600	\$ -	\$ 45,600	0.1%	\$ 53
Generator Building #2	\$ 19,950	\$ -	\$ 19,950	0.0%	\$ 23
Electrical Building	\$ 138,913	\$ -	\$ 138,913	0.2%	\$ 160
Maintenance Building	\$ 1,522,588	\$ 100,976	\$ 1,623,564	2.0%	\$ 1,871
Warehouse	\$ 4,917,702	\$ -	\$ 4,917,702	6.2%	\$ 5,666
Clear Capital Building	\$ 5,000,000	\$ -	\$ 5,000,000	6.3%	\$ 5,761
West Side Office	\$ 250,000	\$ -	\$ 250,000	0.3%	\$ 288
2 Bay Garage	\$ 64,980	\$ -	\$ 64,980	0.1%	\$ 75
Hangar 1	\$ 2,500,000	\$ -	\$ 2,500,000	3.1%	\$ 2,880
EAA Building	\$ 285,000	\$ -	\$ 285,000	0.4%	\$ 328
Phoenix Hangar	\$ 57,000	\$ -	\$ 57,000	0.1%	\$ 66
Hangar A	\$ 3,973,482	\$ -	\$ 3,973,482	5.0%	\$ 4,578
Hangar B	\$ 3,973,482	\$ -	\$ 3,973,482	5.0%	\$ 4,578
Hangar C	\$ 3,973,482	\$ -	\$ 3,973,482	5.0%	\$ 4,578
Hangar D	\$ 3,973,482	\$ -	\$ 3,973,482	5.0%	\$ 4,578
Hangar E	\$ 3,973,482	\$ -	\$ 3,973,482	5.0%	\$ 4,578
Hangar F	\$ 3,973,482	\$ -	\$ 3,973,482	5.0%	\$ 4,578
Hangar G	\$ 4,229,615	\$ -	\$ 4,229,615	5.3%	\$ 4,873
Hangar H	\$ 5,266,395	\$ -	\$ 5,266,395	6.6%	\$ 6,068
Hangar J	\$ 1,220,167	\$ -	\$ 1,220,167	1.5%	\$ 1,406
Hangar K	\$ 2,045,974	\$ -	\$ 2,045,974	2.6%	\$ 2,357
Hangar L	\$ 3,243,564	\$ -	\$ 3,243,564	4.1%	\$ 3,737
Hangar M	\$ 2,529,837	\$ -	\$ 2,529,837	3.2%	\$ 2,915
Hangar N & P	\$ 8,189,744	\$ -	\$ 8,189,744	10.3%	\$ 9,436
Fuel Storage	\$ 1,302,322	\$ -	\$ 1,302,322	1.6%	\$ 1,501
Alder Hill Beacon	\$ 34,852	\$ -	\$ 34,852	0.0%	\$ 40
Dry Lake Beacon	\$ 85,194	\$ -	\$ 85,194	0.1%	\$ 98
Bald Mountain Beacon	\$ 75,000	\$ -	\$ 75,000	0.1%	\$ 86
Golf Course - Clubhouse	\$ 261,284	\$ -	\$ 261,284	0.3%	\$ 301
Golf Course - Garage	\$ 70,185	\$ -	\$ 70,185	0.1%	\$ 81
Golf Course - Maint. Shed	\$ 39,303	\$ -	\$ 39,303	0.0%	\$ 45
Equipment (See Asset Allocation)	\$ -	\$ 4,094,944	\$ 4,094,944	5.2%	\$ 4,718
<b>Subtotal Property Premium</b>					<b>\$ 91,521</b>
<b>TOTAL</b>	<b>\$ 74,592,375</b>	<b>\$ 4,839,606</b>	<b>\$ 79,431,981</b>		<b>\$ 149,345</b>
<i>Allocation Percentage</i>					<b>100.00%</b>



Table 7 – Insurance Allocations (2020), continued

IMPROVEMENT DESCRIPTION	DISTRICT				AIRPORT			FBO		
	Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate	Airside	Landside	Aviation Real Estate	Aviation Fuels	Other Products and Services	Facilities
RT LIABILITY POLICY (01/15/21 - 01/15/22)				\$ 2,133	\$ 6,398	\$ 2,133	\$ 4,266	\$ 4,266	\$ 1,066	\$ 1,066
ES LIABILITY POLICY (08/16/20 - 08/16/21)	\$ 1,540	\$ 1,079	\$ 1,763	\$ 818	\$ 2,530	\$ 2,193	\$ 2,077	\$ 3,942	\$ 2,870	\$ 1,154
INSURANCE POLICY (04/01/21 - 04/01/22)	\$ 608	\$ 393	\$ 297	\$ 274	\$ 4,934	\$ 549	\$ 3,385	\$ 1,060	\$ 151	\$ 489
ER LIABILITY POLICY (07/01/20 - 07/01/21)	\$ 339	\$ 237	\$ 388	\$ 180	\$ 556	\$ 482	\$ 457	\$ 867	\$ 631	\$ 254
INSURANCE POLICY (07/01/20 - 07/01/21)		\$ 578	\$ 578	\$ 14,244	\$ 3,794	\$ 638	\$ 65,175	\$ 3,013	\$ 596	\$ 2,904
<b>Total Premium</b>	<b>\$ 2,486</b>	<b>\$ 2,288</b>	<b>\$ 3,026</b>	<b>\$ 17,649</b>	<b>\$ 18,213</b>	<b>\$ 5,995</b>	<b>\$ 75,359</b>	<b>\$ 13,148</b>	<b>\$ 5,314</b>	<b>\$ 5,868</b>
Airport Terminal and Office		\$ 576	\$ 576	\$ 1,959	\$ 576	\$ 576	\$ 1,728	\$ 576	\$ 346	\$ 2,304
Generator Building					\$ 53					
Generator Building #2					\$ 23					
Electrical Building					\$ 160					
Maintenance Building				\$ 94	\$ 748		\$ 561			\$ 468
Warehouse				\$ 5,666						
Clear Capital Building				\$ 5,761						
West Side Office				\$ 288						
2 Bay Garage					\$ 7		\$ 30			\$ 37
Hangar 1							\$ 2,880			
EAA Building							\$ 328			
Phoenix Hangar							\$ 66			
Hangar A							\$ 4,578			
Hangar B							\$ 4,578			
Hangar C							\$ 4,578			
Hangar D							\$ 4,578			
Hangar E							\$ 4,578			
Hangar F							\$ 4,578			
Hangar G							\$ 4,873			
Hangar H							\$ 6,068			
Hangar J							\$ 1,406			
Hangar K							\$ 2,357			
Hangar L							\$ 3,737			
Hangar M							\$ 2,915			
Hangar N & P							\$ 9,436			
Fuel Storage								\$ 1,501		
Alder Hill Beacon					\$ 40					
Dry Lake Beacon					\$ 98					
Bald Mountain Beacon					\$ 86					
Golf Course - Clubhouse				\$ 301						
Golf Course - Garage				\$ 81						
Golf Course - Maint. Shed				\$ 45						
Equipment (See Asset Allocation)		\$ 2	\$ 2	\$ 49	\$ 2,002	\$ 62	\$ 1,319	\$ 936	\$ 250	\$ 95
<b>Subtotal Property Premium</b>	<b>\$ -</b>	<b>\$ 578</b>	<b>\$ 578</b>	<b>\$ 14,244</b>	<b>\$ 3,794</b>	<b>\$ 638</b>	<b>\$ 65,175</b>	<b>\$ 3,013</b>	<b>\$ 596</b>	<b>\$ 2,904</b>
<b>TOTAL</b>	<b>\$ 2,486</b>	<b>\$ 2,288</b>	<b>\$ 3,026</b>	<b>\$ 17,649</b>	<b>\$ 18,213</b>	<b>\$ 5,995</b>	<b>\$ 75,359</b>	<b>\$ 13,148</b>	<b>\$ 5,314</b>	<b>\$ 5,868</b>
<i>Allocation Percentage</i>	<i>1.66%</i>	<i>1.53%</i>	<i>2.03%</i>	<i>11.82%</i>	<i>12.20%</i>	<i>4.01%</i>	<i>50.46%</i>	<i>8.80%</i>	<i>3.56%</i>	<i>3.93%</i>



### **3. Vehicle Allocations**

Based on the TTAD's vehicle list (which was cross checked with the TTAD's depreciation schedules), AMCG allocated the purchase price of the vehicles by corresponding revenue/cost center, as identified in *Table 8 – Vehicle Allocations* on the following pages, by pavement allocation percentages identified in *Table 11 – Pavement Allocations*, except for the 2020 Ford F-150 O&M Dir Truck and 2019 Ford Ranger GM Truck whereby allocations were based on associated payroll allocation percentages identified in *Table 6 – Payroll Allocations (2020)*.

### **4. Equipment Allocations**

Based on the TTAD's equipment list (which was cross checked with the TTAD's depreciation schedules), AMCG allocated the purchase price of the equipment by corresponding revenue/cost center, as identified in *Table 9 – Equipment Allocations* on the following pages, by pavement allocation percentages identified in *Table 11 – Pavement Allocations*

### **5. Facility Allocations**

Each facility owned by the TTAD was allocated to their corresponding revenue/cost center by square feet, as identified in *Table 10 – Facility Allocations* on the following pages. The total square footages (by percentage) for each secondary and tertiary revenue/cost center were utilized to distribute the expenses associated with facility maintenance.

### **6. Pavement Allocations**

All pavements currently identified on Reinard W. Brandley engineering record (dated 07/07/21) were allocated to their corresponding revenue/cost center by square yards. The total pavement square yardage (by percentage) for each revenue/cost center was utilized to distribute the expenses associated with snow removal and the capital costs of the TTAD associated with pavement construction and maintenance. The pavement square yardage allocations are identified in *Table 11 – Pavement Allocations* on the following pages.

Table 8 – Vehicle Allocations

VEHICLES	PURCHASE PRICE	DISTRICT				AIRPORT			FBO		
		Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate	Airside	Landside	Aviation Real Estate	Aviation Fuels	Other Products and Services	Facilities
2009 Chevy K3500	\$ 31,747		\$ 16	\$ 16	\$ 414	\$ 16,003	\$ 521	\$ 11,094	\$ 3,003	\$ 85	\$ 595
2010 Ford F-150 Truck	\$ 34,906		\$ 18	\$ 18	\$ 455	\$ 17,595	\$ 573	\$ 12,198	\$ 3,302	\$ 93	\$ 655
2020 Ford F-150 O&M Dir Truck	\$ 41,635	\$ 2,082	\$ 4,164	\$ 2,082	\$ 2,082	\$ 6,245	\$ 8,327	\$ 4,164	\$ 4,164	\$ 2,082	\$ 6,245
2014 Subaru Forester	\$ 23,822		\$ 12	\$ 12	\$ 310	\$ 12,008	\$ 391	\$ 8,325	\$ 2,254	\$ 63	\$ 447
2019 Ford Ranger GM	\$ 38,433	\$ 13,452	\$ 5,765	\$ 5,381	\$ 1,922	\$ 3,843	\$ 1,922	\$ 1,922	\$ 1,153	\$ 1,153	\$ 1,922
2017 Ford Van	\$ 29,395		\$ 15	\$ 15	\$ 383	\$ 14,817	\$ 482	\$ 10,272	\$ 2,781	\$ 78	\$ 551
2014 Ford F-150 Crew Cab	\$ 33,190		\$ 17	\$ 17	\$ 432	\$ 16,730	\$ 545	\$ 11,598	\$ 3,140	\$ 88	\$ 623
2013 Ford F350	\$ 36,730		\$ 19	\$ 19	\$ 478	\$ 18,514	\$ 603	\$ 12,835	\$ 3,475	\$ 98	\$ 689
2017 Flatbed Ford Truck F350	\$ 40,264		\$ 21	\$ 21	\$ 524	\$ 20,296	\$ 661	\$ 14,070	\$ 3,809	\$ 107	\$ 755
<b>TOTAL</b>	<b>\$ 310,123</b>	<b>\$ 15,533</b>	<b>\$ 10,047</b>	<b>\$ 7,581</b>	<b>\$ 7,000</b>	<b>\$ 126,050</b>	<b>\$ 14,024</b>	<b>\$ 86,478</b>	<b>\$ 27,081</b>	<b>\$ 3,847</b>	<b>\$ 12,482</b>
<i>Allocation Percentage</i>	<i>100.00%</i>	<i>5.01%</i>	<i>3.24%</i>	<i>2.44%</i>	<i>2.26%</i>	<i>40.65%</i>	<i>4.52%</i>	<i>27.88%</i>	<i>8.73%</i>	<i>1.24%</i>	<i>4.02%</i>



Table 9 – Equipment Allocations

EQUIPMENT	PURCHASE PRICE	DISTRICT				AIRPORT			FBO		
		Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate	Airside	Landside	Aviation Real Estate	Aviation Fuels	Other Products and Services	Facilities
<b>REFUELING EQUIPMENT</b>											
Jet Refueler - International	\$ 133,944								\$ 133,944		
Jet Refueler Truck	\$ 236,237								\$ 236,237		
Avgas Refueler Truck	\$ 132,425								\$ 132,425		
<b>SNOW REMOVAL EQUIPMENT</b>											
AIP 11 - Wheel Loader 950F	\$ 173,542		\$ 89	\$ 89	\$ 2,261	\$ 87,476	\$ 2,848	\$ 60,644	\$ 16,418	\$ 462	\$ 3,255
AIP 11 - Caterpillar Grader 143H	\$ 227,370		\$ 117	\$ 117	\$ 2,962	\$ 114,609	\$ 3,731	\$ 79,454	\$ 21,510	\$ 605	\$ 4,265
Caterpillar 416 Loader	\$ 57,446		\$ 30	\$ 30	\$ 748	\$ 28,956	\$ 943	\$ 20,074	\$ 5,435	\$ 153	\$ 1,078
AIP 20 - Sweepster 10' Angle Broom	\$ 18,721		\$ 10	\$ 10	\$ 244	\$ 9,436	\$ 307	\$ 6,542	\$ 1,771	\$ 50	\$ 351
AIP 20 - Bi-Directional Tractor	\$ 99,155		\$ 51	\$ 51	\$ 1,292	\$ 49,980	\$ 1,627	\$ 34,650	\$ 9,381	\$ 264	\$ 1,860
AIP 20 - Snowblower Attachment for Tractor	\$ 18,829		\$ 10	\$ 10	\$ 245	\$ 9,491	\$ 309	\$ 6,580	\$ 1,781	\$ 50	\$ 353
AIP 24 - La Rue T85 Snowblower	\$ 481,020		\$ 247	\$ 247	\$ 6,266	\$ 242,464	\$ 7,893	\$ 168,092	\$ 45,507	\$ 1,281	\$ 9,022
Plow Blade for Flatbed #3	\$ 6,893		\$ 4	\$ 4	\$ 90	\$ 3,475	\$ 113	\$ 2,409	\$ 652	\$ 18	\$ 129
Plow Truck	\$ 429,492		\$ 221	\$ 221	\$ 5,595	\$ 216,491	\$ 7,048	\$ 150,086	\$ 40,632	\$ 1,144	\$ 8,056
938 M Wheel Loader	\$ 238,180		\$ 122	\$ 122	\$ 3,103	\$ 120,058	\$ 3,908	\$ 83,232	\$ 22,533	\$ 634	\$ 4,468
2019 CAT Motor Grader	\$ 397,852		\$ 205	\$ 205	\$ 5,183	\$ 200,542	\$ 6,528	\$ 139,029	\$ 37,639	\$ 1,059	\$ 7,462
J.A. Larue	\$ 583,948		\$ 300	\$ 300	\$ 7,607	\$ 294,346	\$ 9,582	\$ 204,060	\$ 55,244	\$ 1,555	\$ 10,953
<b>OTHER EQUIPMENT</b>											
Forklift	\$ 15,094		\$ 8	\$ 8	\$ 197	\$ 7,608	\$ 248	\$ 5,275	\$ 1,428	\$ 40	\$ 283
Paint Striper	\$ 13,127		\$ 7	\$ 7	\$ 171	\$ 6,617	\$ 215	\$ 4,587	\$ 1,242	\$ 35	\$ 246
Lektro Tug	\$ 56,203									\$ 56,203	
Crafco Supershot Crack Sealer	\$ 33,578		\$ 17	\$ 17	\$ 437	\$ 16,926	\$ 551	\$ 11,734	\$ 3,177	\$ 89	\$ 630
Mower Head	\$ 9,730					\$ 9,730					
F.O.D. Boss	\$ 7,500		\$ 4	\$ 4	\$ 98	\$ 3,781	\$ 123	\$ 2,621	\$ 710	\$ 20	\$ 141
Water Trailer	\$ 8,039		\$ 4	\$ 4	\$ 105	\$ 4,052	\$ 132	\$ 2,809	\$ 761	\$ 21	\$ 151
Fire Safety Equipment	\$ 10,922					\$ 10,922					
Admin and Tower Generators	\$ 41,763					\$ 20,882					\$ 20,882
50 Amp Welder/Generator	\$ 3,529		\$ 2	\$ 2	\$ 46	\$ 1,779	\$ 58	\$ 1,233	\$ 334	\$ 9	\$ 66
Columbia Electric Ramp Vehicle	\$ 20,078		\$ 10	\$ 10	\$ 262	\$ 10,121	\$ 329	\$ 7,016	\$ 1,899	\$ 53	\$ 377
Columbia Parcar Utilitruck 200	\$ 25,473		\$ 13	\$ 13	\$ 332	\$ 12,840	\$ 418	\$ 8,902	\$ 2,410	\$ 68	\$ 478
Portable Vactor	\$ 13,714		\$ 7	\$ 7	\$ 179	\$ 6,913	\$ 225	\$ 4,792	\$ 1,297	\$ 37	\$ 257
Evolution Mower and Mulch Kit	\$ 5,482					\$ 5,482					
JLG 60 Boomlift	\$ 47,467		\$ 24	\$ 24	\$ 618	\$ 23,926	\$ 779	\$ 16,587	\$ 4,491	\$ 126	\$ 890
Loader	\$ 333,086		\$ 171	\$ 171	\$ 4,339	\$ 167,896	\$ 5,466	\$ 116,397	\$ 31,511	\$ 887	\$ 6,248
Scissor Lift	\$ 23,930		\$ 12	\$ 12	\$ 312	\$ 12,062	\$ 393	\$ 8,362	\$ 2,264	\$ 64	\$ 449
Lighted X Signs-2	\$ 38,864					\$ 38,864					
Jetgo GPU	\$ 34,645									\$ 34,645	
Lektro Tug	\$ 27,410									\$ 27,410	
Aero Specialty GPU replace	\$ 34,975									\$ 34,975	
Advantage GSE Tug-Large	\$ 55,280									\$ 55,280	
<b>TOTAL EQUIPMENT</b>	<b>\$ 4,094,944</b>	<b>\$ -</b>	<b>\$ 1,685</b>	<b>\$ 1,685</b>	<b>\$ 42,689</b>	<b>\$ 1,737,725</b>	<b>\$ 53,774</b>	<b>\$ 1,145,168</b>	<b>\$ 812,631</b>	<b>\$ 217,238</b>	<b>\$ 82,349</b>
<i>Allocation Percentage</i>	<i>100.00%</i>	<i>0.00%</i>	<i>0.04%</i>	<i>0.04%</i>	<i>1.04%</i>	<i>42.44%</i>	<i>1.31%</i>	<i>27.97%</i>	<i>19.84%</i>	<i>5.31%</i>	<i>2.01%</i>

Table 10 – Facility Allocations

FACILITIES	SQUARE FEET	DISTRICT				AIRPORT			FBO		
		Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate	Airside	Landside	Aviation Real Estate	Aviation Fuels	Other Products and Services	Facilities
Airport Terminal and Office	12,500	2,500	625	625	2,125	625	625	1,875	625	375	2,500
Generator Building	260					260					
Maintenance Building	9,350					4,900		3,363	919	23	145
Warehouse	30,000				30,000						
Clear Capital Building	12,840				12,840						
West Side Office	1,728							1,728			
2 Bay Garage	1,140					114		456			570
Hangar 1	9,420							9,420			
EAA Building	5,000							5,000			
Phoenix Hangar	1,000							1,000			
Row A (T-Hangars)	23,784							23,784			
Row A (Executive Hangars)	6,216							6,216			
Row B (T-Hangars)	30,000							30,000			
Row C (T-Hangars)	30,000							30,000			
Row D (T-Hangars)	30,000							30,000			
Row E (T-Hangars)	30,000							30,000			
Row F (T-Hangars)	24,258							24,258			
Row F (Executive Hangars)	5,742							5,742			
Row G (T-Hangars)	32,032							32,032			
Row H (Executive Hangars)	40,300							40,300			
Row J (T-Hangars)	8,382							8,382			
Row K (T-Hangars)	14,720							14,720			
Row L (Executive Hangars)	24,180							24,180			
Row M (T-Hangars)	18,540							18,540			
Row N (Super Executive Hangars)	20,931							20,931			
Row P (Super Executive Hangars)	20,931							20,931			
<b>TOTAL</b>	<b>443,254</b>	<b>2,500</b>	<b>625</b>	<b>625</b>	<b>44,965</b>	<b>5,899</b>	<b>625</b>	<b>382,858</b>	<b>1,544</b>	<b>398</b>	<b>3,215</b>
<i>Allocation Percentage</i>	<i>100.00%</i>	<i>0.56%</i>	<i>0.14%</i>	<i>0.14%</i>	<i>10.14%</i>	<i>1.33%</i>	<i>0.14%</i>	<i>86.37%</i>	<i>0.35%</i>	<i>0.09%</i>	<i>0.73%</i>

