



ENGLAND

— ECONOMIC & INDUSTRIAL —
DEVELOPMENT DISTRICT

PROPOSED ANNUAL BUDGET

Fiscal Year 2026-2027

England Economic & Industrial Development District

318-449-3504 • englandairpark.org • 1611 Arnold Drive, Alexandria, LA 71303

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ENGLAND ECONOMIC & INDUSTRIAL DEVELOPMENT DISTRICT

HISTORY AND OVERVIEW

ENGLAND AUTHORITY'S HISTORY

England Industrial Airpark and Community, located northwest of Alexandria, Louisiana, traces its beginnings back to 1939, when it served as an emergency airstrip for Esler Field, the regional airport serving the Central Louisiana area. However, as the possibility of war in Europe increased, the Army Air Corps leased the facility from the City of Alexandria. The airfield was named Alexandria Army Air Base.

Early in 1946, the base was placed in a standby status eventually being turned over to the City of Alexandria for use as a municipal airport. With the outbreak of hostilities in Korea, the base was reactivated as Alexandria Air Force Base in 1950. In June 1955, the base was officially named England Air Force Base in honor of Lt. Col. John B. England, who had been commander of the 389th Bomber Squadron at the base.

The facility was once again closed by the Department of Defense on December 15, 1992, and began its transition to civilian reuse as England Industrial Airpark and Community.

In 1991 The England Economic and Industrial Development District (England Authority) was created by the Louisiana Legislature. It is a political subdivision of the State of Louisiana and has power similar to a home rule community. England Authority is a Louisiana Economic and Industrial Development District composed of all of the territory located within Rapides Parish (1,755 square miles). As such it has the power to create sub-districts throughout the parish to accommodate economic development projects. The authority can issue revenue bonds and general obligation bonds. It has the power of eminent domain and can levy taxes with voter approval.

NATURE OF MISSION

The district was created for the object and purposes of accepting title from the U.S. Government to any or all real and personal property included in England Air Force Base and utilizing that and other property, to replace and enhance the economic benefits generated by the former air base with diversified activities, designed to foster the rebuilding and growth potential of the economic environment of the district.

Working together, the Central Louisiana community has redeveloped the former military facility into a vibrant multi-modal commerce center and community. Located onsite are an international airport, numerous office and warehouse facilities, golf course, day-care center, community center available for meeting and event rentals, retirement community, and general housing. With robust air connections, interstate highway connectivity, onsite rail and water access, England Airpark can meet the most demanding transportation needs. An outstanding workforce, great incentives and Foreign Trade Zone availability complete the development package.



ORGANIZATION STRUCTURE

ENGLAND AUTHORITY GOVERNANCE

The district is governed by a board of commissioners consisting of ten members appointed as follows:

1. Three members appointed by the Rapides Parish Police Jury.
2. Three members appointed by the mayor of the City of Alexandria and confirmed by the city council.
3. One member appointed by the mayor of the City of Pineville and confirmed by the board of aldermen.
4. One member appointed by a majority of the remaining incorporated municipalities in Rapides Parish, based upon resolutions approved by the respective boards of aldermen.
5. Two members nominated by the board of directors of the Chamber of Commerce of Central Louisiana, and appointed by resolutions duly adopted by majority votes of the Rapides Parish Police Jury and Alexandria City Council.

The board of commissioners is the policy-making body of the England Authority. Members of the board represent a cross-section of the leadership of the community and shall serve without compensation, shall have the power to organize and reorganize the executive, administrative, clerical and other departments and forces of the district, and to fix the duties, powers, and compensation of all employees, agents, and consultants of the district.

2026 BOARD OF COMMISSIONERS

Officers:	Appointed by:
Oday Lavergne – Chair	City of Alexandria
Jamar Gailes – Vice-Chair	City of Alexandria
Steven Mansour - Secretary/Treasurer	Rapides Parish Police Jury
Commissioners:	Appointed by:
Trey Crump	City of Pineville
Joshua Dara, Sr.	Rapides Parish Police Jury
Myron Lawson	Rapides Parish Police Jury
Joe McPherson	Towns (Woodworth, Glenmora, Ball, Cheneyville, Lecompte, McNary, Boyce, Forest Hill)
Patrick O'Quinn	City of Alexandria
Charles Weems	Chamber of Commerce
Zeb Winstead	Chamber of Commerce

ENGLAND AUTHORITY PERSONNEL

The Board of Commissioners does not dictate the appointment, removal, or promotion of any employee. As the policy making body, the Board of Commissioners deal with employees through the Executive Director.