Table 11 – Pavement Allocations

PAVEMENTS	SQUARE YARDS	DISTRICT				AIRPORT			FBO		
		Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate	Airside	Landside	Aviation Real Estate	Aviation Fuels	Other Products and Services	Facilities
Airport Terminal Parking and Shuttle Area	4,090		256	256	869	256	256	767	256	153	1,023
Maintenance Building Area	2,273				114	909		682			568
Warehouse Parking Lot	5,494				5,494						
Runway 11/29 and Taxiway A and B	128,007					128,007					
Runway 2/20 and Taxiway G	69,110					69,110					
Taxiways C, D, F, M, U, J, P, Q, V	31,985							31,985			
Glider Taxiways	6,225							6,225			
Hangars A - H and Taxilane R	63,139							63,139			
Hangars J - K	15,434							15,434			
Hangars L - M, Taxilane T	17,083							17,083			
Hangars N & P	17,065							17,065			
Hangar 1 Apron	3,067							3,067			
Apron A1a, A2, A3, A4	106,418					45,561		15,296	37,910	1,046	6,606
South Jet Apron	11,759					5,445		870	4,530	125	789
Medical Services Apron	2,121					1,061		1,061			
Wash Rack	272					272					
Apron A4 Fuel Island	4,342								4,342		
Fuel Farm Access Road	340										340
Hangar Access Road	1,073							1,073			
Aviation Way	2,486						2,486				
Chandelle Way	5,417						5,417				
<b>TOTAL</b>	<b>497,200</b>	<b>0</b>	<b>256</b>	<b>256</b>	<b>6,477</b>	<b>250,620</b>	<b>8,159</b>	<b>173,746</b>	<b>47,037</b>	<b>1,324</b>	<b>9,326</b>
<i>Total Allocation Percentage</i>	<i>100.00%</i>	<i>0.00%</i>	<i>0.05%</i>	<i>0.05%</i>	<i>1.30%</i>	<i>50.41%</i>	<i>1.64%</i>	<i>34.94%</i>	<i>9.46%</i>	<i>0.27%</i>	<i>1.88%</i>
<b>AIRSIDE TOTAL</b>	<b>476,027</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>249,455</b>	<b>-</b>	<b>171,225</b>	<b>46,782</b>	<b>1,171</b>	<b>7,395</b>
<i>Airside Allocation Percentage</i>	<i>100.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>0.00%</i>	<i>52.40%</i>	<i>0.00%</i>	<i>35.97%</i>	<i>9.83%</i>	<i>0.25%</i>	<i>1.55%</i>
<b>LANDSIDE TOTAL</b>	<b>21,173</b>	<b>-</b>	<b>256</b>	<b>256</b>	<b>6,477</b>	<b>1,165</b>	<b>8,159</b>	<b>2,522</b>	<b>256</b>	<b>153</b>	<b>1,931</b>

**7. Capital Asset Allocation**

The TTAD depreciation schedules were reviewed to identify each capital acquisition or development of the TTAD (Capital Asset). To determine whether a Capital Asset had any remaining useful life<sup>2</sup> during the period studied (FY 2018 through FY 2020), AMCG applied the following useful life schedule to the acquisition/development date.

**Table 12 – Capital Asset Useful Life Schedule**

Facility (Building) and Hangars	30 years
Original Runway, Taxiway, and Pavement Construction	30 years
Fuel Storage Facility	30 years
Temporary (Modular) Facilities	20 years
Major Vehicles and Equipment (i.e., snow removal and refueling)	20 years
Navigation/Avigation Equipment	20 years
Major Improvements to Facility (Building) and Hangar	15 years
Runway, Taxiway, and Pavement Re-Construction/Overlay	15 years
Facility (Building) and Hangar Equipment	10 years
Vehicles and Equipment	10 years
Software and Hardware	5 years
Master Planning and other studies	5 years
Pavement Seal Coating	3 years

Once the TTAD acquisition or development cost of the Capital Asset was determined, it was divided by the useful life and the annual allocation was applied to the appropriate fiscal year based upon its date of acquisition<sup>3</sup> or development and its remaining useful life. It is important to note that the annual allocation costs utilized are exclusive of grant monies received from either the FAA or the State. However, the grant monies were identified in the Capital Asset line items (when appropriate or available).

*Table 13 – Capital Asset Summary (2018), Table 14 – Capital Asset Summary (2019), and Table 15 – Capital Asset Summary (2020)* located on the following pages identify the Capital Asset group annual allocations by primary and secondary revenue/cost centers for each fiscal year of the period studied.

The annual allocation cost associated with each specific Capital Asset group was allocated to the appropriate primary, secondary, and tertiary revenue/cost center. Other than the following unique allocation methodologies, the allocation of each Capital Asset group is self-explanatory (e.g., runways, taxiways, and apron were allocated to Airport/ Airside).

<sup>2</sup> Useful Life - The length of time that a depreciable asset is expected to be productive and useable without major improvement or repairs.

<sup>3</sup> Assets acquired in the months of October, November, and December were moved to the next year.

a. *TTAD (General Assets)*

Allocation was based on the payroll (time) allocation percentages identified in *Table 6 – Payroll Allocations (2020)*.

b. *Snow Removal*

Allocation was based on the pavement allocation percentages identified in *Table 11 – Pavement Allocations*.

c. *Land*

It is important to note that the acquisition costs associated with land underlying TTAD's leased real estate assets and airside infrastructure were not allocated to their respective revenue/cost center. This determination was made for the following reasons:

- Significant land areas were granted to the TTAD (at no cost) upon formation and in future years.
- Significant land areas were purchased utilizing grant funds (FAA and State) and property tax revenues.
- Land is not considered a “wasting” asset.

d. *Airside Administration*

Allocation was based on the pavement allocation percentages identified in *Table 11 – Pavement Allocations*.

e. *Apron*

Based on a 50/50 allocation of apron area to Airport/Airside and FBO/Facilities.

f. *FBO (General Administration) and Terminal*

Based on the operating expenses of the FBO secondary revenue/cost centers as a percentage of total FBO operating expenses.

Tables 33 through Table 40 located in the Appendix identify the Capital Assets, the year acquired/developed, estimated useful life, the grant portion, the TTAD cost, and the annual allocation for each fiscal year of the period studied.



Table 13 – Capital Asset Summary (2018)

CAPITAL ASSET	FY 2018 Allocation	DISTRICT				AIRPORT			FBO		
		Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate	Airside	Landside	Aviation Real Estate	Aviation Fuels	Other Products and Services	Facilities
TTAD GENERAL ASSETS	\$ 6,230	\$ 480	\$ 337	\$ 550	\$ 255	\$ 789	\$ 684	\$ 648	\$ 1,230	\$ 895	\$ 360
SNOW REMOVAL	\$ 55,922	\$ -	\$ 29	\$ 29	\$ 728	\$ 28,188	\$ 918	\$ 19,542	\$ 5,291	\$ 149	\$ 1,049
LAND	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AIRSIDE ADMINISTRATION	\$ 111,871	\$ -	\$ -	\$ -	\$ -	\$ 111,871	\$ -	\$ -	\$ -	\$ -	\$ -
RUNWAYS	\$ 375,654	\$ -	\$ -	\$ -	\$ -	\$ 375,654	\$ -	\$ -	\$ -	\$ -	\$ -
TAXIWAYS	\$ 259,402	\$ -	\$ -	\$ -	\$ -	\$ 259,402	\$ -	\$ -	\$ -	\$ -	\$ -
APRON	\$ 203,777	\$ -	\$ -	\$ -	\$ -	\$ 101,888	\$ -	\$ -	\$ -	\$ -	\$ 101,888
COMMUNITY INVESTMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LANDSIDE INFRASTRUCTURE	\$ 101,219	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 101,219	\$ -	\$ -	\$ -	\$ -
NOISE AND ANNOYANCE PROGRAMS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HANGAR 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EAA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PHOENIX HANGAR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
T-HANGARS	\$ 192,281	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 192,281	\$ -	\$ -	\$ -
SAILPORT	\$ 6,843	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,843	\$ -	\$ -	\$ -
EXECUTIVE HANGARS	\$ 115,347	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 115,347	\$ -	\$ -	\$ -
SUPER EXECUTIVE HANGARS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WAREHOUSE	\$ 37,231	\$ -	\$ -	\$ -	\$ 37,231	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WEST SIDE OFFICE	\$ 4,544	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,544	\$ -	\$ -	\$ -
CLEAR CAPITAL BUILDING	\$ 227,693	\$ -	\$ -	\$ -	\$ 227,693	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PONDEROSA GOLF COURSE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LONG TERM PARKING LOT	\$ 10,934	\$ -	\$ -	\$ -	\$ 10,934	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ALL RETAIL FUELS	\$ 23,961	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,961	\$ -	\$ -
JET A (FULL SERVICE)	\$ 20,759	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,759	\$ -	\$ -
AVGAS (FULL SERVICE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AVGAS (SELF SERVICE)	\$ 35,343	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,343	\$ -	\$ -
FBO (GENERAL ADMINISTRATION)	\$ 28,212	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,909	\$ 8,586	\$ 5,718
TERMINAL/ADMINISTRATION BUILDING	\$ 267,104	\$ 53,421	\$ 13,355	\$ 13,355	\$ 45,408	\$ 13,355	\$ 13,355	\$ 40,066	\$ 13,355	\$ 8,013	\$ 53,421
<b>TOTAL</b>	<b>\$ 2,084,327</b>	<b>\$ 53,901</b>	<b>\$ 13,721</b>	<b>\$ 13,934</b>	<b>\$ 322,250</b>	<b>\$ 891,148</b>	<b>\$ 116,176</b>	<b>\$ 379,270</b>	<b>\$ 113,847</b>	<b>\$ 17,643</b>	<b>\$ 162,436</b>





Table 14 – Capital Asset Summary (2019)

CAPITAL ASSET	FY 2019 Allocation	DISTRICT				AIRPORT			FBO		
		Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate	Airside	Landside	Aviation Real Estate	Aviation Fuels	Other Products and Services	Facilities
TTAD GENERAL ASSETS	\$ 9,170	\$ 707	\$ 496	\$ 810	\$ 376	\$ 1,162	\$ 1,007	\$ 954	\$ 1,811	\$ 1,318	\$ 530
SNOW REMOVAL	\$ 53,861	\$ -	\$ 28	\$ 28	\$ 702	\$ 27,149	\$ 884	\$ 18,822	\$ 5,095	\$ 143	\$ 1,010
LAND	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AIRSIDE ADMINISTRATION	\$ 108,696	\$ -	\$ -	\$ -	\$ -	\$ 108,696	\$ -	\$ -	\$ -	\$ -	\$ -
RUNWAYS	\$ 375,654	\$ -	\$ -	\$ -	\$ -	\$ 375,654	\$ -	\$ -	\$ -	\$ -	\$ -
TAXIWAYS	\$ 314,653	\$ -	\$ -	\$ -	\$ -	\$ 314,653	\$ -	\$ -	\$ -	\$ -	\$ -
APRON	\$ 203,777	\$ -	\$ -	\$ -	\$ -	\$ 101,888	\$ -	\$ -	\$ -	\$ -	\$ 101,888
COMMUNITY INVESTMENTS	\$ 25,678	\$ -	\$ 25,678	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LANDSIDE INFRASTRUCTURE	\$ 101,219	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 101,219	\$ -	\$ -	\$ -	\$ -
NOISE AND ANNOYANCE PROGRAMS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HANGAR 1	\$ 23,127	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,127	\$ -	\$ -	\$ -
EAA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PHOENIX HANGAR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
T-HANGARS	\$ 176,620	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 176,620	\$ -	\$ -	\$ -
SAILPORT	\$ 6,843	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,843	\$ -	\$ -	\$ -
EXECUTIVE HANGARS	\$ 114,509	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 114,509	\$ -	\$ -	\$ -
SUPER EXECUTIVE HANGARS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WAREHOUSE	\$ 37,231	\$ -	\$ -	\$ -	\$ 37,231	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WEST SIDE OFFICE	\$ 4,544	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,544	\$ -	\$ -	\$ -
CLEAR CAPITAL BUILDING	\$ 227,693	\$ -	\$ -	\$ -	\$ 227,693	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PONDEROSA GOLF COURSE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LONG TERM PARKING LOT	\$ 10,934	\$ -	\$ -	\$ -	\$ 10,934	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ALL RETAIL FUELS	\$ 23,220	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,220	\$ -	\$ -
JET A (FULL SERVICE)	\$ 20,759	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,759	\$ -	\$ -
AVGAS (FULL SERVICE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AVGAS (SELF SERVICE)	\$ 35,343	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,343	\$ -	\$ -
FBO (GENERAL ADMINISTRATION)	\$ 32,573	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,905	\$ 10,258	\$ 6,411
TERMINAL/ADMINISTRATION BUILDING	\$ 334,914	\$ 66,983	\$ 16,746	\$ 16,746	\$ 56,935	\$ 16,746	\$ 16,746	\$ 50,237	\$ 16,746	\$ 10,047	\$ 66,983
<b>TOTAL</b>	<b>\$ 2,241,018</b>	<b>\$ 67,690</b>	<b>\$ 42,947</b>	<b>\$ 17,583</b>	<b>\$ 333,872</b>	<b>\$ 945,948</b>	<b>\$ 119,856</b>	<b>\$ 395,656</b>	<b>\$ 118,878</b>	<b>\$ 21,766</b>	<b>\$ 176,822</b>

**Table 15 – Capital Asset Summary (2020)**

CAPITAL ASSET	FY 2020 Allocation	DISTRICT				AIRPORT			FBO		
		Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate	Airside	Landside	Aviation Real Estate	Aviation Fuels	Other Products and Services	Facilities
TTAD GENERAL ASSETS	\$ 15,222	\$ 1,174	\$ 823	\$ 1,344	\$ 624	\$ 1,929	\$ 1,672	\$ 1,583	\$ 3,006	\$ 2,188	\$ 880
SNOW REMOVAL	\$ 65,770	\$ -	\$ 34	\$ 34	\$ 857	\$ 33,152	\$ 1,079	\$ 22,983	\$ 6,222	\$ 175	\$ 1,234
LAND	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AIRSIDE ADMINISTRATION	\$ 108,008	\$ -	\$ -	\$ -	\$ -	\$ 108,008	\$ -	\$ -	\$ -	\$ -	\$ -
RUNWAYS	\$ 410,877	\$ -	\$ -	\$ -	\$ -	\$ 410,877	\$ -	\$ -	\$ -	\$ -	\$ -
TAXIWAYS	\$ 334,037	\$ -	\$ -	\$ -	\$ -	\$ 334,037	\$ -	\$ -	\$ -	\$ -	\$ -
APRON	\$ 245,342	\$ -	\$ -	\$ -	\$ -	\$ 122,671	\$ -	\$ -	\$ -	\$ -	\$ 122,671
COMMUNITY INVESTMENTS	\$ 25,678	\$ -	\$ 25,678	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LANDSIDE INFRASTRUCTURE	\$ 30,705	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,705	\$ -	\$ -	\$ -	\$ -
NOISE AND ANNOYANCE PROGRAMS	\$ 51,229	\$ -	\$ -	\$ 51,229	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HANGAR 1	\$ 77,327	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 77,327	\$ -	\$ -	\$ -
EAA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PHOENIX HANGAR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
T-HANGARS	\$ 154,065	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 154,065	\$ -	\$ -	\$ -
SAILPORT	\$ 6,843	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,843	\$ -	\$ -	\$ -
EXECUTIVE HANGARS	\$ 108,722	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 108,722	\$ -	\$ -	\$ -
SUPER EXECUTIVE HANGARS	\$ 272,991	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 272,991	\$ -	\$ -	\$ -
WAREHOUSE	\$ 66,449	\$ -	\$ -	\$ -	\$ 66,449	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WEST SIDE OFFICE	\$ 4,544	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,544	\$ -	\$ -	\$ -
CLEAR CAPITAL BUILDING	\$ 227,693	\$ -	\$ -	\$ -	\$ 227,693	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PONDEROSA GOLF COURSE	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LONG TERM PARKING LOT	\$ 10,934	\$ -	\$ -	\$ -	\$ 10,934	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ALL RETAIL FUELS	\$ 24,742	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,742	\$ -	\$ -
JET A (FULL SERVICE)	\$ 20,759	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,759	\$ -	\$ -
AVGAS (FULL SERVICE)	\$ 6,621	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,621	\$ -	\$ -
AVGAS (SELF SERVICE)	\$ 29,942	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,942	\$ -	\$ -
FBO (GENERAL ADMINISTRATION)	\$ 32,573	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,997	\$ 10,137	\$ 6,439
TERMINAL/ADMINISTRATION BUILDING	\$ 344,438	\$ 68,888	\$ 17,222	\$ 17,222	\$ 58,554	\$ 17,222	\$ 17,222	\$ 51,666	\$ 17,222	\$ 10,333	\$ 68,888
<b>TOTAL</b>	<b>\$ 2,680,512</b>	<b>\$ 70,061</b>	<b>\$ 43,756</b>	<b>\$ 69,829</b>	<b>\$ 370,112</b>	<b>\$ 1,027,896</b>	<b>\$ 50,678</b>	<b>\$ 700,724</b>	<b>\$ 124,511</b>	<b>\$ 22,833</b>	<b>\$ 200,111</b>

**8. Fuel Volumes Analysis**

In order to properly allocate the operating expenses associated with fueling activities by the tertiary fueling activities, the following steps were followed:

- Identification and separation of fuel volumes (gallons) and number of fueling events by fueling activity
- Calculation of average gallons per fueling event (delivered/purchased) by fueling activity.
- Calculation of minutes per fueling event (based upon the refueling vehicle pump rate on a per gallon basis) plus an associated average 15 minutes to position and reposition the refueling vehicle and other time associated with fueling activities.

Based on this analysis, as identified in *Table 16 – Fuel Volumes Analysis* below, it was determined that with the inclusion of the time associated with positioning and repositioning the refueling vehicle that the total time to deliver the average fueling event for Avgas (Full-Service) and Jet A (Retail, Contract, and CAA) were reasonably comparable (within 0% to 10%). Therefore, the allocation of operating expenses and capital costs associated with the full-service Avgas (Full-Service) and Jet A (Retail, Contract, and CAA) was based on the total number of fueling events by fueling activity as a percentage of total full-service fueling events (i.e., Avgas (Full-Service) and Jet A (Retail, Contract, and CAA)).

**Table 16 – Fuel Volumes Analysis**

YEAR	FY 2018	FY 2019	FY 2020
<b>TOTAL GALLONS</b>			
Avgas (Full Service)	47,947	54,111	59,910
Avgas (Self Service)	51,865	54,518	53,509
Jet A	554,756	523,444	627,494
<b>TOTAL</b>	<b>654,568</b>	<b>632,073</b>	<b>740,914</b>
<b>FUELING EVENTS</b>			
Avgas (Full Service)	1,454	1,599	1,815
% of Fueling Events	24.91%	26.23%	28.28%
Avgas (Self Service)	1,836	1,833	1,760
% of Fueling Events	31.45%	30.07%	27.43%
Jet A (Retail, Contract, and CAA)	2,548	2,663	2,842
% of Fueling Events	43.65%	43.69%	44.29%
<b>TOTAL</b>	<b>5,838</b>	<b>6,095</b>	<b>6,417</b>
<b>AVERAGE GALLONS PER FUELING EVENT</b>			
Avgas (Full Service)	33	34	33
Avgas (Self Service)	28	30	30
Jet A	218	197	221
<b>MINUTES PER FUELING EVENT</b>			
Avgas (Full Service) @ 50 GPM	10.660	10.677	10.660
Jet A @ 150 GPM	11.451	11.310	11.472

## **9. Airport/Airside and Airport/Landside Cost Allocation**

Allocation of Airport/Airside and Airport/Landside revenue/cost center operating expenses and capital costs to the appropriate primary, secondary, and tertiary revenue/cost centers were determined, as identified in *Table 17 – Airport/Airside and Airport/Landside Cost Allocations* on the following page.

### **a. Airport/Airside**

There are three primary groups that benefit from the airside: based aircraft owners and operators, transient aircraft owners and operators, and local commercial aviation businesses (FBOs and SASOs). As based aircraft owners and operators lease aircraft storage space and commercial aviation businesses lease facilities (hangar, office, and shop) from the TTAD that have access to the airside, these entities benefit from that access whether they directly or indirectly use the airside. Therefore, AMCG has determined that an appropriate allocation to quantify the costs associated with providing access to all aviation real estate (including the FBO facility) is 25% of the costs associated with the Airport/Airside. The allocation was distributed based on the square footage of the associated facilities.

In addition to based aircraft owners and operators and local commercial aviation businesses benefiting from the “access” to the airside, based and transient aircraft owners and operators benefit directly from the use of the airside. Therefore, the remaining 75% of the Airport/Airside costs are allocated to based and transient aircraft owners and operators for their use of the airside.

The financial allocation of the Airport/Airside costs to based and transient aircraft owners and operators are further identified and discussed in Section III. Revenue/Cost Center Allocations.

### **b. Airport/Landside**

All users of the Airport (aviation and non-aviation) benefit from the existing infrastructure located on the landside. Therefore, 100% of the Airport/Landside costs were allocated across all revenue/cost centers based on the proportionate number of vehicle parking positions at each facility with direct or indirect landside access (see *Table 18 – Airport/Landside Allocations* located on the following pages).

Table 17 – Airport/Airside and Airport/Landside Cost Allocations

	FY 2018	DISTRICT				AIRPORT			FBO		
		Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate	Airside	Landside	Aviation Real Estate	Aviation Fuels	Other Products and Services	Facilities
Airside Net Cost (Total)	\$ 2,519,083										
Airside Net Cost (Allocation)	\$ 629,771				\$ -	\$ (629,771)	\$ -	\$ 556,547	\$ 61,891	\$ 1,549	\$ 9,784
Allocation Percentage	25%				0.00%	-100.00%	0.00%	88.37%	9.83%	0.25%	1.55%
Landside Net Cost (Total)	\$ 602,640										
Landside Net Cost (Allocation)	\$ 602,640	\$ 12,977	\$ 3,244	\$ 3,244	\$ 316,325	\$ 11,355	\$ (602,640)	\$ 233,594	\$ 3,244	\$ 1,622	\$ 17,033
Allocation Percentage	100%	2.15%	0.54%	0.54%	52.49%	1.88%	-100.00%	38.76%	0.54%	0.27%	2.83%
<b>TOTAL ALLOCATION</b>		<b>\$ 12,977</b>	<b>\$ 3,244</b>	<b>\$ 3,244</b>	<b>\$ 316,325</b>	<b>\$ (618,415)</b>	<b>\$ (602,640)</b>	<b>\$ 790,141</b>	<b>\$ 65,135</b>	<b>\$ 3,171</b>	<b>\$ 26,817</b>

  

	FY 2019	DISTRICT				AIRPORT			FBO		
		Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate	Airside	Landside	Aviation Real Estate	Aviation Fuels	Other Products and Services	Facilities
Airside Net Cost (Total)	\$ 3,682,932										
Airside Net Cost (Allocation)	\$ 920,733				\$ -	\$ (920,733)	\$ -	\$ 813,680	\$ 90,485	\$ 2,264	\$ 14,304
Allocation Percentage	25%				0.00%	-100.00%	0.00%	88.37%	9.83%	0.25%	1.55%
Landside Net Cost (Total)	\$ 725,008										
Landside Net Cost (Allocation)	\$ 725,008	\$ 15,613	\$ 3,903	\$ 3,903	\$ 380,556	\$ 13,661	\$ (725,008)	\$ 281,026	\$ 3,903	\$ 1,952	\$ 20,491
Allocation Percentage	100%	2.15%	0.54%	0.54%	52.49%	1.88%	-100.00%	38.76%	0.54%	0.27%	2.83%
<b>TOTAL ALLOCATION</b>		<b>\$ 15,613</b>	<b>\$ 3,903</b>	<b>\$ 3,903</b>	<b>\$ 380,556</b>	<b>\$ (907,072)</b>	<b>\$ (725,008)</b>	<b>\$ 1,094,706</b>	<b>\$ 94,389</b>	<b>\$ 4,216</b>	<b>\$ 34,795</b>

  

	FY 2020	DISTRICT				AIRPORT			FBO		
		Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate	Airside	Landside	Aviation Real Estate	Aviation Fuels	Other Products and Services	Facilities
Airside Net Cost (Total)	\$ 3,532,231										
Airside Net Cost (Allocation)	\$ 883,058				\$ -	\$ (883,058)	\$ -	\$ 780,385	\$ 86,783	\$ 2,171	\$ 13,719
Allocation Percentage	25%				0.00%	-100.00%	0.00%	88.37%	9.83%	0.25%	1.55%
Landside Net Cost (Total)	\$ 609,323										
Landside Net Cost (Allocation)	\$ 609,323	\$ 13,121	\$ 3,280	\$ 3,280	\$ 319,833	\$ 11,481	\$ (609,323)	\$ 236,185	\$ 3,280	\$ 1,640	\$ 17,222
Allocation Percentage	100%	2.15%	0.54%	0.54%	52.49%	1.88%	-100.00%	38.76%	0.54%	0.27%	2.83%
<b>TOTAL ALLOCATION</b>		<b>\$ 13,121</b>	<b>\$ 3,280</b>	<b>\$ 3,280</b>	<b>\$ 319,833</b>	<b>\$ (871,576)</b>	<b>\$ (609,323)</b>	<b>\$ 1,016,569</b>	<b>\$ 90,063</b>	<b>\$ 3,812</b>	<b>\$ 30,940</b>

Table 18 – Airport/Landside Allocations

FACILITIES	Vehicle Parking Spots	DISTRICT				AIRPORT			FBO		
		Governance	Community Investments	Noise and Annoyance Programs	Non-Aviation Real Estate	Airside	Landside	Aviation Real Estate	Aviation Fuels	Other Products and Services	Facilities
Airport Terminal and Office	75	16.0	4.0	4.0	14.0	4.0	-	12.0	4.0	2.0	15.0
Maintenance Building	25				1.0	10.0		8.0			6.0
Warehouse	65				65.0						
Clear Capital Building	112				112.0						
Long Term Car Parking	143				143.0						
Car Rental	55				55.0						
Hangar 1	7							7.0			
EAA Building	7							7.0			
Phoenix Hangar	7							7.0			
Row A (T-Hangars)	19							19.0			
Row A (Executive Hangars)	4							4.0			
Row B (T-Hangars)	24							24.0			
Row C (T-Hangars)	24							24.0			
Row D (T-Hangars)	24							24.0			
Row E (T-Hangars)	24							24.0			
Row F (T-Hangars)	19							19.0			
Row F (Executive Hangars)	4							4.0			
Row G (T-Hangars)	25							25.0			
Row H (Executive Hangars)	20							20.0			
Row J (T-Hangars)	8							8.0			
Row K (T-Hangars)	14							14.0			
Row L (Executive Hangars)	12							12.0			
Row M (T-Hangars)	16							16.0			
Row N (Super Executive Hangars)	5							5.0			
Row P (Super Executive Hangars)	5							5.0			
<b>TOTAL</b>	<b>743</b>	<b>16</b>	<b>4</b>	<b>4</b>	<b>390</b>	<b>14</b>	<b>-</b>	<b>288</b>	<b>4</b>	<b>2</b>	<b>21</b>
<i>Landside Allocation Percentage</i>	<i>100.00%</i>	<i>2.15%</i>	<i>0.54%</i>	<i>0.54%</i>	<i>52.49%</i>	<i>1.88%</i>	<i>0.00%</i>	<i>38.76%</i>	<i>0.54%</i>	<i>0.27%</i>	<i>2.83%</i>

### III. REVENUE/COST CENTER ALLOCATIONS

#### A. Financial Statement Components

The following explanations of the different financial statement components are consistent across the primary, secondary, and tertiary revenue/cost centers that are presented in this section and will not be repeated.

##### 1. **Operating Revenues**

The operating revenues include all monies paid by customers for products, services, and facilities offered by the TTAD either through the District, Airport, or FBO revenue/cost centers. Other monies collected by the TTAD that are not directly related to the delivery of a product, service, or facility are considered non-operational and are not included in this analysis (i.e., TTAD property tax revenue, interest income, FAA grant funding, State grant funding, etc.).

##### 2. **Costs of Goods Sold**

The cost of goods sold includes all costs directly associated with the products delivered (i.e., aviation fuels, catering, oil, etc.). All other costs are captured in the expense portion of the financial statement as these costs are considered operational and/or indirect costs<sup>4</sup>. None of the revenues associated with the District or Airport revenue/cost centers have cost of goods sold as there are no products offered by the District or Airport. All cost of goods sold are related to the FBO revenue/cost centers.

##### 3. **Gross Margin**

Gross margin is the result of revenues less cost of goods sold.

##### 4. **Operating Expenses**

The expenses represent the operating costs of the TTAD. These operating costs exclude capital and non-operating costs (i.e., capital asset acquisition or development, grant matches, interest expense, etc.).

##### 5. **Operating Income (EBITDA)**

Operating income (also known as EBITDA – earnings before interest, taxes, depreciation, and amortization) is the result of gross margin less operating expenses and reflects the operating cash flow of the TTAD.

##### 6. **Annualized Capital Cost**

The annualized capital cost represents allocation of the costs associated with the acquisition and development of TTAD Capital Assets. These capital costs are based on *Table 13 – Capital Asset Summary (2018)*, *Table 14 – Capital Asset Summary (2019)*, and *Table 15 – Capital Asset Summary (2020)*.

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<sup>4</sup> Indirect Costs – Those costs that are not directly related to the product sold and are not necessarily dependent on the quantity of product sold (e.g., those costs would be relatively maintained to deliver a specific level of service).



## REVENUE/COST CENTER ALLOCATIONS

### 7. Net Income (EBIT)

Net income (also identified as earnings before interest and taxes) is the result of operating income less annualized capital costs.

### 8. Allocated Airside and Landside Cost

The allocated airside and/or landside costs are based on *Table 17 – Airport/Airside and Airport/Landside Cost Allocation*.

### 9. Adjusted Net Income (EBIT)

The adjusted net income is the result of net income less allocated airside and landside costs.

## B. TTAD Allocation Summary

Utilizing the allocation methodologies outlined in Section II. Allocation Methodology, AMCG allocated the TTAD financials for the period studied, as identified in the following tables: *Table 19 – TTAD Allocation Summary (Operating Revenues)* and *Table 20 – TTAD Allocation Summary (Operating Expenses)*.

**Table 19 – TTAD Allocation Summary (Operating Revenues)**

TRUCKEE TAHOE AIRPORT DISTRICT	Total FY 2018	Total FY 2019	Total FY 2020
	Amount	Amount	Amount
<b>OPERATING REVENUES</b>			
Airport Revenue			
Transient Use Fees	\$ 764,091	\$ 675,314	\$ 671,124
Vehicle Parking Fees	\$ 67,508	\$ 62,978	\$ 81,849
Land Rent, Building Rent or Concessions	\$ 547,139	\$ 638,906	\$ 670,651
Warehouse Rent	\$ 185,780	\$ 199,317	\$ 220,736
Hangars	\$ 1,455,975	\$ 1,633,074	\$ 1,752,650
<b>TOTAL AIRPORT REVENUE</b>	<b>\$ 3,020,492</b>	<b>\$ 3,209,589</b>	<b>\$ 3,397,010</b>
FBO Revenue			
Retail Aviation Fuel and Additives	\$ 3,113,323	\$ 2,875,680	\$ 2,888,598
Pilot Supplies, Catering, and Oil	\$ 5,106	\$ 8,827	\$ 3,109
Hangars	\$ -	\$ -	\$ -
Ground Handling	\$ 78,267	\$ 59,586	\$ 69,622
Passenger/Crew Services	\$ 4,292	\$ 2,336	\$ 6,942
Extra	\$ -	\$ -	\$ -
Other Revenues	\$ -	\$ -	\$ -
Extra	\$ -	\$ -	\$ -
<b>TOTAL FBO REVENUE</b>	<b>\$ 3,200,988</b>	<b>\$ 2,946,429</b>	<b>\$ 2,968,271</b>
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 6,221,481</b>	<b>\$ 6,156,018</b>	<b>\$ 6,365,281</b>
FBO Cost of Goods Sold			
Retail Aviation Fuel and Additives	\$ (1,802,547)	\$ (1,709,674)	\$ (1,531,624)
Pilot Supplies, Catering, and Oil	\$ (3,800)	\$ (8,974)	\$ (2,091)
<b>TOTAL FBO COST OF GOODS SOLD</b>	<b>\$ (1,806,347)</b>	<b>\$ (1,718,648)</b>	<b>\$ (1,533,715)</b>
<b>GROSS MARGIN</b>	<b>\$ 4,415,134</b>	<b>\$ 4,437,370</b>	<b>\$ 4,831,566</b>





## REVENUE/COST CENTER ALLOCATIONS

Table 20 – TTAD Allocation Summary (Operating Expenses)

TRUCKEE TAHOE AIRPORT DISTRICT	Total FY 2018	Total FY 2019	Total FY 2020
	Amount	Amount	Amount
<b>OPERATING EXPENSES</b>			
Air Show	\$ 264,871	\$ 252,329	\$ 192,085
Bad Debts	\$ (216)	\$ 82	\$ 6,952
Bank and Credit Card Fees	\$ 105,537	\$ 99,741	\$ 100,574
Communications	\$ 9,204	\$ 7,964	\$ 10,763
Control Tower	\$ 915,500	\$ 882,735	\$ 839,832
Conventions, Travel, and Meals	\$ 63,309	\$ 37,336	\$ 12,972
Dues and Subscriptions	\$ 23,086	\$ 24,727	\$ 42,117
Employee Benefits	\$ 1,017,853	\$ 1,774,968	\$ 1,313,552
Employee Recruiting and Testing	\$ 7,626	\$ 5,853	\$ 2,445
Fire Safety	\$ 32,779	\$ 27,632	\$ 42,601
Governing Body Related Expenses	\$ 254,133	\$ 295,602	\$ 240,266
Insurance	\$ 101,055	\$ 107,700	\$ 128,904
License, Fees, and Business Taxes	\$ 10,791	\$ 7,437	\$ 6,961
Maintenance - Airside	\$ 316,564	\$ 1,316,089	\$ 1,164,640
Maintenance - Facilities	\$ 555,987	\$ 587,670	\$ 684,832
Maintenance - Forest Management	\$ 166,995	\$ 182,843	\$ 203,262
Noise Abatement	\$ 440,853	\$ 402,748	\$ 355,949
Office Equipment	\$ 87,232	\$ 63,813	\$ 64,921
Office Equipment Leasing	\$ 9,609	\$ 12,461	\$ 10,544
Payroll	\$ 2,130,789	\$ 2,512,936	\$ 2,584,445
Payroll Taxes	\$ 41,004	\$ 46,111	\$ 44,201
Postage and Freight	\$ 5,013	\$ 5,141	\$ 2,097
Printing and Copying	\$ 1,128	\$ 1,263	\$ 1,524
Professional Services	\$ 579,609	\$ 526,698	\$ 551,939
PR/Noise/Community Investment	\$ 1,074,811	\$ 1,858,159	\$ 781,564
Security	\$ 16,178	\$ 17,560	\$ 15,189
Supplies	\$ 50,561	\$ 44,608	\$ 35,905
Utilities	\$ 231,560	\$ 274,451	\$ 225,783
Vehicle/Equipment Maintenance & Operations	\$ 200,820	\$ 151,934	\$ 178,692
<b>OPERATING EXPENSES</b>	<b>\$ 8,714,243</b>	<b>\$ 11,528,591</b>	<b>\$ 9,845,511</b>
<b>OPERATING INCOME (EBITDA)</b>	<b>\$ (4,299,109)</b>	<b>\$ (7,091,221)</b>	<b>\$ (5,013,945)</b>
Annualized Capital Cost	\$ 2,084,327	\$ 2,241,018	\$ 2,680,512
<b>NET INCOME (EBIT)</b>	<b>\$ (6,383,436)</b>	<b>\$ (9,332,239)</b>	<b>\$ (7,694,457)</b>
Allocated Airside and Landside Cost	\$ (56,611)	\$ (79,135)	\$ (73,282)
<b>ADJUSTED NET INCOME (EBIT)</b>	<b>\$ (6,326,825)</b>	<b>\$ (9,253,103)</b>	<b>\$ (7,621,175)</b>

It is important to note that AMCG has observed (on an overall basis) that the TTAD has purchased, developed, and maintained the Airport's (and FBO's) land, infrastructure, facilities, equipment, and personnel levels in a way that exceeds what other "comparable" airports are expending. It is the opinion (and supposition) of AMCG that these factors are influenced by the current financial resources of the TTAD through their ability to collect property taxes and utilize those proceeds towards the advancement of the District, Airport, and FBO primary revenue/cost centers and for the benefit of the community.

### **C. District – Primary Revenue/Cost Center Allocation Analysis**

Utilizing the allocation methodology outlined in Section II. Allocation Methodology, the District financial results for the period studied, as outlined in *Table 5 – Operational Financial Allocations*, was allocated to the District primary revenue/cost center where appropriate. The results of the allocation can be reviewed in *Table 21 – District Primary Allocation Summary* located on the following page.

#### **1. District – Secondary Revenue/Cost Center**

Utilizing the allocation methodology outlined in Section II. Allocation Methodology, the District primary revenue/cost center financial results for the period studied (as outlined in *Table 21 – District Primary Allocation Summary*), was allocated to each District secondary revenue/cost center. The District secondary revenue/cost centers allocation financial results for the period studied are included *Table 26 – District Secondary Allocation Summary* at the end of this section.

#### **2. District – 2020 Tertiary Revenue/Cost Center (Non-Aviation Real Estate)**

Based on a revenue breakdown provided by TTAD management, the District 2020 secondary revenues for the period studied (as outlined in *Table 21 – District Allocation Summary*) was allocated to the appropriate District/Non-Aviation Real Estate tertiary revenue/cost centers for 2020. Allocation of 2020 operating expenses was based on the square footage of the non-aviation real estate facilities represented by each tertiary revenue/cost center. However, it is important to note that since Long Term Parking does not have physical facilities being leased by the entities from the District, a hypothetical square footage (1,200 SF) was utilized to extrapolate reasonable operating expenses and capital costs for each of these facilities. The results of the summary allocation are outlined in *Table 27 – 2020 District/Non-Aviation Real Estate Tertiary Allocation Summary* located at the end of this section.

In addition to the traditional financial results (as provided for in the primary and secondary revenue/cost centers), the 2020 District/Non-Aviation Real Estate tertiary revenue/cost center results were summarized to include the financial results for each facility based upon the associated square footage of each facility. The results of the summary allocation are outlined in *Table 27 – 2020 District/Non-Aviation Real Estate Tertiary Allocation Summary (Per Square Foot)* located at the end of this section.



## REVENUE/COST CENTER ALLOCATIONS

Table 21 – District Primary Allocation Summary

TRUCKEE TAHOE AIRPORT DISTRICT	DISTRICT (PCC1) FY 2018	DISTRICT (PCC1) FY 2019	DISTRICT (PCC1) FY 2020
	Amount	Amount	Amount
<b>OPERATING REVENUES</b>			
Airport Revenue			
Transient Use Fees	\$ -	\$ -	\$ -
Vehicle Parking Fees	\$ 67,508	\$ 62,978	\$ 81,849
Land Rent, Building Rent or Concessions	\$ 547,139	\$ 638,906	\$ 618,970
Warehouse Rent	\$ 185,780	\$ 199,317	\$ 220,736
Hangars	\$ -	\$ -	\$ -
<b>TOTAL AIRPORT REVENUE</b>	<b>\$ 800,427</b>	<b>\$ 901,201</b>	<b>\$ 921,555</b>
<b>OPERATING EXPENSES</b>			
Air Show	\$ 264,871	\$ 252,329	\$ 192,085
Bad Debts	\$ (71)	\$ 27	\$ 2,294
Bank and Credit Card Fees	\$ -	\$ -	\$ -
Communications	\$ 2,397	\$ 2,074	\$ 2,803
Control Tower	\$ 91,550	\$ 88,274	\$ 83,983
Conventions, Travel, and Meals	\$ 34,820	\$ 20,535	\$ 7,134
Dues and Subscriptions	\$ 9,234	\$ 9,891	\$ 16,847
Employee Benefits	\$ 304,559	\$ 531,100	\$ 393,036
Employee Recruiting and Testing	\$ 2,282	\$ 1,751	\$ 732
Fire Safety	\$ 3,278	\$ 2,763	\$ 4,260
Governing Body Related Expenses	\$ 254,133	\$ 295,602	\$ 240,266
Insurance	\$ 17,220	\$ 18,352	\$ 21,966
License, Fees, and Business Taxes	\$ 2,158	\$ 1,487	\$ 1,392
Maintenance - Airside	\$ -	\$ -	\$ -
Maintenance - Facilities	\$ 61,105	\$ 64,587	\$ 75,265
Maintenance - Forest Management	\$ 166,995	\$ 182,843	\$ 203,262
Noise Abatement	\$ 440,853	\$ 402,748	\$ 355,949
Office Equipment	\$ 8,723	\$ 6,381	\$ 6,492
Office Equipment Leasing	\$ 961	\$ 1,246	\$ 1,054
Payroll	\$ 637,567	\$ 751,912	\$ 773,309
Payroll Taxes	\$ 12,269	\$ 13,797	\$ 13,226
Postage and Freight	\$ 2,005	\$ 2,056	\$ 839
Printing and Copying	\$ 113	\$ 126	\$ 152
Professional Services	\$ 318,785	\$ 289,684	\$ 303,567
PR/Noise/Community Investment	\$ 967,330	\$ 1,672,343	\$ 703,408
Security	\$ 1,618	\$ 1,756	\$ 1,519
Supplies	\$ 12,640	\$ 11,152	\$ 8,976
Utilities	\$ 57,890	\$ 68,613	\$ 56,446
Vehicle/Equipment Maintenance & Operations	\$ 3,931	\$ 2,974	\$ 3,498
<b>OPERATING EXPENSES</b>	<b>\$ 3,679,216</b>	<b>\$ 4,696,404</b>	<b>\$ 3,473,760</b>
<b>OPERATING INCOME (EBITDA)</b>	<b>\$ (2,878,789)</b>	<b>\$ (3,795,204)</b>	<b>\$ (2,552,205)</b>
Annualized Capital Cost	\$ 403,806	\$ 462,091	\$ 553,758
<b>NET INCOME (EBIT)</b>	<b>\$ (3,282,595)</b>	<b>\$ (4,257,295)</b>	<b>\$ (3,105,963)</b>
Allocated Airside and Landside Cost	\$ 335,791	\$ 403,975	\$ 339,515
<b>ADJUSTED NET INCOME (EBIT)</b>	<b>\$ (3,618,387)</b>	<b>\$ (4,661,270)</b>	<b>\$ (3,445,479)</b>

#### **D. Airport – Primary Revenue/Cost Center Allocation Analysis**

Utilizing the allocation methodology outlined in Section II. Allocation Methodology, the District financial results for the period studied, as outlined in *Table 5 – Operational Financial Allocations*, was allocated to the Airport primary revenue/cost center where appropriate. The results of the allocation can be reviewed in *Table 23 – Airport Primary Allocation Summary* located on the following page.