The authority staff is headed by the Executive Director and supported by the following five divisions:

Administration • Airport Operations • Airpark Operations • Military Operations • Community Operations

2026 - 2027 EXECUTIVE TEAM

Ralph Hennessy	Executive Director
David Broussard	Deputy Director, Airpark & Economic Development
Scott Gammel	Director of Planning and Development
Summer Steiner	Director of Finance and Human Resources





June 25, 2026

Mr. Oday Lavergne, Chair
and Member of the Board of Commissioners
England Economic & Industrial Development District

Chairman Lavergne and Commissioners:

It is my privilege to submit for your consideration the proposed Fiscal Year 2026-2027 Operating and Capital Budget for the England Economic & Industrial Development District. This budget reflects our continued commitment to responsible stewardship of public resources while advancing the strategic priorities that drive economic growth, aviation development, infrastructure investment, and enhanced quality of life throughout the England Airpark and Central Louisiana region.

As we conclude Fiscal Year 2025-2026, the District can point to significant accomplishments that have strengthened our position as one of Louisiana's leading economic development organizations.

Among the year's notable achievements were:

- Continued growth in occupancy and investment throughout the Airpark, resulting in increased lease revenues and expanded economic activity.
- Advancement of critical infrastructure projects designed to enhance the marketability, safety, and long-term competitiveness of the Airpark.
- Successful support of existing tenants through business retention and expansion efforts, resulting in new jobs and private capital investment.
- Continued enhancement of Alexandria International Airport's role as a regional transportation asset through air service development initiatives, passenger growth efforts, and strategic partnerships.
- Expansion of workforce development collaborations with our educational institutions, employers, and workforce agencies to address current and future labor market needs.
- Increased engagement with community stakeholders through outreach, special events, and communication efforts highlighting the District's economic impact.
- Maintenance of strong financial controls and fiscal management practices that preserved the District's financial stability while supporting strategic investments.

These accomplishments are the result of the dedication of our Board of Commissioners, staff, tenants, community partners, elected officials, and numerous stakeholders who share our vision for continued growth and prosperity.

The proposed Fiscal Year 2026-2027 budget is designed to build upon this momentum and advance the strategic priorities established by the District. Key focus areas include:

Business Attraction and Expansion

- Aggressively market available properties and development opportunities throughout the Airpark.
- Pursue targeted business recruitment efforts in aviation, aerospace, logistics, manufacturing, technology, defense, and related sectors.
- Support expansion opportunities for existing tenants through responsive development assistance and infrastructure planning.
- Strengthen relationships with site selectors, brokers, developers, and economic development partners.

Infrastructure and Asset Development

- Continue strategic investment in roads, utilities, buildings, and airport facilities.
- Advance capital improvement projects that increase property readiness and competitiveness.
- Modernize aging facilities while preserving valuable District assets.
- Pursue state and federal funding opportunities to leverage local resources and accelerate project delivery.

Aviation and Air Service Development

- Support efforts to expand passenger demand and improve air service connectivity at Alexandria International Airport.
- Continue engagement with airline partners regarding service enhancements and future opportunities.
- Strengthen the Airport's position as a critical transportation and economic development asset for Central Louisiana.
- Advance general aviation, military, cargo, and aviation-related development initiatives.

Workforce and Talent Development

- Expand partnerships with educational institutions and workforce organizations.
- Support workforce training programs aligned with target industry needs.
- Promote career pathways in aviation, skilled trades, manufacturing, logistics, and technology sectors.
- Assist employers in addressing workforce recruitment and retention challenges.

Community Engagement and Quality of Place

- Enhance communication regarding District accomplishments, projects, and economic impact.
- Continue hosting stakeholder engagement events and community outreach initiatives.
- Support projects that improve the attractiveness and livability of the Airpark environment.
- Strengthen partnerships with regional organizations that contribute to economic vitality.