##### **1. Airport – Secondary Revenue/Cost Center**

Utilizing the allocation methodology outlined in Section II. Allocation Methodology, the Airport financial results for the period studied (as outlined in *Table 23 – Airport Primary Allocation Summary*), was allocated to each Airport secondary revenue/cost center. The Airport secondary revenue/cost centers allocation financial results for the period studied are included *Table 28 – Airport Secondary Allocation Summary* at the end of this section.

##### **2. Airport – 2020 Tertiary Revenue/Cost Center (Aviation Real Estate)**

Based on a revenue breakdown provided by TTAD management, the Airport 2020 secondary operating revenues for the period studied (as outlined in *Table 28 – Airport Secondary Allocation Summary*) was allocated to the appropriate Airport/Aviation Real Estate tertiary revenue/cost centers for 2020. Allocation of 2020 operating expenses was based on the square footage of the aviation real estate facilities represented by each tertiary revenue/cost center.

In addition to the traditional financial results (as provided for in the primary and secondary revenue/cost centers), the 2020 Airport/Aviation Real Estate tertiary revenue/cost center results were summarized to include the financial results for each facility based on the associated square footage of each facility. The results of the summary allocation are outlined in *Table 29 – 2020 Airport/Aviation Real Estate Tertiary Allocation Summary* located at the end of this section.

Based on the discussion provided in Section II. Allocation Methodology on Airport/Airside cost allocation, *Table 22 – Based and Transient Aircraft Operators* quantifies the remaining 2020 Airport/Airside costs for both based and transient users. As discussed in Section II. Allocation Methodology, 25% of 2020 Airport/Airside costs were allocated to based aircraft owners and operators that lease aircraft storage space and commercial aviation businesses that lease facilities (hangar, office, and shop) at the Airport. It has been estimated by TTAD management (utilizing the Vector PlanePass camera system) that approximately 40% of operations are generated by based aircraft owners and operators and the balance (60%) of operations are generated by transient aircraft owners and operators. Therefore, these percentages were utilized to allocate the remaining 75% of 2020 Airside costs, as shown in the following table.

**Table 22 – Based and Transient Aircraft Operators**

<b>AIRPORT - AIRSIDE (2020)</b>	<b>Based Aircraft</b>	<b>Transient Aircraft</b>
Revenue	\$ -	\$ 167,781
Operating Expenses	\$ 1,068,846	\$ 1,603,269
Operating Income (EBITDA)	\$ (1,068,846)	\$ (1,435,488)
Annualized Capital Cost	\$ 411,158	\$ 616,737
Net Income (EBIT)	\$ (1,480,004)	\$ (2,052,225)
Allocated Airside and Landside Cost	\$ (348,631)	\$ (522,946)
Adjusted Net Income (EBIT)	\$ (1,131,374)	\$ (1,529,280)



## REVENUE/COST CENTER ALLOCATIONS

Table 23 – Airport Primary Allocation Summary

TRUCKEE TAHOE AIRPORT DISTRICT	AIRPORT (PCC2) FY2018	AIRPORT (PCC2) FY2019	AIRPORT (PCC2) FY2020
	Amount	Amount	Amount
<b>OPERATING REVENUES</b>			
Airport Revenue			
Transient Use Fees	\$ 191,023	\$ 168,828	\$ 167,781
Vehicle Parking Fees	\$ -	\$ -	\$ -
Land Rent, Building Rent or Concessions	\$ -	\$ -	\$ 51,681
Warehouse Rent	\$ -	\$ -	\$ -
Hangars	\$ 1,455,975	\$ 1,633,074	\$ 1,752,650
<b>TOTAL AIRPORT REVENUE</b>	<b>\$ 1,646,998</b>	<b>\$ 1,801,902</b>	<b>\$ 1,972,112</b>
<b>OPERATING EXPENSES</b>			
Air Show	\$ -	\$ -	\$ -
Bad Debts	\$ (145)	\$ 55	\$ 4,658
Bank and Credit Card Fees	\$ 47,492	\$ 44,884	\$ 45,258
Communications	\$ 3,134	\$ 2,712	\$ 3,665
Control Tower	\$ 823,950	\$ 794,462	\$ 755,849
Conventions, Travel, and Meals	\$ 18,993	\$ 11,201	\$ 3,891
Dues and Subscriptions	\$ 9,234	\$ 9,891	\$ 16,847
Employee Benefits	\$ 352,278	\$ 614,314	\$ 454,618
Employee Recruiting and Testing	\$ 2,639	\$ 2,026	\$ 846
Fire Safety	\$ 14,751	\$ 12,434	\$ 19,170
Governing Body Related Expenses	\$ -	\$ -	\$ -
Insurance	\$ 67,372	\$ 71,802	\$ 85,939
License, Fees, and Business Taxes	\$ 7,553	\$ 5,206	\$ 4,873
Maintenance - Airside	\$ 316,564	\$ 1,316,089	\$ 1,164,640
Maintenance - Facilities	\$ 488,414	\$ 516,246	\$ 601,599
Maintenance - Forest Management	\$ -	\$ -	\$ -
Noise Abatement	\$ -	\$ -	\$ -
Office Equipment	\$ 39,254	\$ 28,716	\$ 29,215
Office Equipment Leasing	\$ 4,324	\$ 5,607	\$ 4,745
Payroll	\$ 737,463	\$ 869,723	\$ 894,473
Payroll Taxes	\$ 14,191	\$ 15,959	\$ 15,298
Postage and Freight	\$ 1,504	\$ 1,542	\$ 629
Printing and Copying	\$ 508	\$ 568	\$ 686
Professional Services	\$ 231,843	\$ 210,679	\$ 220,776
PR/Noise/Community Investment	\$ 107,481	\$ 185,816	\$ 78,156
Security	\$ 12,943	\$ 14,048	\$ 12,151
Supplies	\$ 22,753	\$ 20,074	\$ 16,157
Utilities	\$ 115,780	\$ 137,226	\$ 112,892
Vehicle/Equipment Maintenance & Operations	\$ 144,206	\$ 109,102	\$ 128,317
<b>OPERATING EXPENSES</b>	<b>\$ 3,584,481</b>	<b>\$ 5,000,381</b>	<b>\$ 4,675,347</b>
<b>OPERATING INCOME (EBITDA)</b>	<b>\$ (1,937,483)</b>	<b>\$ (3,198,479)</b>	<b>\$ (2,703,235)</b>
Annualized Capital Cost	\$ 1,386,595	\$ 1,461,460	\$ 1,779,298
<b>NET INCOME (EBIT)</b>	<b>\$ (3,324,077)</b>	<b>\$ (4,659,938)</b>	<b>\$ (4,482,533)</b>
Allocated Airside and Landside Cost	\$ (430,914)	\$ (537,374)	\$ (464,330)
<b>ADJUSTED NET INCOME (EBIT)</b>	<b>\$ (2,893,164)</b>	<b>\$ (4,122,564)</b>	<b>\$ (4,018,203)</b>

## **E. FBO – Primary Revenue/Cost Center Allocation Analysis**

Utilizing the allocation methodology outlined in Section II. Allocation Methodology, the FBO financial results for the period studied, as outlined in *Table 5 – Operational Financial Allocations*, was allocated to the Airport primary revenue/cost center where appropriate. The results of the allocation can be reviewed in *Table 24 – FBO Primary Allocation Summary (Operating Revenues)* and *Table 25 – FBO Primary Allocation Summary (Operating Expenses)* located on the following pages.

### **1. FBO – Secondary Revenue/Cost Center**

Utilizing the allocation methodology outlined in Section II. Allocation Methodology, the FBO financial results for the period studied (as outlined in *Table 24 – FBO Primary Allocation Summary (Operating Revenues)* and *Table 25 – FBO Primary Allocation Summary (Operating Expenses)*), was allocated to each FBO secondary revenue/cost center. The secondary revenue/cost centers allocation financial results for the period studied are included *Table 30 – FBO Secondary Allocation Summary (Operating Revenues)* and *Table 31 – FBO Secondary Allocation Summary (Operating Expenses)* at the end of this section.

### **2. FBO – 2020 Tertiary Revenue/Cost Center (Aviation Fuels)**

Based on the financial statements and supporting information provided by TTAD management, the FBO 2020 secondary revenues for the period studied, as outlined in *Table 30 – FBO Secondary Allocation Summary (Operating Revenues)* and *Table 31 – FBO Secondary Allocation Summary (Operating Expenses)*, were allocated to the appropriate FBO tertiary revenue/cost centers for 2020.

In addition to the traditional financial results (as provided for in the primary and secondary revenue/cost centers), the 2020 FBO/Aviation Fuels tertiary revenue/cost center results were summarized to include the financial results for each fuel product category on a per gallon basis. The results of the summary allocation are outlined in *Table 32 – 2020 FBO/Aviation Fuels Tertiary Allocation Summary* located at the end of this section.

Jet A (Retail, Contract, and CAA): Allocation of operating expenses (except for bad debts and bank and credit card fees) was based on the associated percentage of Jet A fueling events to total fueling events less the expenses allocated to Avgas (Self-Service). Bank and credit card fees were based on the percentage of revenue associated with Jet A (Retail, Contract, and CAA) fueling.

Avgas (Full-Service): Allocation of operating expenses (except for bad debts and bank and credit card fees) was based on the associated percentage of Avgas fueling events to total fueling events less the expenses allocated to Avgas (Self-Service). Bank and credit card fees were based on the percentage of revenue associated with Avgas (Full-Service) fueling.



## REVENUE/COST CENTER ALLOCATIONS

Avgas (Self-Service): Allocation of operating expenses (except for bad debts, bank and credit card fees, payroll, payroll taxes, and employee benefits) was based on the percentage of Avgas (Self-Service) gross margin as a percentage of total gross margin. Bank and credit card fees were based upon the percentage of revenue associated with Avgas (Self-Service) fueling. Payroll, payroll taxes, and employee benefits associated with Avgas (Self-Service) activities for 2020 was based on estimates utilized in the prior study (6.25% of payroll, payroll taxes, and employee benefits).

**Table 24 – FBO Primary Allocation Summary (Operating Revenues)**

TRUCKEE TAHOE AIRPORT DISTRICT	FBO (PCC3) FY 2018	FBO (PCC3) FY 2019	FBO (PCC3) FY 2020
	Amount	Amount	Amount
<b>OPERATING REVENUES</b>			
Airport Revenue			
Transient Use Fees	\$ 573,068	\$ 506,485	\$ 503,343
Vehicle Parking Fees	\$ -	\$ -	\$ -
Land Rent, Building Rent or Concessions	\$ -	\$ -	\$ -
Warehouse Rent	\$ -	\$ -	\$ -
Hangars	\$ -	\$ -	\$ -
<b>TOTAL AIRPORT REVENUE</b>	<b>\$ 573,068</b>	<b>\$ 506,485</b>	<b>\$ 503,343</b>
FBO Revenue			
Retail Aviation Fuel and Additives	\$ 3,113,323	\$ 2,875,680	\$ 2,888,598
Pilot Supplies, Catering, and Oil	\$ 5,106	\$ 8,827	\$ 3,109
Ground Handling	\$ 78,267	\$ 59,586	\$ 69,622
Passenger/Crew Services	\$ 4,292	\$ 2,336	\$ 6,942
<b>TOTAL FBO REVENUE</b>	<b>\$ 3,200,988</b>	<b>\$ 2,946,429</b>	<b>\$ 2,968,271</b>
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 3,774,056</b>	<b>\$ 3,452,915</b>	<b>\$ 3,471,614</b>
FBO Cost of Goods Sold			
Retail Aviation Fuel and Additives	\$ (1,802,547)	\$ (1,709,674)	\$ (1,531,624)
Pilot Supplies, Catering, and Oil	\$ (3,800)	\$ (8,974)	\$ (2,091)
<b>TOTAL FBO COST OF GOODS SOLD</b>	<b>\$ (1,806,347)</b>	<b>\$ (1,718,648)</b>	<b>\$ (1,533,715)</b>
<b>GROSS MARGIN</b>	<b>\$ 1,967,709</b>	<b>\$ 1,734,267</b>	<b>\$ 1,937,899</b>



**Table 25 – FBO Primary Allocation Summary (Operating Expenses)**

TRUCKEE TAHOE AIRPORT DISTRICT	FBO (PCC3) FY 2018	FBO (PCC3) FY 2019	FBO (PCC3) FY 2020
	Amount	Amount	Amount
<b>OPERATING EXPENSES</b>			
Air Show	\$ -	\$ -	\$ -
Bad Debts	\$ -	\$ -	\$ -
Bank and Credit Card Fees	\$ 58,045	\$ 54,858	\$ 55,316
Communications	\$ 3,672	\$ 3,178	\$ 4,294
Control Tower	\$ -	\$ -	\$ -
Conventions, Travel, and Meals	\$ 9,496	\$ 5,600	\$ 1,946
Dues and Subscriptions	\$ 4,617	\$ 4,945	\$ 8,423
Employee Benefits	\$ 361,017	\$ 629,554	\$ 465,897
Employee Recruiting and Testing	\$ 2,705	\$ 2,076	\$ 867
Fire Safety	\$ 14,751	\$ 12,434	\$ 19,170
Governing Body Related Expenses	\$ -	\$ -	\$ -
Insurance	\$ 16,463	\$ 17,545	\$ 20,999
License, Fees, and Business Taxes	\$ 1,079	\$ 744	\$ 696
Maintenance - Airside	\$ -	\$ -	\$ -
Maintenance - Facilities	\$ 6,469	\$ 6,837	\$ 7,968
Maintenance - Forest Management	\$ -	\$ -	\$ -
Noise Abatement	\$ -	\$ -	\$ -
Office Equipment	\$ 39,254	\$ 28,716	\$ 29,215
Office Equipment Leasing	\$ 4,324	\$ 5,607	\$ 4,745
Payroll	\$ 755,759	\$ 891,300	\$ 916,664
Payroll Taxes	\$ 14,544	\$ 16,355	\$ 15,678
Postage and Freight	\$ 1,504	\$ 1,542	\$ 629
Printing and Copying	\$ 508	\$ 568	\$ 686
Professional Services	\$ 28,980	\$ 26,335	\$ 27,597
PR/Noise/Community Investment	\$ -	\$ -	\$ -
Security	\$ 1,618	\$ 1,756	\$ 1,519
Supplies	\$ 15,168	\$ 13,382	\$ 10,772
Utilities	\$ 57,890	\$ 68,613	\$ 56,446
Vehicle/Equipment Maintenance & Operations	\$ 52,683	\$ 39,859	\$ 46,878
<b>OPERATING EXPENSES</b>	<b>\$ 1,450,547</b>	<b>\$ 1,831,805</b>	<b>\$ 1,696,404</b>
<b>OPERATING INCOME (EBITDA)</b>	<b>\$ 517,163</b>	<b>\$ (97,539)</b>	<b>\$ 241,495</b>
Annualized Capital Cost	\$ 293,926	\$ 317,467	\$ 347,456
<b>NET INCOME (EBIT)</b>	<b>\$ 223,237</b>	<b>\$ (415,005)</b>	<b>\$ (105,961)</b>
Allocated Airside and Landside Cost	\$ 38,511	\$ 54,264	\$ 51,533
<b>ADJUSTED NET INCOME (EBIT)</b>	<b>\$ 184,725</b>	<b>\$ (469,269)</b>	<b>\$ (157,494)</b>

**F. Secondary and Tertiary Allocation Summary Tables**

The secondary and tertiary allocation summary tables for the District, Airport, and FBO primary revenue/cost centers are provided on the following pages.



Table 26 – District Secondary Allocation Summary

TRUCKEE TAHOE AIRPORT DISTRICT	Governance (PCC1-SCC1) FY 2018	Governance (PCC1-SCC1) FY 2019	Governance (PCC1-SCC1) FY 2020	Community Investments (PCC1-SCC2) FY 2018	Community Investments (PCC1-SCC2) FY 2019	Community Investments (PCC1-SCC2) FY 2020	Noise & Annoyance Programs (PCC1-SCC3) FY 2018	Noise & Annoyance Programs (PCC1-SCC3) FY 2019	Noise & Annoyance Programs (PCC1-SCC3) FY 2020	Non-Aviation Real Estate (PCC1-SCC4) FY 2018	Non-Aviation Real Estate (PCC1-SCC4) FY 2019	Non-Aviation Real Estate (PCC1-SCC4) FY 2020
	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
<b>OPERATING REVENUES</b>												
Airport Revenue												
Transient Use Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Parking Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,508	\$ 62,978	\$ 81,849
Land Rent, Building Rent or Concessions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 547,139	\$ 638,906	\$ 618,970
Warehouse Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 185,780	\$ 199,317	\$ 220,736
Hangars	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL AIRPORT REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 800,427</b>	<b>\$ 901,201</b>	<b>\$ 921,555</b>
<b>GROSS MARGIN</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 800,427</b>	<b>\$ 901,201</b>	<b>\$ 921,555</b>
<b>OPERATING EXPENSES</b>												
Air Show	\$ -	\$ -	\$ -	\$ 264,871	\$ 252,329	\$ 192,085	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (71)	\$ 27	\$ 2,294
Bank and Credit Card Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Communications	\$ 710	\$ 614	\$ 830	\$ 498	\$ 431	\$ 582	\$ 813	\$ 703	\$ 950	\$ 377	\$ 326	\$ 441
Control Tower	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 91,550	\$ 88,274	\$ 83,983	\$ -	\$ -	\$ -
Conventions, Travel, and Meals	\$ 18,993	\$ 11,201	\$ 3,891	\$ 6,331	\$ 3,734	\$ 1,297	\$ 9,496	\$ 5,600	\$ 1,946	\$ -	\$ -	\$ -
Dues and Subscriptions	\$ 5,772	\$ 6,182	\$ 10,529	\$ 1,154	\$ 1,236	\$ 2,106	\$ 1,154	\$ 1,236	\$ 2,106	\$ 1,154	\$ 1,236	\$ 2,106
Employee Benefits	\$ 104,365	\$ 181,996	\$ 134,685	\$ 58,587	\$ 102,166	\$ 75,607	\$ 89,199	\$ 155,548	\$ 115,112	\$ 52,407	\$ 91,390	\$ 67,632
Employee Recruiting and Testing	\$ 782	\$ 600	\$ 251	\$ 439	\$ 337	\$ 141	\$ 668	\$ 513	\$ 214	\$ 393	\$ 301	\$ 126
Fire Safety	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,278	\$ 2,763	\$ 4,260
Governing Body Related Expenses	\$ 254,133	\$ 295,602	\$ 240,266	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 1,682	\$ 1,793	\$ 2,146	\$ 1,548	\$ 1,650	\$ 1,975	\$ 2,047	\$ 2,182	\$ 2,612	\$ 11,942	\$ 12,728	\$ 15,233
License, Fees, and Business Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,158	\$ 1,487	\$ 1,392
Maintenance - Airside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance - Facilities	\$ 3,136	\$ 3,315	\$ 3,863	\$ 784	\$ 829	\$ 966	\$ 784	\$ 829	\$ 966	\$ 56,401	\$ 59,615	\$ 69,471
Maintenance - Forest Management	\$ -	\$ -	\$ -	\$ 166,995	\$ 182,843	\$ 203,262	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Noise Abatement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 440,853	\$ 402,748	\$ 355,949	\$ -	\$ -	\$ -
Office Equipment	\$ 4,362	\$ 3,191	\$ 3,246	\$ 2,617	\$ 1,914	\$ 1,948	\$ 872	\$ 638	\$ 649	\$ 872	\$ 638	\$ 649
Office Equipment Leasing	\$ 480	\$ 623	\$ 527	\$ 288	\$ 374	\$ 316	\$ 96	\$ 125	\$ 105	\$ 96	\$ 125	\$ 105
Payroll	\$ 218,480	\$ 257,663	\$ 264,996	\$ 122,647	\$ 144,643	\$ 148,759	\$ 186,730	\$ 220,219	\$ 226,486	\$ 109,711	\$ 129,387	\$ 133,068
Payroll Taxes	\$ 4,204	\$ 4,728	\$ 4,532	\$ 2,360	\$ 2,654	\$ 2,544	\$ 3,593	\$ 4,041	\$ 3,874	\$ 2,111	\$ 2,374	\$ 2,276
Postage and Freight	\$ 501	\$ 514	\$ 210	\$ 501	\$ 514	\$ 210	\$ 501	\$ 514	\$ 210	\$ 501	\$ 514	\$ 210
Printing and Copying	\$ 56	\$ 63	\$ 76	\$ 34	\$ 38	\$ 46	\$ 11	\$ 13	\$ 15	\$ 11	\$ 13	\$ 15
Professional Services	\$ 144,902	\$ 131,675	\$ 137,985	\$ 86,941	\$ 79,005	\$ 82,791	\$ 57,961	\$ 52,670	\$ 55,194	\$ 28,980	\$ 26,335	\$ 27,597
PR/Noise/Community Investment	\$ 107,481	\$ 185,816	\$ 78,156	\$ 322,443	\$ 557,448	\$ 234,469	\$ 537,405	\$ 929,080	\$ 390,782	\$ -	\$ -	\$ -
Security	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,618	\$ 1,756	\$ 1,519
Supplies	\$ 2,528	\$ 2,230	\$ 1,795	\$ 2,528	\$ 2,230	\$ 1,795	\$ 2,528	\$ 2,230	\$ 1,795	\$ 5,056	\$ 4,461	\$ 3,591
Utilities	\$ 11,578	\$ 13,723	\$ 11,289	\$ 11,578	\$ 13,723	\$ 11,289	\$ 11,578	\$ 13,723	\$ 11,289	\$ 23,156	\$ 27,445	\$ 22,578
Vehicle/Equipment Maintenance & Operations	\$ 708	\$ 536	\$ 630	\$ 535	\$ 405	\$ 476	\$ 422	\$ 320	\$ 376	\$ 2,265	\$ 1,714	\$ 2,016
<b>OPERATING EXPENSES</b>	<b>\$ 884,854</b>	<b>\$ 1,102,064</b>	<b>\$ 899,904</b>	<b>\$ 1,053,680</b>	<b>\$ 1,348,501</b>	<b>\$ 962,663</b>	<b>\$ 1,438,264</b>	<b>\$ 1,881,204</b>	<b>\$ 1,254,612</b>	<b>\$ 302,418</b>	<b>\$ 364,635</b>	<b>\$ 356,581</b>
<b>OPERATING INCOME (EBITDA)</b>	<b>\$ (884,854)</b>	<b>\$ (1,102,064)</b>	<b>\$ (899,904)</b>	<b>\$ (1,053,680)</b>	<b>\$ (1,348,501)</b>	<b>\$ (962,663)</b>	<b>\$ (1,438,264)</b>	<b>\$ (1,881,204)</b>	<b>\$ (1,254,612)</b>	<b>\$ 498,009</b>	<b>\$ 536,566</b>	<b>\$ 564,974</b>
Annualized Capital Cost	\$ 53,901	\$ 67,690	\$ 70,061	\$ 13,721	\$ 42,947	\$ 43,756	\$ 13,934	\$ 17,583	\$ 69,829	\$ 322,250	\$ 333,872	\$ 370,112
<b>NET INCOME (EBIT)</b>	<b>\$ (938,755)</b>	<b>\$ (1,169,754)</b>	<b>\$ (969,965)</b>	<b>\$ (1,067,401)</b>	<b>\$ (1,391,448)</b>	<b>\$ (1,006,420)</b>	<b>\$ (1,452,198)</b>	<b>\$ (1,898,787)</b>	<b>\$ (1,324,441)</b>	<b>\$ 175,758</b>	<b>\$ 202,694</b>	<b>\$ 194,863</b>
Allocated Airside and Landside Cost	\$ 12,977	\$ 15,613	\$ 13,121	\$ 3,244	\$ 3,903	\$ 3,280	\$ 3,244	\$ 3,903	\$ 3,280	\$ 316,325	\$ 380,556	\$ 319,833
<b>ADJUSTED NET INCOME (EBIT)</b>	<b>\$ (951,733)</b>	<b>\$ (1,185,366)</b>	<b>\$ (983,086)</b>	<b>\$ (1,070,645)</b>	<b>\$ (1,395,351)</b>	<b>\$ (1,009,700)</b>	<b>\$ (1,455,442)</b>	<b>\$ (1,902,691)</b>	<b>\$ (1,327,722)</b>	<b>\$ (140,567)</b>	<b>\$ (177,862)</b>	<b>\$ (124,971)</b>

**Table 27 – 2020 District/Non-Aviation Real Estate Tertiary Allocation Summary**

<b>DISTRICT - NON-AVIATION REAL ESTATE Summary Per Tertiary Cost Center (2020)</b>	<b>Warehouse (PCC1-SCC4- TCC1)</b>	<b>Clear Capital (PCC1-SCC4- TCC2)</b>	<b>Red Truck (PCC1-SCC4- TCC3)</b>	<b>Long Term Parking (PCC1-SCC4- TCC4)</b>	<b>Rental Cars (PCC1-SCC4- TCC5)</b>
Revenue	\$ 220,736	\$ 503,231	\$ 17,363	\$ 81,849	\$ 98,376
Operating Expenses	\$ 235,569	\$ 85,119	\$ 10,766	\$ 9,423	\$ 15,705
Operating Income (EBITDA)	\$ (14,833)	\$ 418,112	\$ 6,597	\$ 72,427	\$ 82,671
Annualized Capital Cost	\$ 66,449	\$ 192,227	\$ 6,422	\$ 10,934	\$ 35,466
Net Income (EBIT)	\$ (81,282)	\$ 225,885	\$ 175	\$ 61,492	\$ 47,205
Allocated Airside and Landside Cost	\$ 211,292	\$ 76,347	\$ 9,656	\$ 8,452	\$ 14,086
Adjusted Net Income (EBIT)	\$ (292,574)	\$ 149,538	\$ (9,481)	\$ 53,041	\$ 33,119
Improvement Square Footage	30,000	10,840	1,371	1,200	2,000
Revenue Per Square Foot	\$ 7.36	\$ 46.42	\$ 12.66	\$ -	\$ 49.19
Operating Cost Per Square Foot	\$ 7.85	\$ 7.85	\$ 7.85	\$ -	\$ 7.85
Operating Income (EBITDA) Per Square Foot	\$ (0.49)	\$ 38.57	\$ 4.81	\$ -	\$ 41.34
Capital Cost Per Square Foot	\$ 2.21	\$ 17.73	\$ 4.68	\$ -	\$ 17.73
Net Income (EBIT) Per Square Foot	\$ (2.71)	\$ 20.84	\$ 0.13	\$ -	\$ 23.60
Allocated Airside and Landside Cost Per Square Foot	\$ 7.04	\$ 7.04	\$ 7.04	\$ -	\$ 7.04
Adjusted Net Income (EBIT) Per Square Foot	\$ (9.75)	\$ 13.79	\$ (6.92)	\$ -	\$ 16.56

**Table 28 – Airport Secondary Allocation Summary**

TRUCKEE TAHOE AIRPORT DISTRICT	Airside (PCC2-SCC1) FY 2018	Airside (PCC2-SCC1) FY 2019	Airside (PCC2-SCC1) FY 2020	Landside (PCC2-SCC2) FY 2018	Landside (PCC2-SCC2) FY 2019	Landside (PCC2-SCC2) FY 2020	Aviation Real Estate (PCC2-SCC3) FY 2018	Aviation Real Estate (PCC2-SCC3) FY 2019	Aviation Real Estate (PCC2-SCC3) FY 2020
	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
<b>OPERATING REVENUES</b>									
Airport Revenue									
Transient Use Fees	\$ 191,023	\$ 168,828	\$ 167,781	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicle Parking Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Rent, Building Rent or Concessions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51,681
Warehouse Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hangars	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,455,975	\$ 1,633,074	\$ 1,752,650
<b>TOTAL AIRPORT REVENUE</b>	<b>\$ 191,023</b>	<b>\$ 168,828</b>	<b>\$ 167,781</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,455,975</b>	<b>\$ 1,633,074</b>	<b>\$ 1,804,331</b>
FBO Revenue									
<b>GROSS MARGIN</b>	<b>\$ 191,023</b>	<b>\$ 168,828</b>	<b>\$ 167,781</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,455,975</b>	<b>\$ 1,633,074</b>	<b>\$ 1,804,331</b>
<b>OPERATING EXPENSES</b>									
Air Show	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (145)	\$ 55	\$ 4,658
Bank and Credit Card Fees	\$ 12,664	\$ 11,969	\$ 12,069	\$ -	\$ -	\$ -	\$ 34,827	\$ 32,915	\$ 33,189
Communications	\$ 1,166	\$ 1,009	\$ 1,364	\$ 1,011	\$ 875	\$ 1,182	\$ 957	\$ 828	\$ 1,119
Control Tower	\$ 823,950	\$ 794,462	\$ 755,849	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Conventions, Travel, and Meals	\$ 9,496	\$ 5,600	\$ 1,946	\$ 3,165	\$ 1,867	\$ 649	\$ 6,331	\$ 3,734	\$ 1,297
Dues and Subscriptions	\$ 4,617	\$ 4,945	\$ 8,423	\$ 3,463	\$ 3,709	\$ 6,318	\$ 1,154	\$ 1,236	\$ 2,106
Employee Benefits	\$ 127,849	\$ 222,947	\$ 164,990	\$ 110,676	\$ 193,000	\$ 142,828	\$ 113,753	\$ 198,367	\$ 146,800
Employee Recruiting and Testing	\$ 958	\$ 735	\$ 307	\$ 829	\$ 636	\$ 266	\$ 852	\$ 654	\$ 273
Fire Safety	\$ 1,639	\$ 1,382	\$ 2,130	\$ -	\$ -	\$ -	\$ 13,112	\$ 11,053	\$ 17,040
Governing Body Related Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 12,324	\$ 13,134	\$ 15,720	\$ 4,056	\$ 4,323	\$ 5,174	\$ 50,992	\$ 54,345	\$ 65,045
License, Fees, and Business Taxes	\$ 3,237	\$ 2,231	\$ 2,088	\$ 2,158	\$ 1,487	\$ 1,392	\$ 2,158	\$ 1,487	\$ 1,392
Maintenance - Airside	\$ 316,564	\$ 1,316,089	\$ 1,164,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance - Facilities	\$ 7,399	\$ 7,821	\$ 9,114	\$ 784	\$ 829	\$ 966	\$ 480,231	\$ 507,596	\$ 591,519
Maintenance - Forest Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Noise Abatement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Equipment	\$ 17,446	\$ 12,763	\$ 12,984	\$ 17,446	\$ 12,763	\$ 12,984	\$ 4,362	\$ 3,191	\$ 3,246
Office Equipment Leasing	\$ 1,922	\$ 2,492	\$ 2,109	\$ 1,922	\$ 2,492	\$ 2,109	\$ 480	\$ 623	\$ 527
Payroll	\$ 267,641	\$ 315,641	\$ 324,623	\$ 231,690	\$ 273,242	\$ 281,018	\$ 238,132	\$ 280,840	\$ 288,832
Payroll Taxes	\$ 5,150	\$ 5,792	\$ 5,552	\$ 4,459	\$ 5,014	\$ 4,806	\$ 4,583	\$ 5,153	\$ 4,940
Postage and Freight	\$ 501	\$ 514	\$ 210	\$ 501	\$ 514	\$ 210	\$ 501	\$ 514	\$ 210
Printing and Copying	\$ 226	\$ 253	\$ 305	\$ 226	\$ 253	\$ 305	\$ 56	\$ 63	\$ 76
Professional Services	\$ 57,961	\$ 52,670	\$ 55,194	\$ 57,961	\$ 52,670	\$ 55,194	\$ 115,922	\$ 105,340	\$ 110,388
PR/Noise/Community Investment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 107,481	\$ 185,816	\$ 78,156
Security	\$ 4,854	\$ 5,268	\$ 4,557	\$ 3,236	\$ 3,512	\$ 3,038	\$ 4,854	\$ 5,268	\$ 4,557
Supplies	\$ 10,112	\$ 8,922	\$ 7,181	\$ 5,056	\$ 4,461	\$ 3,591	\$ 7,584	\$ 6,691	\$ 5,386
Utilities	\$ 46,312	\$ 54,890	\$ 45,157	\$ 34,734	\$ 41,168	\$ 33,867	\$ 34,734	\$ 41,168	\$ 33,867
Vehicle/Equipment Maintenance & Operations	\$ 84,967	\$ 64,283	\$ 75,604	\$ 3,091	\$ 2,338	\$ 2,750	\$ 56,149	\$ 42,480	\$ 49,962
<b>OPERATING EXPENSES</b>	<b>\$ 1,818,956</b>	<b>\$ 2,905,811</b>	<b>\$ 2,672,115</b>	<b>\$ 486,464</b>	<b>\$ 605,152</b>	<b>\$ 558,646</b>	<b>\$ 1,279,061</b>	<b>\$ 1,489,418</b>	<b>\$ 1,444,586</b>
<b>OPERATING INCOME (EBITDA)</b>	<b>\$ (1,627,933)</b>	<b>\$ (2,736,983)</b>	<b>\$ (2,504,334)</b>	<b>\$ (486,464)</b>	<b>\$ (605,152)</b>	<b>\$ (558,646)</b>	<b>\$ 176,914</b>	<b>\$ 143,656</b>	<b>\$ 359,745</b>
Annualized Capital Cost	\$ 891,148	\$ 945,948	\$ 1,027,896	\$ 116,176	\$ 119,856	\$ 50,678	\$ 379,270	\$ 395,656	\$ 700,724
<b>NET INCOME (EBIT)</b>	<b>\$ (2,519,082)</b>	<b>\$ (3,682,931)</b>	<b>\$ (3,532,230)</b>	<b>\$ (602,640)</b>	<b>\$ (725,008)</b>	<b>\$ (609,323)</b>	<b>\$ (202,356)</b>	<b>\$ (252,000)</b>	<b>\$ (340,980)</b>
Allocated Airside and Landside Cost	\$ (618,415)	\$ (907,072)	\$ (871,576)	\$ (602,640)	\$ (725,008)	\$ (609,323)	\$ 790,141	\$ 1,094,706	\$ 1,016,569
<b>ADJUSTED NET INCOME (EBIT)</b>	<b>\$ (1,900,666)</b>	<b>\$ (2,775,859)</b>	<b>\$ (2,660,653)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (992,497)</b>	<b>\$ (1,346,705)</b>	<b>\$ (1,357,549)</b>

**Table 29 – 2020 Airport/Aviation Real Estate Tertiary Allocation Summary**

<b>AIRPORT - AVIATION REAL ESTATE Summary Per Tertiary Cost Center (2020)</b>	<b>Sierra Aero/ML Hangar (PCC2-SCC3- TCC1)</b>	<b>Sierra Aero/ML Office (PCC2-SCC3- TCC2)</b>	<b>EAA (PCC2-SCC3- TCC3)</b>	<b>T-Hangars (PCC2-SCC3- TCC5)</b>	<b>Executive Hangars (PCC2-SCC3- TCC6)</b>
Revenue	\$ 2,421	\$ 40,664	\$ -	\$ 1,084,436	\$ 361,848
Operating Expenses	\$ 11,763	\$ 3,393	\$ 9,426	\$ 1,190,547	\$ 144,095
Operating Income (EBITDA)	\$ (9,342)	\$ 37,271	\$ (9,426)	\$ (106,111)	\$ 217,753
Annualized Capital Cost	\$ 51,223	\$ 14,776	\$ -	\$ 154,065	\$ 108,722
Net Income (EBIT)	\$ (60,565)	\$ 22,495	\$ (9,426)	\$ (260,176)	\$ 109,031
Allocated Airside and Landside Cost	\$ 8,278	\$ 2,388	\$ 6,633	\$ 837,799	\$ 101,401
Adjusted Net Income (EBIT)	\$ (68,843)	\$ 20,107	\$ (16,059)	\$ (1,097,975)	\$ 7,630
Improvement Square Footage	6,240	1,800	5,000	631,548	76,438
Revenue Per Square Foot	\$ 0.39	\$ 22.59	\$ -	\$ 1.72	\$ 4.73
Operating Cost Per Square Foot	\$ 1.89	\$ 1.89	\$ 1.89	\$ 1.89	\$ 1.89
Operating Income (EBITDA) Per Square Foot	\$ (1.50)	\$ 20.71	\$ (1.89)	\$ (0.17)	\$ 2.85
Capital Cost Per Square Foot	\$ 8.21	\$ 8.21	\$ -	\$ 0.24	\$ 1.42
Net Income (EBIT) Per Square Foot	\$ (9.71)	\$ 12.50	\$ (1.89)	\$ (0.41)	\$ 1.43
Allocated Airside and Landside Cost Per Square Foot	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33
Adjusted Net Income (EBIT) Per Square Foot	\$ (11.03)	\$ 11.17	\$ (3.21)	\$ (1.74)	\$ 0.10

NOTE: EAA revenues are reduced by \$14,000 in trade for pilot outreach, Young Eagles program, and scholarships.

<b>AIRPORT - AVIATION REAL ESTATE Summary Per Tertiary Cost Center (2020)</b>	<b>Super Executive Hangars (PCC2-SCC3- TCC7)</b>	<b>Soar Truckee (PCC2-SCC3- TCC8)</b>	<b>Skydive Truckee (PCC2-SCC3- TCC9)</b>	<b>Care Flight (PCC2-SCC3- TCC10)</b>	<b>Surf Air (PCC2-SCC10- TCC11)</b>
Revenue	\$ 263,281	\$ 375	\$ 1,747	\$ 30,183	\$ 19,376
Operating Expenses	\$ 78,915	\$ 1,568	\$ 1,244	\$ 3,257	\$ 377
Operating Income (EBITDA)	\$ 184,366	\$ (1,193)	\$ 503	\$ 26,926	\$ 18,999
Annualized Capital Cost	\$ 272,991	\$ 6,843	\$ -	\$ 4,544	\$ -
Net Income (EBIT)	\$ (88,626)	\$ (8,036)	\$ 503	\$ 22,381	\$ 18,999
Allocated Airside and Landside Cost	\$ 55,533	\$ 1,104	\$ 876	\$ 2,292	\$ 265
Adjusted Net Income (EBIT)	\$ (144,159)	\$ (9,140)	\$ (373)	\$ 20,089	\$ 18,734
Improvement Square Footage	41,862	832	660	1,728	200
Revenue Per Square Foot	\$ 6.29	\$ 0.45	\$ 2.65	\$ 17.47	\$ 96.88
Operating Cost Per Square Foot	\$ 1.89	\$ 1.89	\$ 1.89	\$ 1.89	\$ 1.89
Operating Income (EBITDA) Per Square Foot	\$ 4.40	\$ (1.43)	\$ 0.76	\$ 15.58	\$ 94.99
Capital Cost Per Square Foot	\$ 6.52	\$ 8.22	\$ -	\$ 2.63	\$ -
Net Income (EBIT) Per Square Foot	\$ (2.12)	\$ (9.66)	\$ 0.76	\$ 12.95	\$ 94.99
Allocated Airside and Landside Cost Per Square Foot	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33	\$ 1.33
Adjusted Net Income (EBIT) Per Square Foot	\$ (3.44)	\$ (10.99)	\$ (0.56)	\$ 11.63	\$ 93.67

NOTE: Soar Truckee revenues are reduced by \$14,487 in trade for airport/community benefits.