Fiscal Stewardship and Organizational Excellence

- Maintain conservative budgeting practices and strong financial oversight.
- Preserve healthy reserves while strategically investing in growth opportunities.
- Improve organizational efficiency through technology, process improvements, and staff development.
- Ensure accountability, transparency, and long-term sustainability in all District operations.

The Fiscal Year 2026-2027 budget balances prudent fiscal management with strategic investment. It positions the District to capitalize on emerging opportunities while continuing to fulfill its mission of fostering economic growth, aviation development, job creation, and regional prosperity.

I wish to express my appreciation to the Board of Commissioners for your leadership and guidance throughout the budget development process. I also extend my gratitude to the District staff, tenants, community partners, and stakeholders whose efforts contribute daily to the success of the England Economic & Industrial Development District.

Together, we are building upon a strong foundation and positioning the District for continued growth and success in the years ahead.

Respectfully submitted,



Ralph Hennessy
Executive Director
England Economic & Industrial Development District

EXECUTIVE SUMMARY

WORK PLAN FOR FY 2026-2027

A public agency budget is the work plan for the fiscal year and reflects the priorities of leadership to achieve the Authority's mission, which is to promote economic growth in our region. For us to operate, our revenue comes from tenant rent and user fees. We receive no tax revenue from the local community to operate but do receive State and Federal grants derived from taxes to complete various capital improvement projects. As such, protecting and growing our revenue streams remains a top priority for leadership. The following executive summary represents leadership's operating strategy for fortifying our strong financial position and, as importantly, fulfilling our mission.

Leadership believes the budget presented supports our priorities and allows us to manage our resources in a financially responsible and strategic manner. For FY 2026-2027, the operating budget totals \$20,014,791 and the capital projects budget totals \$58,015,965.

OPERATING STRATEGY

In furtherance of the Authority's mission, key elements of our operating strategy for FY 2026-2027 will consist of the following:

1. **Business Attraction & Expansion**
 - Market the District to national and international industries with a focus on aerospace, advanced manufacturing, logistics, and renewable energy.
 - Support the expansion of existing businesses through incentives, workforce development, and infrastructure support.
2. **Infrastructure & Asset Development**
 - Maximize the use of available land, facilities, and transportation assets including England Airpark and Alexandria International Airport (AEX).
 - Pursue state and federal grants to improve electrical redundancy and a looped water system.
3. **Workforce & Talent Pipeline**
 - Partner with regional colleges, technical schools, and workforce boards to align programs with employer needs.
 - Assist local universities with UAS programs.
4. **Aviation & Air Service Development**
 - Strengthen commercial air service at AEX by adding additional capacity with existing carriers and targeting new entrants into the market.
 - Market AEX as a logistics hub and aircraft maintenance/repair site.
 - Establish UAS corridors between south Louisiana to AEX and over to Ft. Polk.
5. **Community Engagement & Quality of Place**
 - Continue to invest in residential housing upgrades.
 - Promote projects that enhance quality of life amenities to attract people to the airpark.

6. Fiscal Stewardship & Organizational Excellence

- Maintain a balanced and transparent budget.
- Improve operational efficiencies through technological upgrades and staff training.
- Obtain a clean financial audit and FAR Part 139 Inspection.

This strategy reflects EEIDD's commitment to sustainable development, regional competitiveness, and inclusive prosperity. By aligning resources, partnerships, and targeted investments, the District will continue to position itself as a premier destination for innovation, enterprise, and economic vitality in Central Louisiana.

CAPITAL PROJECT INVESTMENTS

The Authority, over the long-term, faces significant expenditures of capital funds to maintain, improve and expand the existing Airpark facility. Our robust capital program is supported with FAA Airport Improvement Program grants, State Aviation Trust Fund grants, Passenger Facility Charges, Customer Facility Charges and England Authority Operating Revenues.

FY 2026-2027 – Funded Projects and Priorities

Airpark Operations

Roof Replacements

- 1) IPC - \$340,000
- 2) Call center - \$88,000
- 3) England Estates - \$84,000
- 4) England Oaks - \$121,200

Tree Removal

Tree Removal Around the Airpark - \$160,000 - This is for needed professional tree trimming around streets and buildings on the Airpark as well as removal of dead or dying trees on the grounds and removal of trees in England Estates and England Oaks that are causing foundation and structural issues to the homes.