Table 30 – FBO Secondary Allocation Summary (Operating Revenues)

TRUCKEE TAHOE AIRPORT DISTRICT	Aviation Fuels (PCC3-SCC1) FY 2018	Aviation Fuels (PCC3-SCC1) FY 2019	Aviation Fuels (PCC3-SCC1) FY 2020	Other Products & Services (PCC3-SCC2) FY 2018	Other Products & Services (PCC3-SCC2) FY 2019	Other Products & Services (PCC3-SCC2) FY 2020	Facilities (PCC3-SCC3) FY 2018	Facilities (PCC3-SCC3) FY 2019	Facilities (PCC3-SCC3) FY 2020
	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
<b>OPERATING REVENUES</b>									
Airport Revenue									
Transient Use Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 573,068	\$ 506,485	\$ 503,343
Vehicle Parking Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Rent, Building Rent or Concessions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Warehouse Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hangars	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL AIRPORT REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 573,068</b>	<b>\$ 506,485</b>	<b>\$ 503,343</b>
FBO Revenue									
Retail Aviation Fuel and Additives	\$ 3,113,323	\$ 2,875,680	\$ 2,888,598	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pilot Supplies, Catering, and Oil	\$ -	\$ -	\$ -	\$ 5,106	\$ 8,827	\$ 3,109	\$ -	\$ -	\$ -
Ground Handling	\$ -	\$ -	\$ -	\$ 78,267	\$ 59,586	\$ 69,622	\$ -	\$ -	\$ -
Passenger/Crew Services	\$ -	\$ -	\$ -	\$ 4,292	\$ 2,336	\$ 6,942	\$ -	\$ -	\$ -
<b>TOTAL FBO REVENUE</b>	<b>\$ 3,113,323</b>	<b>\$ 2,875,680</b>	<b>\$ 2,888,598</b>	<b>\$ 87,665</b>	<b>\$ 70,749</b>	<b>\$ 79,674</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 3,113,323</b>	<b>\$ 2,875,680</b>	<b>\$ 2,888,598</b>	<b>\$ 87,665</b>	<b>\$ 70,749</b>	<b>\$ 79,674</b>	<b>\$ 573,068</b>	<b>\$ 506,485</b>	<b>\$ 503,343</b>
FBO Cost of Goods Sold									
Retail Aviation Fuel and Additives	\$ (1,802,547)	\$ (1,709,674)	\$ (1,531,624)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pilot Supplies, Catering, and Oil	\$ -	\$ -	\$ -	\$ (3,800)	\$ (8,974)	\$ (2,091)	\$ -	\$ -	\$ -
<b>TOTAL FBO COST OF GOODS SOLD</b>	<b>\$ (1,802,547)</b>	<b>\$ (1,709,674)</b>	<b>\$ (1,531,624)</b>	<b>\$ (3,800)</b>	<b>\$ (8,974)</b>	<b>\$ (2,091)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>GROSS MARGIN</b>	<b>\$ 1,310,776</b>	<b>\$ 1,166,006</b>	<b>\$ 1,356,973</b>	<b>\$ 83,866</b>	<b>\$ 61,775</b>	<b>\$ 77,583</b>	<b>\$ 573,068</b>	<b>\$ 506,485</b>	<b>\$ 503,343</b>



Table 31 – FBO Secondary Allocation Summary (Operating Expenses)

TRUCKEE TAHOE AIRPORT DISTRICT	Aviation Fuels (PCC3-SCC1) FY 2018	Aviation Fuels (PCC3-SCC1) FY 2019	Aviation Fuels (PCC3-SCC1) FY 2020	Other Products & Services (PCC3-SCC2) FY 2018	Other Products & Services (PCC3-SCC2) FY 2019	Other Products & Services (PCC3-SCC2) FY 2020	Facilities (PCC3-SCC3) FY 2018	Facilities (PCC3-SCC3) FY 2019	Facilities (PCC3-SCC3) FY 2020
	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
<b>OPERATING EXPENSES</b>									
Air Show	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bank and Credit Card Fees	\$ 56,462	\$ 53,362	\$ 53,807	\$ 106	\$ 100	\$ 101	\$ 1,478	\$ 1,396	\$ 1,408
Communications	\$ 1,817	\$ 1,572	\$ 2,125	\$ 1,323	\$ 1,145	\$ 1,547	\$ 532	\$ 460	\$ 622
Control Tower	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Conventions, Travel, and Meals	\$ 9,496	\$ 5,600	\$ 1,946	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dues and Subscriptions	\$ 2,309	\$ 2,473	\$ 4,212	\$ 1,154	\$ 1,236	\$ 2,106	\$ 1,154	\$ 1,236	\$ 2,106
Employee Benefits	\$ 176,448	\$ 307,696	\$ 227,708	\$ 124,264	\$ 216,696	\$ 160,364	\$ 60,305	\$ 105,162	\$ 77,825
Employee Recruiting and Testing	\$ 1,322	\$ 1,015	\$ 424	\$ 931	\$ 715	\$ 299	\$ 452	\$ 347	\$ 145
Fire Safety	\$ 9,834	\$ 8,290	\$ 12,780	\$ -	\$ -	\$ -	\$ 4,917	\$ 4,145	\$ 6,390
Governing Body Related Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance	\$ 8,897	\$ 9,482	\$ 11,348	\$ 3,596	\$ 3,832	\$ 4,587	\$ 3,970	\$ 4,231	\$ 5,064
License, Fees, and Business Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,079	\$ 744	\$ 696
Maintenance - Airside	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance - Facilities	\$ 1,937	\$ 2,047	\$ 2,385	\$ 499	\$ 528	\$ 615	\$ 4,033	\$ 4,263	\$ 4,968
Maintenance - Forest Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Noise Abatement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office Equipment	\$ 13,085	\$ 9,572	\$ 9,738	\$ 13,085	\$ 9,572	\$ 9,738	\$ 13,085	\$ 9,572	\$ 9,738
Office Equipment Leasing	\$ 1,441	\$ 1,869	\$ 1,582	\$ 1,441	\$ 1,869	\$ 1,582	\$ 1,441	\$ 1,869	\$ 1,582
Payroll	\$ 369,379	\$ 435,625	\$ 448,021	\$ 260,136	\$ 306,790	\$ 315,520	\$ 126,244	\$ 148,885	\$ 153,122
Payroll Taxes	\$ 7,108	\$ 7,993	\$ 7,662	\$ 5,006	\$ 5,629	\$ 5,396	\$ 2,429	\$ 2,732	\$ 2,619
Postage and Freight	\$ 501	\$ 514	\$ 210	\$ 501	\$ 514	\$ 210	\$ 501	\$ 514	\$ 210
Printing and Copying	\$ 169	\$ 189	\$ 229	\$ 169	\$ 189	\$ 229	\$ 169	\$ 189	\$ 229
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,980	\$ 26,335	\$ 27,597
PR/Noise/Community Investment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Security	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,618	\$ 1,756	\$ 1,519
Supplies	\$ 5,056	\$ 4,461	\$ 3,591	\$ 7,584	\$ 6,691	\$ 5,386	\$ 2,528	\$ 2,230	\$ 1,795
Utilities	\$ 11,578	\$ 13,723	\$ 11,289	\$ 11,578	\$ 13,723	\$ 11,289	\$ 34,734	\$ 41,168	\$ 33,867
Vehicle/Equipment Maintenance & Operations	\$ 38,281	\$ 28,962	\$ 34,063	\$ 10,079	\$ 7,625	\$ 8,968	\$ 4,323	\$ 3,271	\$ 3,847
<b>OPERATING EXPENSES</b>	<b>\$ 715,121</b>	<b>\$ 894,445</b>	<b>\$ 833,120</b>	<b>\$ 441,452</b>	<b>\$ 576,854</b>	<b>\$ 527,935</b>	<b>\$ 293,974</b>	<b>\$ 360,507</b>	<b>\$ 335,348</b>
<b>OPERATING INCOME (EBITDA)</b>	<b>\$ 595,655</b>	<b>\$ 271,561</b>	<b>\$ 523,853</b>	<b>\$ (357,587)</b>	<b>\$ (515,079)</b>	<b>\$ (450,353)</b>	<b>\$ 279,094</b>	<b>\$ 145,979</b>	<b>\$ 167,994</b>
Annualized Capital Cost	\$ 113,847	\$ 118,878	\$ 124,511	\$ 17,643	\$ 21,766	\$ 22,833	\$ 162,436	\$ 176,822	\$ 200,111
<b>NET INCOME (EBIT)</b>	<b>\$ 481,809</b>	<b>\$ 152,683</b>	<b>\$ 399,342</b>	<b>\$ (375,230)</b>	<b>\$ (536,845)</b>	<b>\$ (473,186)</b>	<b>\$ 116,658</b>	<b>\$ (30,843)</b>	<b>\$ (32,117)</b>
Allocated Airside and Landside Cost	\$ 32,112	\$ 46,089	\$ 44,231	\$ 965	\$ 1,328	\$ 1,186	\$ 5,435	\$ 6,848	\$ 6,116
<b>ADJUSTED NET INCOME (EBIT)</b>	<b>\$ 449,697</b>	<b>\$ 106,595</b>	<b>\$ 355,111</b>	<b>\$ (376,195)</b>	<b>\$ (538,173)</b>	<b>\$ (474,372)</b>	<b>\$ 111,223</b>	<b>\$ (37,691)</b>	<b>\$ (38,233)</b>

**Table 32 – 2020 FBO/Aviation Fuels Tertiary Allocation Summary**

<b>FBO - AVIATION FUELS Summary Per Tertiary Cost Center (2020)</b>	<b>Jet A (Retail) (PCC3-SCC1- TCC1)</b>	<b>Jet A (Contract) (PCC3-SCC1- TCC2)</b>	<b>Jet A (CAA) (PCC3-SCC1- TCC3)</b>	<b>Avgas (Full-Service) (PCC3-SCC1- TCC4)</b>	<b>Avgas (Self-Service) (PCC3-SCC1- TCC5)</b>
Revenue	\$ 503,871	\$ 1,339,812	\$ 541,136	\$ 279,445	\$ 240,104
Cost of Goods Sold	\$ (243,433)	\$ (585,089)	\$ (303,686)	\$ (210,979)	\$ (188,437)
Gross Margin	\$ 260,438	\$ 754,723	\$ 237,450	\$ 68,466	\$ 51,666
Operating Expenses	\$ 103,818	\$ 276,304	\$ 111,594	\$ 290,862	\$ 50,837
Operating Income (EBITDA)	\$ 156,621	\$ 478,420	\$ 125,856	\$ (222,395)	\$ 830
Annualized Capital Cost	\$ 9,319	\$ 22,399	\$ 11,626	\$ 8,778	\$ 29,942
Net Income (EBIT)	\$ 147,301	\$ 456,021	\$ 114,229	\$ (231,173)	\$ (29,113)
Allocated Airside and Landside Cost	\$ 5,512	\$ 14,669	\$ 5,925	\$ 15,442	\$ 2,699
Adjusted Net Income (EBIT)	\$ 141,789	\$ 441,352	\$ 108,305	\$ (246,615)	\$ (31,812)
Gallons	134,916	324,268	168,310	59,910	53,509
Revenue Per Gallon	3.73	4.13	3.22	4.66	4.49
Cost of Goods Sold Per Gallon	-1.80	-1.80	-1.80	-3.52	-3.52
Gross Margin Per Gallon	1.93	2.33	1.41	1.14	0.97
Operating Cost Per Gallon	0.77	0.85	0.66	4.85	0.95
Operating Income (EBITDA) Per Gallon	1.16	1.48	0.75	-3.71	0.02
Capital Cost Per Gallon	0.07	0.07	0.07	0.15	0.56
Net Income (EBIT) Per Gallon	1.09	1.41	0.68	-3.86	-0.54
Allocated Airside and Landside Cost Per Gallon	0.04	0.05	0.04	0.26	0.05
Adjusted Net Income (EBIT) Per Gallon	1.05	1.36	0.64	-4.12	-0.59

NOTE: The total revenue for FBO-Aviation Fuels does not match Table 31 as reconciliation of tertiary revenue/cost centers was unable to take into account federal excise taxes.



IV. APPENDIX

Table 33 – Capital Asset Allocation (TTAD General Assets and Snow Removal)

Capital Expenditure	FY Purchased	Useful Life	Grant Portion	TTAD Cost	Total	FY 2018 Depreciation	FY 2019 Depreciation	FY 2020 Depreciation
<b>TTAD GENERAL ASSETS</b>								
Electric Conduit	1982*	15	\$ -	\$ 2,110	\$ 2,110	\$ -	\$ -	\$ -
ESI Phone System	2009*	5	\$ -	\$ 12,466	\$ 12,466	\$ -	\$ -	\$ -
GIS Software System	2012	5	\$ -	\$ 67,556	\$ 67,556	\$ -	\$ -	\$ -
2014 Subaru Forester	2014	10	\$ -	\$ 23,822	\$ 23,822	\$ 2,382	\$ 2,382	\$ 2,382
Caselle Accounting Software	2015	5	\$ -	\$ 19,240	\$ 19,240	\$ 3,848	\$ 3,848	\$ -
2017 Ford Van	2018*	10	\$ -	\$ 29,395	\$ 29,395	\$ -	\$ 2,940	\$ 2,940
4 Meraki Network Switches	2019	5	\$ -	\$ 29,126	\$ 29,126	\$ -	\$ -	\$ 5,825
Boardroom AV & Broadcast Equipment	2019	5	\$ -	\$ 20,377	\$ 20,377	\$ -	\$ -	\$ 4,075
APC Smart UPS for Server Room	2021*	5	\$ -	\$ 6,649	\$ 6,649	\$ -	\$ -	\$ -
<b>Capitalized Total</b>			\$ -	\$ 210,741	\$ 210,741	\$ 6,230	\$ 9,170	\$ 15,222
<b>SNOW REMOVAL</b>								
AIP 9 - Oshkosh Snowblower	1994*	20	\$ 205,334	\$ 22,815	\$ 228,149	\$ -	\$ -	\$ -
AIP 11 - Wheel Loader 950F	1996*	20	\$ 166,988	\$ 6,554	\$ 173,542	\$ -	\$ -	\$ -
AIP 11 - Caterpillar Grader 143H	1996	20	\$ 204,633	\$ 22,737	\$ 227,370	\$ -	\$ -	\$ -
Transmission 950B Loader	1997	10	\$ -	\$ 13,971	\$ 13,971	\$ -	\$ -	\$ -
Rebuild Oshkosh Truck Transfer Case	1997	10	\$ -	\$ 5,125	\$ 5,125	\$ -	\$ -	\$ -
Snowblower Parts	1997	10	\$ -	\$ 8,070	\$ 8,070	\$ -	\$ -	\$ -
Oshkosh Blower Repairs	1999*	10	\$ -	\$ 6,277	\$ 6,277	\$ -	\$ -	\$ -
Honda Snowblower	2000*	10	\$ -	\$ 2,033	\$ 2,033	\$ -	\$ -	\$ -
Plows and Blades	2000*	10	\$ -	\$ 13,476	\$ 13,476	\$ -	\$ -	\$ -
Caterpillar 416 Loader	2000*	20	\$ -	\$ 57,446	\$ 57,446	\$ 2,872	\$ -	\$ -
Replace Coupler on 950B	2000	10	\$ -	\$ 8,800	\$ 8,800	\$ -	\$ -	\$ -
950F Plow Blade	2003*	10	\$ -	\$ 13,629	\$ 13,629	\$ -	\$ -	\$ -
AIP 20 - Sweepster 10' Angle Broom	2009	20	\$ 17,785	\$ 936	\$ 18,721	\$ 936	\$ 936	\$ 936
AIP 20 - Bi-Directional Tractor	2009	20	\$ 94,197	\$ 4,958	\$ 99,155	\$ 4,958	\$ 4,958	\$ 4,958
AIP 20 - Snowblower Attachment for Tractor	2009	20	\$ 17,887	\$ 941	\$ 18,829	\$ 941	\$ 941	\$ 941
AIP 24 - La Rue T85 Snowblower	2011	20	\$ 456,969	\$ 24,051	\$ 481,020	\$ 24,051	\$ 24,051	\$ 24,051
Plow Blade for Flatbed #3	2013	10	\$ -	\$ 6,893	\$ 6,893	\$ 689	\$ 689	\$ 689
Plow Truck	2015	20	\$ -	\$ 429,492	\$ 429,492	\$ 21,475	\$ 21,475	\$ 21,475
Plow Blade - Jordans	2018*	10	\$ -	\$ 8,104	\$ 8,104	\$ -	\$ 810	\$ 810
938 M Wheel Loader	2019*	20	\$ -	\$ 238,180	\$ 238,180	\$ -	\$ -	\$ 11,909
2019 CAT Motor Grader	2020	20	\$ -	\$ 397,852	\$ 397,852	\$ -	\$ -	\$ -
J.A. Larue	2020	20	\$ -	\$ 583,948	\$ 583,948	\$ -	\$ -	\$ -
Metal Pless Pro Plow Blade	2020	10	\$ -	\$ 20,414	\$ 20,414	\$ -	\$ -	\$ -
CAT Loader Bucket	2021*	20	\$ -	\$ 24,661	\$ 24,661	\$ -	\$ -	\$ -
<b>Capitalized Total</b>			\$ 1,163,793	\$ 1,921,365	\$ 3,085,158	\$ 55,922	\$ 53,861	\$ 65,770

\* Assets acquired in the months of October, November, and December were moved to the next year.

Table 34 – Capital Asset Allocation (Land)

Capital Expenditure	FY Purchased	Useful Life	Grant Portion	TTAD Cost	Total	FY 2018 Depreciation	FY 2019 Depreciation	FY 2020 Depreciation
<b>LAND</b>								
Airport Land	1995	N/A	\$ -	\$ 1,746,777	\$ 1,746,777	\$ -	\$ -	\$ -
AIP 10 - Land Acquisition	1997	N/A	\$ 13,752	\$ 3,410	\$ 17,162	\$ -	\$ -	\$ -
Adjustment related to Schaffer Road	2000	N/A	\$ -	\$ 18,541	\$ 18,541	\$ -	\$ -	\$ -
AIP 14 - Joerger Property PC-3	2003	N/A	\$ 2,984,336	\$ 937,696	\$ 3,922,032	\$ -	\$ -	\$ -
AIP 14 - Winters Property	2004*	N/A	\$ 569,920	\$ 63,324	\$ 633,244	\$ -	\$ -	\$ -
Waddell Ranch	2008*	N/A	\$ -	\$ 3,000,000	\$ 3,000,000	\$ -	\$ -	\$ -
Ponderosa Golf Course Land	2008	N/A	\$ -	\$ 2,771,261	\$ 2,771,261	\$ -	\$ -	\$ -
Caltrans .65 Acres	2009*	N/A	\$ -	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -
Conservation Easement - Martis	2011	N/A	\$ -	\$ 1,814,276	\$ 1,814,276	\$ -	\$ -	\$ -
TC Golf Course Easement	2012	N/A	\$ -	\$ 501,013	\$ 501,013	\$ -	\$ -	\$ -
Conservation Easement - Jones	2012	N/A	\$ -	\$ 328,623	\$ 328,623	\$ -	\$ -	\$ -
Alder Hill Lot	2014*	N/A	\$ -	\$ 212,178	\$ 212,178	\$ -	\$ -	\$ -
<b>Capitalized Total</b>			<b>\$ 3,568,008</b>	<b>\$ 11,398,097</b>	<b>\$ 14,966,105</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\* Assets acquired in the months of October, November, and December were moved to the next year.

Table 35 – Capital Asset Allocation (Airside)

Capital Expenditure	FY Purchased	Useful Life	Grant Portion	TTAD Cost	Total	FY 2018 Depreciation	FY 2019 Depreciation	FY 2020 Depreciation
<b>AIRSIDE ADMINISTRATION</b>								
CFR Shop	1976	30	\$ -	\$ 2,579	\$ 2,579	\$ -	\$ -	\$ -
Distance to Go Marker	1984	10	\$ -	\$ 1,870	\$ 1,870	\$ -	\$ -	\$ -
Forklift	1990	10	\$ -	\$ 15,094	\$ 15,094	\$ -	\$ -	\$ -
Auto Fuel Convault	1991	20	\$ -	\$ 7,549	\$ 7,549	\$ -	\$ -	\$ -
2 Bay Garage	1993*	30	\$ -	\$ 136,332	\$ 136,332	\$ 4,544	\$ 4,544	\$ 4,544
Maintenance Safety Container	1993	10	\$ -	\$ 4,408	\$ 4,408	\$ -	\$ -	\$ -
Waste Oil Convault	1994*	20	\$ -	\$ 4,650	\$ 4,650	\$ -	\$ -	\$ -
50 Amp Welder/Generator	1995	10	\$ -	\$ 3,529	\$ 3,529	\$ -	\$ -	\$ -
New Maintenance Furniture	1998	10	\$ -	\$ 5,955	\$ 5,955	\$ -	\$ -	\$ -
AIP 11 - New Maintenance Building	1998	30	\$ 870,379	\$ 485,712	\$ 1,356,091	\$ 45,203	\$ 45,203	\$ 45,203
Fiber Optic Cable Terminal to Maintenance	1999*	15	\$ -	\$ 15,175	\$ 15,175	\$ -	\$ -	\$ -
New Maintenance - Oak Storage/Vistor Chairs	1999*	10	\$ -	\$ 822	\$ 822	\$ -	\$ -	\$ -
Diesel Tank	1999	20	\$ -	\$ 47,954	\$ 47,954	\$ 2,398	\$ -	\$ -
Bay #2 Fire Station	2000	30	\$ -	\$ 110,000	\$ 110,000	\$ 3,667	\$ 3,667	\$ 3,667
Paint Striper	2001	10	\$ -	\$ 13,127	\$ 13,127	\$ -	\$ -	\$ -
2 Kawasaki Ramp Carts	2003*	10	\$ -	\$ 16,863	\$ 16,863	\$ -	\$ -	\$ -
Lathe, Milling Machine & Associated Parts	2003	10	\$ -	\$ 17,720	\$ 17,720	\$ -	\$ -	\$ -
Mower Head	2005*	10	\$ -	\$ 9,730	\$ 9,730	\$ -	\$ -	\$ -
Crafco Supershot Crack Sealer	2005*	10	\$ -	\$ 33,578	\$ 33,578	\$ -	\$ -	\$ -
F.O.D. Boss	2005	10	\$ -	\$ 7,500	\$ 7,500	\$ -	\$ -	\$ -
AIP 17 - Reconstruct Pvmt (Maint. / Warehouse)	2007*	15	\$ 185,937	\$ 9,786	\$ 195,723	\$ 13,048	\$ 13,048	\$ 13,048
Water Trailer	2008	10	\$ -	\$ 8,039	\$ 8,039	\$ -	\$ -	\$ -
Wireless Airport Surveillance (50/50 Airside and Landside)	2008	5	\$ -	\$ 34,115	\$ 34,115	\$ -	\$ -	\$ -
Fire Safety Equipment	2009	5	\$ -	\$ 10,922	\$ 10,922	\$ -	\$ -	\$ -
Backhoe Thumb	2009	10	\$ -	\$ 7,770	\$ 7,770	\$ 777	\$ -	\$ -
Material Handling Arm	2010	10	\$ -	\$ 6,879	\$ 6,879	\$ 688	\$ 688	\$ -
Portable Vactor	2012*	10	\$ -	\$ 13,714	\$ 13,714	\$ 1,371	\$ 1,371	\$ 1,371
Evolution Mower and Mulch Kit	2012	10	\$ -	\$ 5,482	\$ 5,482	\$ 548	\$ 548	\$ 548
Vehicle Lift in Maintenance Shop	2014	10	\$ -	\$ 15,711	\$ 15,711	\$ 1,571	\$ 1,571	\$ 1,571
JLG 60 Boomlift	2014	10	\$ -	\$ 47,467	\$ 47,467	\$ 4,747	\$ 4,747	\$ 4,747
Loader	2016	10	\$ -	\$ 333,086	\$ 333,086	\$ 33,309	\$ 33,309	\$ 33,309
2020 Ford F-150 O&M Dir Truck	2020	10	\$ -	\$ 41,635	\$ 41,635	\$ -	\$ -	\$ -
2019 Ford Ranger GM	2020	10	\$ -	\$ 38,433	\$ 38,433	\$ -	\$ -	\$ -
Scissor Lift	2020	10	\$ -	\$ 23,930	\$ 23,930	\$ -	\$ -	\$ -
Liftmaster Shop Bay Door Opener	2020*	10	\$ -	\$ 16,320	\$ 16,320	\$ -	\$ -	\$ -
<b>Capitalized Total</b>			<b>\$ 1,056,316</b>	<b>\$ 1,553,436</b>	<b>\$ 2,609,751</b>	<b>\$ 111,871</b>	<b>\$ 108,696</b>	<b>\$ 108,008</b>

\* Assets acquired in the months of October, November, and December were moved to the next year.

Table 35 – Capital Asset Allocation (Airside), continued

Capital Expenditure	FY Purchased	Useful Life	Grant Portion	TTAD Cost	Total	FY 2018 Depreciation	FY 2019 Depreciation	FY 2020 Depreciation
<b>RUNWAYS</b>								
2nd Runway 02-20	1969	20	\$ 68,909	\$ 69,651	\$ 138,560	\$ -	\$ -	\$ -
2nd Runway 02-20	1973*	30	\$ -	\$ 1,919	\$ 1,919	\$ -	\$ -	\$ -
Runway Extension	1973	30	\$ -	\$ 6,493	\$ 6,493	\$ -	\$ -	\$ -
Runway Extension 02-20	1973	30	\$ -	\$ 26,027	\$ 26,027	\$ -	\$ -	\$ -
AIP 01 - Runway 20 Extension	1984	30	\$ 537,143	\$ 112,532	\$ 649,675	\$ -	\$ -	\$ -
Bald Mountain Beacon	1987*	20	\$ -	\$ 13,184	\$ 13,184	\$ -	\$ -	\$ -
Hazard Beacon	1987	20	\$ -	\$ 3,240	\$ 3,240	\$ -	\$ -	\$ -
Runway Signage	1994	20	\$ -	\$ 1,017	\$ 1,017	\$ -	\$ -	\$ -
AIP 08 - Runway Safety Area	1997	30	\$ 1,049,137	\$ 118,664	\$ 1,167,801	\$ 38,927	\$ 38,927	\$ 38,927
AIP 10 - Runway 2-20 and 11-29 Groove	1997	15	\$ 1,274,173	\$ 141,770	\$ 1,415,943	\$ -	\$ -	\$ -
AIP 10 - R/W Lighting System and Vault	1997*	20	\$ 72,735	\$ 8,082	\$ 80,817	\$ -	\$ -	\$ -
Dry Lake Beacon Tower Replace	2000	20	\$ -	\$ 25,875	\$ 25,875	\$ 1,294	\$ 1,294	\$ -
Density Altitude Sign	2001	10	\$ -	\$ 20,713	\$ 20,713	\$ -	\$ -	\$ -
Runway 11-29 Overruns	2005	15	\$ -	\$ 162,940	\$ 162,940	\$ 10,863	\$ 10,863	\$ -
AIP 16 - Runway Sign Modifications	2006*	10	\$ 107,660	\$ 11,962	\$ 119,622	\$ -	\$ -	\$ -
AIP 17 - Threshold Lights	2007*	10	\$ 19,713	\$ 1,038	\$ 20,750	\$ -	\$ -	\$ -
AIP 22 - Runway 29 Touchdown Area	2010	30	\$ 1,777,541	\$ -	\$ 1,777,541	\$ 59,251	\$ 59,251	\$ 59,251
AIP 20 - Runway 02-20 FWD Testing	2010*	5	\$ 669,883	\$ 35,257	\$ 705,140	\$ -	\$ -	\$ -
Density Altitude Signs	2013	10	\$ -	\$ 50,408	\$ 50,408	\$ 5,041	\$ 5,041	\$ 5,041
AIP 26 & 27 - Reconstruction of Runway 11	2013*	15	\$ 2,973,661	\$ 417,707	\$ 3,391,368	\$ 226,091	\$ 226,091	\$ 226,091
AIP 21 & 28 - Segment Circle Replace	2013	20	\$ 491,107	\$ 51,039	\$ 542,146	\$ 27,107	\$ 27,107	\$ 27,107
AWOS Replacement 2013	2013	20	\$ -	\$ 141,614	\$ 141,614	\$ 7,081	\$ 7,081	\$ 7,081
Lighted X Signs-2	2019	10	\$ -	\$ 38,864	\$ 38,864	\$ -	\$ -	\$ 3,886
Dry Lake Solar Beacon	2020	20	\$ -	\$ 22,978	\$ 22,978	\$ -	\$ -	\$ -
<b>Capitalized Total</b>			<b>\$ 9,041,662</b>	<b>\$ 1,482,973</b>	<b>\$ 10,524,635</b>	<b>\$ 375,654</b>	<b>\$ 375,654</b>	<b>\$ 367,384</b>
ADSB Project	2020	20	\$ -		\$ 869,854	\$ -	\$ -	\$ 43,493
<b>Work-in-Progress Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 869,854</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,493</b>
<b>TOTAL</b>			<b>\$ 9,041,662</b>	<b>\$ 1,482,973</b>	<b>\$ 11,394,489</b>	<b>\$ 375,654</b>	<b>\$ 375,654</b>	<b>\$ 410,877</b>

\* Assets acquired in the months of October, November, and December were moved to the next year.

Table 35 – Capital Asset Allocation (Airside), continued

Capital Expenditure	FY Purchased	Useful Life	Grant Portion	TTAD Cost	Total	FY 2018 Depreciation	FY 2019 Depreciation	FY 2020 Depreciation
<b>TAXIWAYS</b>								
Taxiways A, B 2016	1965	30	\$ 73,954	\$ 60,152	\$ 134,106	\$ -	\$ -	\$ -
Taxiways C, D, E and F	1966	30	\$ 94,113	\$ 78,109	\$ 172,222	\$ -	\$ -	\$ -
Taxiway N	1973	30	\$ 21,906	\$ 8,909	\$ 30,815	\$ -	\$ -	\$ -
2nd Taxiway G	1973	30	\$ 72,431	\$ 45,604	\$ 118,035	\$ -	\$ -	\$ -
Taxiway	1977	30	\$ -	\$ 1,085	\$ 1,085	\$ -	\$ -	\$ -
AIP 05 - Taxiway Overlay	1988*	15	\$ 325,096	\$ 36,122	\$ 361,218	\$ -	\$ -	\$ -
AIP 07 - Taxiway	1993	15	\$ 171,305	\$ 16,436	\$ 187,740	\$ -	\$ -	\$ -
AIP 09 - Taxiways C, P, R & Hold Runway	1997	15	\$ 387,186	\$ 43,020	\$ 430,206	\$ -	\$ -	\$ -
Blue Taxiway Solar Lights	2004*	15	\$ -	\$ 50,456	\$ 50,456	\$ 3,364	\$ -	\$ -
Taxilane T	2005	30	\$ -	\$ 425,609	\$ 425,609	\$ 14,187	\$ 14,187	\$ 14,187
AIP 17 - Sealcoat Taxiway A & G, Glider	2007*	3	\$ 237,560	\$ 12,503	\$ 250,064	\$ -	\$ -	\$ -
AIP 32 - G & H Reconstruction	2017	15	\$ 1,101,382	\$ 122,376	\$ 1,223,758	\$ 81,584	\$ 81,584	\$ 81,584
AIP 34 - Taxiway A Reconstruction	2017*	15	\$ 2,154,961	\$ 249,049	\$ 2,404,010	\$ 160,267	\$ 160,267	\$ 160,267
<b>Capitalized Total</b>			<b>\$ 4,639,894</b>	<b>\$ 1,149,430</b>	<b>\$ 5,789,324</b>	<b>\$ 259,402</b>	<b>\$ 256,038</b>	<b>\$ 256,038</b>
Taxiway A	2020	15	\$ -		\$ 290,757	\$ -	\$ -	\$ 19,384
Taxiway R Reconstruction	2019	30	\$ -		\$ 1,551,255	\$ -	\$ 51,708	\$ 51,708
AIP 39 - Taxilanes J&K Rehab	2019	15	\$ -		\$ 103,593	\$ -	\$ 6,906	\$ 6,906
<b>Work-in-Progress Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,945,605</b>	<b>\$ -</b>	<b>\$ 58,615</b>	<b>\$ 77,998</b>
<b>TOTAL</b>			<b>\$ 4,639,894</b>	<b>\$ 1,149,430</b>	<b>\$ 7,734,928</b>	<b>\$ 259,402</b>	<b>\$ 314,653</b>	<b>\$ 334,037</b>
<b>APRON</b>								
AIP 07 - Jet Apron	1993*	15	\$ 256,957	\$ 24,653	\$ 281,611	\$ -	\$ -	\$ -
AIP 12 - Rebuild Main Apron East	1999	15	\$ 2,220,689	\$ 246,704	\$ 2,467,393	\$ -	\$ -	\$ -
AIP 21 & 28 - Ramp Lighting Project	2013	20	\$ 60,341	\$ 3,176	\$ 63,517	\$ 3,176	\$ 3,176	\$ 3,176
AIP 30 - Rebuild Apron West A4	2014	15	\$ 1,130,340	\$ 615,602	\$ 1,745,942	\$ 116,396	\$ 116,396	\$ 116,396
AIP 35 - Apron A1/A2	2017*	15	\$ 1,070,162	\$ 192,907	\$ 1,263,069	\$ 84,205	\$ 84,205	\$ 84,205
<b>Capitalized Total</b>			<b>\$ 4,738,489</b>	<b>\$ 1,083,042</b>	<b>\$ 5,821,531</b>	<b>\$ 203,777</b>	<b>\$ 203,777</b>	<b>\$ 203,777</b>
AIP 38 - Wash Rack/Blast Pads/EMS Apron	2020	30	\$ -		\$ 1,246,969	\$ -	\$ -	\$ 41,566
<b>Work-in-Progress Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,246,969</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 41,566</b>
<b>TOTAL</b>			<b>\$ 4,738,489</b>	<b>\$ 1,083,042</b>	<b>\$ 7,068,500</b>	<b>\$ 203,777</b>	<b>\$ 203,777</b>	<b>\$ 245,342</b>
<b>COMMUNITY INVESTMENTS</b>								
Helipad Tahoe City	2018	30	\$ -	\$ 770,328	\$ 770,328	\$ -	\$ 25,678	\$ 25,678
<b>Capitalized Total</b>			<b>\$ -</b>	<b>\$ 770,328</b>	<b>\$ 770,328</b>	<b>\$ -</b>	<b>\$ 25,678</b>	<b>\$ 25,678</b>

\* Assets acquired in the months of October, November, and December were moved to the next year.

Table 36 – Capital Asset Allocation (Landside Infrastructure and Noise and Annoyance Programs)

Capital Expenditure	FY Purchased	Useful Life	Grant Portion	TTAD Cost	Total	FY 2018 Depreciation	FY 2019 Depreciation	FY 2020 Depreciation
<b>LANDSIDE INFRASTRUCTURE</b>								
Access Road	1962	30	\$ -	\$ 1,589	\$ 1,589	\$ -	\$ -	\$ -
Grade	1971	30	\$ -	\$ 2,000	\$ 2,000	\$ -	\$ -	\$ -
Sewer	1972	30	\$ -	\$ 11,228	\$ 11,228	\$ -	\$ -	\$ -
Sewer	1973	30	\$ -	\$ 3,502	\$ 3,502	\$ -	\$ -	\$ -
Glider Access Road	1977	30	\$ -	\$ 2,247	\$ 2,247	\$ -	\$ -	\$ -
Sign at HWY 267 and Airport Road	1981	10	\$ -	\$ 3,709	\$ 3,709	\$ -	\$ -	\$ -
Water System	1981	30	\$ -	\$ 11,470	\$ 11,470	\$ -	\$ -	\$ -
Glider Pad Road	1983*	30	\$ -	\$ 2,469	\$ 2,469	\$ -	\$ -	\$ -
Sewer Line Improvements	1992	15	\$ -	\$ 7,989	\$ 7,989	\$ -	\$ -	\$ -
Gas Conduit Installation	1996	20	\$ -	\$ 62,338	\$ 62,338	\$ -	\$ -	\$ -
Water Line West End Move	2003	30	\$ -	\$ 56,951	\$ 56,951	\$ 1,898	\$ 1,898	\$ 1,898
Airport Road Overlay	2004*	15	\$ -	\$ 29,307	\$ 29,307	\$ -	\$ -	\$ -
Aviation Way	2005	30	\$ -	\$ 268,023	\$ 268,023	\$ 8,934	\$ 8,934	\$ 8,934
Wireless Airport Surveillance (50/50 Airside and Landside)	2008	5	\$ -	\$ 34,115	\$ 34,115	\$ -	\$ -	\$ -
AIP 20 - Vehicle Access Gate System	2010	10	\$ 669,883	\$ 35,257	\$ 705,140	\$ 70,514	\$ 70,514	\$ -
Chandelle Way Reconstruction	2011	15	\$ -	\$ 298,087	\$ 298,087	\$ 19,872	\$ 19,872	\$ 19,872
267 Sidewalk	2021*	15	\$ -	\$ 209,312	\$ 209,312	\$ -	\$ -	\$ -
<b>Capitalized Total</b>			<b>\$ 669,883</b>	<b>\$ 1,039,593</b>	<b>\$ 1,709,477</b>	<b>\$ 101,219</b>	<b>\$ 101,219</b>	<b>\$ 30,705</b>
<b>NOISE AND ANNOYANCE PROGRAMS</b>								
District Impr - Flight Tracking System	2012	5	\$ -	\$ 877,887	\$ 877,887	\$ -	\$ -	\$ -
Skyhawk Airplane	2019*	10	\$ -	\$ 512,293	\$ 512,293	\$ -	\$ -	\$ 51,229
<b>Capitalized Total</b>			<b>\$ -</b>	<b>\$ 1,390,180</b>	<b>\$ 1,390,180</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 51,229</b>

\* Assets acquired in the months of October, November, and December were moved to the next year.

Table 37 – Capital Asset Allocation (Aviation Real Estate)

Capital Expenditure	FY Purchased	Useful Life	Grant Portion	TTAD Cost	Total	FY 2018 Depreciation	FY 2019 Depreciation	FY 2020 Depreciation
<b>WEST SIDE OFFICE</b>								
West Side Office	1993	30	\$ -	\$ 136,332	\$ 136,332	\$ 4,544	\$ 4,544	\$ 4,544
<b>Capitalized Total</b>			\$ -	\$ 136,332	\$ 136,332	\$ 4,544	\$ 4,544	\$ 4,544
<b>HANGAR 1</b>								
Hangar 1	1965	30	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -
Hangar 1 Septic & Leach	1997	15	\$ -	\$ 8,103	\$ 8,103	\$ -	\$ -	\$ -
Hangar 1 Roof Modification	1998*	15	\$ -	\$ 17,865	\$ 17,865	\$ -	\$ -	\$ -
Hangar 1 Reroof	2003	15	\$ -	\$ 15,270	\$ 15,270	\$ -	\$ -	\$ -
<b>Capitalized Total</b>			\$ -	\$ 61,238	\$ 61,238	\$ -	\$ -	\$ -
Office	2020	15	\$ -		\$ 600,000	\$ -	\$ -	\$ 40,000
Roof	2020	15	\$ -		\$ 213,000	\$ -	\$ -	\$ 14,200
Sewer	2019	30	\$ -		\$ 132,506	\$ -	\$ 4,417	\$ 4,417
Demo/Remodel/Paint	2019	15	\$ -		\$ 280,654	\$ -	\$ 18,710	\$ 18,710
<b>Work-in-Progress Total</b>			\$ -	\$ -	\$ 1,226,160	\$ -	\$ 23,127	\$ 77,327
<b>TOTAL</b>			\$ -	\$ 61,238	\$ 1,287,398	\$ -	\$ 23,127	\$ 77,327
<b>EAA</b>								
Old Maintenance Building Renovation	1996	15	\$ -	\$ 24,719	\$ 24,719	\$ -	\$ -	\$ -
EAA Wiring for Jiffy Wash	1999	15	\$ -	\$ 3,185	\$ 3,185	\$ -	\$ -	\$ -
Service Bay Doors	1999	15	\$ -	\$ 8,408	\$ 8,408	\$ -	\$ -	\$ -
EAA Roof	2000	15	\$ -	\$ 6,900	\$ 6,900	\$ -	\$ -	\$ -
<b>Capitalized Total</b>			\$ -	\$ 43,212	\$ 43,212	\$ -	\$ -	\$ -
<b>PHOENIX HANGAR</b>								
Phoenix Hangar	1982	30	\$ -	\$ 14,370	\$ 14,370	\$ -	\$ -	\$ -
Electric	1995	15	\$ -	\$ 2,200	\$ 2,200	\$ -	\$ -	\$ -
Electric Service	1999*	15	\$ -	\$ 3,501	\$ 3,501	\$ -	\$ -	\$ -
<b>Capitalized Total</b>			\$ -	\$ 20,071	\$ 20,071	\$ -	\$ -	\$ -

\* Assets acquired in the months of October, November, and December were moved to the next year.

Table 37 – Capital Asset Allocation (Aviation Real Estate), continued

Capital Expenditure	FY Purchased	Useful Life	Grant Portion	TTAD Cost	Total	FY 2018 Depreciation	FY 2019 Depreciation	FY 2020 Depreciation
<b>T-HANGARS</b>								
Row J	1970	30	\$ -	\$ 51,186	\$ 51,186	\$ -	\$ -	\$ -
T-Hangar Apron / Taxilane R	1977*	30	\$ -	\$ 168,167	\$ 168,167	\$ -	\$ -	\$ -
Row C (T-Hangars)	1977*	30	\$ -	\$ 281,322	\$ 281,322	\$ -	\$ -	\$ -
Row B	1978*	30	\$ -	\$ 269,277	\$ 269,277	\$ -	\$ -	\$ -
Row B Sealing	1979*	3	\$ -	\$ 4,186	\$ 4,186	\$ -	\$ -	\$ -
Row C	1979	30	\$ -	\$ 2,812	\$ 2,812	\$ -	\$ -	\$ -
Rows D and E	1980	30	\$ -	\$ 586,828	\$ 586,828	\$ -	\$ -	\$ -
Rows D and E Addition	1981	30	\$ -	\$ 9,722	\$ 9,722	\$ -	\$ -	\$ -
Row K	1981	30	\$ -	\$ 227,004	\$ 227,004	\$ -	\$ -	\$ -
Row C Electric	1982	15	\$ -	\$ 1,152	\$ 1,152	\$ -	\$ -	\$ -
Row K Underground Utilities	1982	15	\$ -	\$ 1,898	\$ 1,898	\$ -	\$ -	\$ -
T-Hangar Drainage	1983*	15	\$ -	\$ 40,233	\$ 40,233	\$ -	\$ -	\$ -
Row A (T-Hangars)	1984	30	\$ -	\$ 499,094	\$ 499,094	\$ -	\$ -	\$ -
Row B Lighting	1984	15	\$ -	\$ 2,583	\$ 2,583	\$ -	\$ -	\$ -
AIP 02 - Taxiway/Apron Overlay Row J	1985	15	\$ 494,381	\$ 53,732	\$ 548,113	\$ -	\$ -	\$ -
Row F (T-Hangars)	1988*	30	\$ -	\$ 478,809	\$ 478,809	\$ -	\$ -	\$ -
Row B Windows	1991	15	\$ -	\$ 3,493	\$ 3,493	\$ -	\$ -	\$ -
Row D and E Windows	1991	15	\$ -	\$ 6,987	\$ 6,987	\$ -	\$ -	\$ -
Row K Windows	1991	15	\$ -	\$ 3,493	\$ 3,493	\$ -	\$ -	\$ -
Row G	1991	30	\$ -	\$ 839,669	\$ 839,669	\$ 27,989	\$ 27,989	\$ 27,989
Row A Roof (T-Hangars)	1994	15	\$ -	\$ 9,696	\$ 9,696	\$ -	\$ -	\$ -
Row A Roof Modification (T-Hangars)	1994	15	\$ -	\$ 5,928	\$ 5,928	\$ -	\$ -	\$ -
Rows - Transfer Switches	1997	15	\$ -	\$ 7,750	\$ 7,750	\$ -	\$ -	\$ -
Rows C and D Pavement	1999*	15	\$ -	\$ 517,248	\$ 517,248	\$ -	\$ -	\$ -
Rows B and C Pavement	1999	15	\$ -	\$ 371,640	\$ 371,640	\$ -	\$ -	\$ -
Row A Pavement (T-Hangars)	2001	15	\$ -	\$ 136,852	\$ 136,852	\$ -	\$ -	\$ -
Sealcoat T-Hangars (TLR, Jet Ramp, G & H)	2001	3	\$ -	\$ 120,894	\$ 120,894	\$ -	\$ -	\$ -
Sealcoat T-Hangars	2003*	3	\$ -	\$ 54,804	\$ 54,804	\$ -	\$ -	\$ -
Smoke Detectors	2004	15	\$ -	\$ 234,912	\$ 234,912	\$ 15,661	\$ -	\$ -
Backflow Preventer	2005	15	\$ -	\$ 78,848	\$ 78,848	\$ 5,257	\$ 5,257	\$ -
Seal Coat T-Hangar (Net of E and F)	2005	3	\$ -	\$ 47,926	\$ 47,926	\$ -	\$ -	\$ -
Row M (T-Hangars)	2005	30	\$ -	\$ 1,394,807	\$ 1,394,807	\$ 46,494	\$ 46,494	\$ 46,494
Row A Pavement Reconstruction (T-Hangars)	2005	15	\$ -	\$ 233,673	\$ 233,673	\$ 15,578	\$ 15,578	\$ -
Row M Landscaping	2005	15	\$ -	\$ 25,811	\$ 25,811	\$ 1,721	\$ 1,721	\$ -
AIP 26 - J/K Row Pavement Reconstruction	2012	15	\$ 673,661	\$ 35,456	\$ 709,117	\$ 47,274	\$ 47,274	\$ 47,274
Rows D, E, and F Pavement Reconstruction (T-Hangar)	2012	15	\$ -	\$ 484,614	\$ 484,614	\$ 32,308	\$ 32,308	\$ 32,308
<b>Capitalized Total</b>			<b>\$ 1,168,042</b>	<b>\$ 7,292,502</b>	<b>\$ 8,460,544</b>	<b>\$ 192,281</b>	<b>\$ 176,620</b>	<b>\$ 154,065</b>

\* Assets acquired in the months of October, November, and December were moved to the next year.



Table 37 – Capital Asset Allocation (Aviation Real Estate), continued

Capital Expenditure	FY Purchased	Useful Life	Grant Portion	TTAD Cost	Total	FY 2018 Depreciation	FY 2019 Depreciation	FY 2020 Depreciation
<b>SAILPORT</b>								
Sailplane - CFR	1967	30	\$ -	\$ 38,422	\$ 38,422	\$ -	\$ -	\$ -
Glider Pad	1976	30	\$ -	\$ 12,668	\$ 12,668	\$ -	\$ -	\$ -
Glider Pad Paving	1978	30	\$ -	\$ 12,171	\$ 12,171	\$ -	\$ -	\$ -
Sailport Insulation	1979	15	\$ -	\$ 1,660	\$ 1,660	\$ -	\$ -	\$ -
Glider Pad Paving	1982*	30	\$ -	\$ 3,258	\$ 3,258	\$ -	\$ -	\$ -
Glider Area Turnoff	1984	30	\$ -	\$ 5,097	\$ 5,097	\$ -	\$ -	\$ -
Glider Port Improvements	1985	15	\$ -	\$ 10,861	\$ 10,861	\$ -	\$ -	\$ -
Sailport Improvements	1985	15	\$ -	\$ 7,046	\$ 7,046	\$ -	\$ -	\$ -
Sailplane Improvements	1987	15	\$ -	\$ 2,385	\$ 2,385	\$ -	\$ -	\$ -
Sailplane Port Improvements	1993*	15	\$ -	\$ 8,607	\$ 8,607	\$ -	\$ -	\$ -
AIP 16 - Glider Turnout and Taxiway	2006*	30	\$ 184,755	\$ 20,528	\$ 205,283	\$ 6,843	\$ 6,843	\$ 6,843
<b>Capitalized Total</b>			<b>\$ 184,755</b>	<b>\$ 122,703</b>	<b>\$ 307,458</b>	<b>\$ 6,843</b>	<b>\$ 6,843</b>	<b>\$ 6,843</b>
<b>EXECUTIVE HANGARS</b>								
Row A (Executive Hangars)	1984	30	\$ -	\$ 130,280	\$ 130,280	\$ -	\$ -	\$ -
Row F (Executive Hangars)	1988	30	\$ -	\$ 113,044	\$ 113,044	\$ -	\$ -	\$ -
Row H	1991	30	\$ -	\$ 493,139	\$ 493,139	\$ 16,438	\$ 16,438	\$ 16,438
Row A Roof (Executive Hangars)	1994	15	\$ -	\$ 2,531	\$ 2,531	\$ -	\$ -	\$ -
Row A Roof Modification (Executive Hangars)	1994	15	\$ -	\$ 1,547	\$ 1,547	\$ -	\$ -	\$ -
Row H (Hangars 05-10)	2000	30	\$ -	\$ 770,680	\$ 770,680	\$ 25,689	\$ 25,689	\$ 25,689
Row A Pavement (Executive Hangars)	2001	15	\$ -	\$ 35,723	\$ 35,723	\$ -	\$ -	\$ -
Smoke Detectors	2004	15	\$ -	\$ 12,562	\$ 12,562	\$ 837	\$ -	\$ -
Row A Pavement Reconstruction (Executive Hangars)	2005	15	\$ -	\$ 60,997	\$ 60,997	\$ 4,066	\$ 4,066	\$ -
Rows H and L Landscaping	2005	15	\$ -	\$ 25,811	\$ 25,811	\$ 1,721	\$ 1,721	\$ -
Row L	2005	30	\$ -	\$ 1,675,535	\$ 1,675,535	\$ 55,851	\$ 55,851	\$ 55,851
Row H Roof (Hangars 05-10)	2007	30	\$ -	\$ 184,836	\$ 184,836	\$ 6,161	\$ 6,161	\$ 6,161
Row A Roof Replacement (Executive Hangars 09-10)	2011	15	\$ -	\$ 35,600	\$ 35,600	\$ 2,373	\$ 2,373	\$ 2,373
Row F Pavement Reconstruction (Executive Hangars)	2012	15	\$ -	\$ 33,136	\$ 33,136	\$ 2,209	\$ 2,209	\$ 2,209
Row H Roof	2020*	15	\$ -	\$ 389,316	\$ 389,316	\$ -	\$ -	\$ -
<b>Capitalized Total</b>			<b>\$ -</b>	<b>\$ 3,964,737</b>	<b>\$ 3,964,737</b>	<b>\$ 115,347</b>	<b>\$ 114,509</b>	<b>\$ 108,722</b>
<b>SUPER EXECUTIVE HANGARS</b>								
Row N and P	2019	30	\$ -	\$ 8,189,744	\$ 8,189,744	\$ -	\$ -	\$ 272,991
<b>Capitalized Total</b>			<b>\$ -</b>	<b>\$ 8,189,744</b>	<b>\$ 8,189,744</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 272,991</b>

\* Assets acquired in the months of October, November, and December were moved to the next year.

Table 38 – Capital Asset Allocation (Non-Aviation Real Estate)

Capital Expenditure	FY Purchased	Useful Life	Grant Portion	TTAD Cost	Total	FY 2018 Depreciation	FY 2019 Depreciation	FY 2020 Depreciation
<b>WAREHOUSE</b>								
Warehouse	1987	30	\$ -	\$ 326,772	\$ 326,772	\$ -	\$ -	\$ -
Markstain Expansion	1988	15	\$ -	\$ 2,685	\$ 2,685	\$ -	\$ -	\$ -
Door	1993	15	\$ -	\$ 2,421	\$ 2,421	\$ -	\$ -	\$ -
Door	1994	15	\$ -	\$ 1,725	\$ 1,725	\$ -	\$ -	\$ -
Furnaces	1994	10	\$ -	\$ 26,695	\$ 26,695	\$ -	\$ -	\$ -
Heaters	1995	10	\$ -	\$ 8,783	\$ 8,783	\$ -	\$ -	\$ -
Warehouse Sewer	1997	15	\$ -	\$ 4,961	\$ 4,961	\$ -	\$ -	\$ -
200 AMP Service	1998*	15	\$ -	\$ 7,234	\$ 7,234	\$ -	\$ -	\$ -
Rollup Door	1998*	15	\$ -	\$ 1,600	\$ 1,600	\$ -	\$ -	\$ -
Warehouse Sewer	1998*	15	\$ -	\$ 26,250	\$ 26,250	\$ -	\$ -	\$ -
Main Service Door	1998	15	\$ -	\$ 3,295	\$ 3,295	\$ -	\$ -	\$ -
Warehouse Pavement and Landscaping	1998	15	\$ -	\$ 80,501	\$ 80,501	\$ -	\$ -	\$ -
Cubicles Reconfigured	1999	15	\$ -	\$ 26,779	\$ 26,779	\$ -	\$ -	\$ -
Warehouse Gas Line	2000*	15	\$ -	\$ 1,282	\$ 1,282	\$ -	\$ -	\$ -
Warehouse Exhaust System	2000	15	\$ -	\$ 4,353	\$ 4,353	\$ -	\$ -	\$ -
Gas Meters, Rewire, & Replumbing	2002	15	\$ -	\$ 66,254	\$ 66,254	\$ -	\$ -	\$ -
New Interior Walls	2002	15	\$ -	\$ 43,678	\$ 43,678	\$ -	\$ -	\$ -
Pavement West End	2002	15	\$ -	\$ 3,400	\$ 3,400	\$ -	\$ -	\$ -
Warehouse Parking Lot Reconstruction	2005	15	\$ -	\$ 429,840	\$ 429,840	\$ 28,656	\$ 28,656	\$ -
Makerspace Improvements	2017	15	\$ -	\$ 128,622	\$ 128,622	\$ 8,575	\$ 8,575	\$ 8,575
<b>Capitalized Total</b>			\$ -	\$ 1,197,129	\$ 1,197,129	\$ 37,231	\$ 37,231	\$ 8,575
Warehouse Upgrade	2020	15	\$ -		\$ 373,163	\$ -	\$ -	\$ 24,878
Warehouse Upgrade - Project Management	2020	15	\$ -		\$ 494,945	\$ -	\$ -	\$ 32,996
<b>Work-in-Progress Total</b>			\$ -	\$ -	\$ 868,109	\$ -	\$ -	\$ 57,874
<b>TOTAL</b>			\$ -	\$ 1,197,129	\$ 2,065,238	\$ 37,231	\$ 37,231	\$ 66,449

\* Assets acquired in the months of October, November, and December were moved to the next year.

Table 38 – Capital Asset Allocation (Non-Aviation Real Estate), continued

Capital Expenditure	FY Purchased	Useful Life	Grant Portion	TTAD Cost	Total	FY 2018 Depreciation	FY 2019 Depreciation	FY 2020 Depreciation
<b>CLEAR CAPITAL BUILDING</b>								
Clear Capital Building	2017	30	\$ -	\$ 6,830,801	\$ 6,830,801	\$ 227,693	\$ 227,693	\$ 227,693
<b>Capitalized Total</b>			\$ -	\$ 6,830,801	\$ 6,830,801	\$ 227,693	\$ 227,693	\$ 227,693
<b>PONDEROSA GOLF COURSE</b>								
Club House	2008	10	\$ -	\$ 232,780	\$ 232,780	\$ -	\$ -	\$ -
Garage	2008	10	\$ -	\$ 62,529	\$ 62,529	\$ -	\$ -	\$ -
Maintenance Building	2008	10	\$ -	\$ 35,015	\$ 35,015	\$ -	\$ -	\$ -
<b>Capitalized Total</b>			\$ -	\$ 330,324	\$ 330,324	\$ -	\$ -	\$ -
Irrigation	2020	10	\$ -		\$ 50,000	\$ -	\$ -	\$ 5,000
<b>Work-in-Progress Total</b>			\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 5,000
<b>TOTAL</b>			\$ -	\$ 330,324	\$ 380,324	\$ -	\$ -	\$ 5,000
<b>LONG TERM PARKING LOT</b>								
New Long Term Parking Lot	2005	30	\$ -	\$ 328,035	\$ 328,035	\$ 10,934	\$ 10,934	\$ 10,934
<b>Capitalized Total</b>			\$ -	\$ 328,035	\$ 328,035	\$ 10,934	\$ 10,934	\$ 10,934
<b>COMMUNITY INVESTMENTS</b>								
Storage Containers Non Profits	2020	15	\$ -		\$ 30,232			\$ 2,015
<b>Work-in-Progress Total</b>			\$ -	\$ -	\$ 30,232	\$ -	\$ -	\$ 2,015

\* Assets acquired in the months of October, November, and December were moved to the next year.

Table 39 – Capital Asset Allocation (Retail Aviation Fuels)

Capital Expenditure	FY Purchased	Useful Life	Grant Portion	TTAD Cost	Total	FY 2018 Depreciation	FY 2019 Depreciation	FY 2020 Depreciation
<b>ALL RETAIL FUELS</b>								
Fuel Farm	1996	30	\$ -	\$ 437,565	\$ 437,565	\$ 14,585	\$ 14,585	\$ 14,585
Anti-Siphon Valves	1998*	10	\$ -	\$ 3,985	\$ 3,985	\$ -	\$ -	\$ -
Concrete Curb, Trench Drain, and Grounds	1999*	15	\$ -	\$ 27,278	\$ 27,278	\$ -	\$ -	\$ -
Fuel Farm Canopy	2002*	30	\$ -	\$ 246,341	\$ 246,341	\$ 8,211	\$ 8,211	\$ 8,211
Fuel Truck Metal Shelters	2002*	30	\$ -	\$ 12,688	\$ 12,688	\$ 423	\$ 423	\$ 423
Fuel Farm Rewire and Replumb	2003	15	\$ -	\$ 90,993	\$ 90,993	\$ -	\$ -	\$ -
Fuel Farm Fence and Gate	2004*	15	\$ -	\$ 11,112	\$ 11,112	\$ 741	\$ -	\$ -
Fuel Farm Tank Improvements	2019	20	\$ -	\$ 30,450	\$ 30,450	\$ -	\$ -	\$ 1,522
<b>Capitalized Total</b>			<b>\$ -</b>	<b>\$ 860,411</b>	<b>\$ 860,411</b>	<b>\$ 23,961</b>	<b>\$ 23,220</b>	<b>\$ 24,742</b>
<b>JET A (FULL SERVICE)</b>								
Prist Injector	1997	10	\$ -	\$ 7,160	\$ 7,160	\$ -	\$ -	\$ -
Jet A - 12,000 Gallon Tank	2001/2007	30	\$ -	\$ 67,483	\$ 67,483	\$ 2,249	\$ 2,249	\$ 2,249
Jet Refueler - International	2002*	20	\$ -	\$ 133,944	\$ 133,944	\$ 6,697	\$ 6,697	\$ 6,697
Jet Refueler Truck	2016	20	\$ -	\$ 236,237	\$ 236,237	\$ 11,812	\$ 11,812	\$ 11,812
Careflight Fuel Trailer	2020	20	\$ -	\$ 39,129	\$ 39,129	\$ -	\$ -	\$ -
<b>Capitalized Total</b>			<b>\$ -</b>	<b>\$ 483,954</b>	<b>\$ 483,954</b>	<b>\$ 20,759</b>	<b>\$ 20,759</b>	<b>\$ 20,759</b>
<b>AVGAS (FULL SERVICE)</b>								
Avgas Refueler Truck	2019	20	\$ -	\$ 132,425	\$ 132,425	\$ -	\$ -	\$ 6,621
<b>Capitalized Total</b>			<b>\$ -</b>	<b>\$ 132,425</b>	<b>\$ 132,425</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,621</b>
<b>AVGAS (SELF SERVICE)</b>								
Supersafe 100LL Self Serve Tank	2000	20	\$ -	\$ 108,013	\$ 108,013	\$ 5,401	\$ 5,401	\$ -
Self-Serve Fuel Terminal	2007	15	\$ -	\$ 6,662	\$ 6,662	\$ 444	\$ 444	\$ 444
Pavement at Self-Serve Fuel Island	2011	15	\$ -	\$ 199,556	\$ 199,556	\$ 13,304	\$ 13,304	\$ 13,304
Self-Serve Fuel Island Relocation	2011	20	\$ -	\$ 323,891	\$ 323,891	\$ 16,195	\$ 16,195	\$ 16,195
<b>Capitalized Total</b>			<b>\$ -</b>	<b>\$ 638,121</b>	<b>\$ 638,121</b>	<b>\$ 35,343</b>	<b>\$ 35,343</b>	<b>\$ 29,942</b>

\* Assets acquired in the months of October, November, and December were moved to the next year.

Table 40 – Capital Asset Allocation (FBO Facilities)

Capital Expenditure	FY Purchased	Useful Life	Grant Portion	TTAD Cost	Total	FY 2018 Depreciation	FY 2019 Depreciation	FY 2020 Depreciation
<b>FBO (GENERAL ADMINISTRATION)</b>								
Universal Tow Bar	1979	10	\$ -	\$ 130	\$ 130	\$ -	\$ -	\$ -
Lekro Tug	2002	10	\$ -	\$ 56,203	\$ 56,203	\$ -	\$ -	\$ -
2009 Chevy K3500	2009	10	\$ -	\$ 31,747	\$ 31,747	\$ 3,175	\$ -	\$ -
2010 Ford F-150 Truck	2011*	10	\$ -	\$ 34,906	\$ 34,906	\$ 3,491	\$ 3,491	\$ 3,491
Lav Cart	2012*	10	\$ -	\$ 8,255	\$ 8,255	\$ 825	\$ 825	\$ 825
2013 Ford F350	2013	10	\$ -	\$ 36,730	\$ 36,730	\$ 3,673	\$ 3,673	\$ 3,673
Jetgo GPU	2013	10	\$ -	\$ 34,645	\$ 34,645	\$ 3,465	\$ 3,465	\$ 3,465
2014 Ford F-150 Crew Cab	2014*	10	\$ -	\$ 33,190	\$ 33,190	\$ 3,319	\$ 3,319	\$ 3,319
Lekro Tug	2015	10	\$ -	\$ 27,410	\$ 27,410	\$ 2,741	\$ 2,741	\$ 2,741
2017 Flatbed Ford Truck F350	2017	10	\$ -	\$ 40,264	\$ 40,264	\$ 4,026	\$ 4,026	\$ 4,026
Aero Specialty GPU replace	2017	10	\$ -	\$ 34,975	\$ 34,975	\$ 3,497	\$ 3,497	\$ 3,497
Columbia Electric Ramp Vehicle	2018	10	\$ -	\$ 20,078	\$ 20,078	\$ -	\$ 2,008	\$ 2,008
Advantage GSE Tug-Large	2018*	10	\$ -	\$ 55,280	\$ 55,280	\$ -	\$ 5,528	\$ 5,528
Columbia Parcar Utilitruck 200	2019	10	\$ -	\$ 25,473	\$ 25,473	\$ -	\$ -	\$ -
<b>Capitalized Total</b>			\$ -	\$ 439,286	\$ 439,286	\$ 28,212	\$ 32,573	\$ 32,573
<b>TERMINAL/ADMINISTRATION BUILDING</b>								
Message Board	2006	10	\$ -	\$ 18,791	\$ 18,791	\$ -	\$ -	\$ -
Administration Building	2012	30	\$ -	\$ 6,731,247	\$ 6,731,247	\$ 224,375	\$ 224,375	\$ 224,375
Solar Installation on Admin Building	2012	30	\$ -	\$ 13,881	\$ 13,881	\$ 463	\$ 463	\$ 463
Community Park Infrastructure	2012	10	\$ -	\$ 47,923	\$ 47,923	\$ 4,792	\$ 4,792	\$ 4,792
Play Structure	2012	10	\$ -	\$ 50,657	\$ 50,657	\$ 5,066	\$ 5,066	\$ 5,066
Enhanced Technology Admin Building	2012	10	\$ -	\$ 324,085	\$ 324,085	\$ 32,408	\$ 32,408	\$ 32,408
Maintenance Building Addition	2018	15	\$ -	\$ 1,017,153	\$ 1,017,153	\$ -	\$ 67,810	\$ 67,810
Terminal Automatic Doors-2	2019	10	\$ -	\$ 15,323	\$ 15,323	\$ -	\$ -	\$ 1,532
Admin and Tower Generators	2021*	10	\$ -	\$ 41,763	\$ 41,763	\$ -	\$ -	\$ -
<b>Capitalized Total</b>			\$ -	\$ 8,260,822	\$ 8,260,822	\$ 267,104	\$ 334,914	\$ 336,447
Admin Bldg Expansion	2020	30	\$ -		\$ 239,729	\$ -	\$ -	\$ 7,991
<b>Work-in-Progress Total</b>			\$ -	\$ -	\$ 239,729	\$ -	\$ -	\$ 7,991
<b>TOTAL</b>			\$ -	\$ 8,260,822	\$ 8,500,552	\$ 267,104	\$ 334,914	\$ 344,438

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