Commercial Improvements

- 1) Chapel Improvements - \$170,000
- 2) ATT/WD Shock building - \$98,578
- 3) Call Center Grey Box - \$123,154
- 4) Robinson Carbon, LLC Build-Out - \$1,200,000

Airpark Improvements

- 1) Road Overlays - \$200,000

Golf Course Improvements

- 1) Brush Clearing - \$50,000
- 2) Maintenance Building Improvements - \$15,000

Housing Improvements

- 1) England Oaks Fence Replacement - \$50,000
- 2) Upgrades to Interior & Exterior of Houses - \$350,000

Airport Operations

1. South Ramp Expansion: This project consists of expanding the South Ramp in front of Million Air FBO and the ARFF Station. This will alleviate aircraft congestion on the South Ramp. Total funding for this project is \$12,001,592.
2. North Ramp Expansion: This is a multi-phase project intended to expand the North Ramp to accommodate additional space for military, charter and other tenant's aircraft. The project is designed and waiting to start construction based on availability of funds from the FAA. The total cost of the project is estimated to be \$21,723,000.
3. ACE Program Hangar Facility: The facility for the Pilot and A&P school to be operated by LSUA and CLTCC is currently in design. The project is estimated to cost approximately \$7M and is to be funded through federal and state grants.
4. Noise Program: This is a multi-year program of property purchase, relocation and demolition. The funding is 90% FAA and 10% LADOTD aviation trust fund. This program has attracted over \$80 million in grant funds to our community. This program is estimated to continue for approximately one to two more years with the pace governed by the acceptance of individual homeowners opting to take advantage of this opportunity and available funding from the FAA. Funding for this year is \$1,546,663.
5. Runway 18/36 Extension & Associated Improvements: Runway 18/36 has been extended from 7,001' to 8,500'. Now associated Navigational Aids are in the process of being designed for installation as a companion project. This also includes site work and wetlands mitigation funded as part of the extension project. Funding is currently planned at \$4,858,494.
6. Large Wide Body MRO Hangar – Design Only: This project is the design of an MRO hangar that will be primarily funded through the State's Capital Outlay Program. The estimated fee is approximately \$2.5M.
7. Replace ATCT Equipment: Several components of communications equipment in the air-traffic control tower need to be upgraded. Federal funds have been made available for this type of project which is estimated to be \$814,316.
8. Warehouse: This project is to begin by adding additional warehouse space to the airpark utilizing State Capital Outlay funds in the amount of \$8M.
9. Terminal ADA & Capacity Rehabilitation: This project is to begin making improvements to the terminal building. This will address short term needs such as modifying the TSA checkpoint, improving the gate areas, and improving the baggage conveyor systems. Funding is requested through the FAA's Airport Terminal Project grant process for \$6,842,105.

10. Airport Master Drainage Study: This will evaluate all the drainage systems throughout the airfield and be used to develop a future drainage project on and around the airport. The study will cost approximately \$150,000.
11. Airfield Utility & Security Improvements: This project entails improvements to the ISB which include looping the water system, improved drainage, roadway repairs and fencing. The estimated cost is approximately \$5M.

BUDGET OVERVIEW/ASSUMPTIONS

The proposed FY 2026-2027 budget was developed based on the following major assumptions.

- The Authority will once again, for operating budget purposes, be self-sufficient in FY 2026-2027. No tax dollars or major grant funds are received for operating purposes.
- A capital budget is programmed which moves the Authority forward to invest in necessary landside/airside capital improvements.

OPERATING REVENUES

The revenues necessary to support FY 2026-2027 activities are projected to be received from lease contracts and other associated revenue sources. Total operating revenues are currently projected to be \$18.3 million with use of prior year earnings of \$1.4 million for Authority funded capital investment in projects and equipment.

OPERATING EXPENDITURES

Expenses budgeted to maintain operations for FY 2026-2027 total \$16.7 million. In addition, capital equipment investments have been included for \$306,868. The budget includes a transfer from the General Fund to the Capital Projects Fund of \$3 million.

CAPITAL BUDGET

FY 2025-2026 budget balances will carry over and remain in force during FY 2026-2027 for funding of infrastructure and other improvements previously approved by the Board. Estimated carry-over balances along with additional proposed projects are presented for your information in the budget.

BUDGET STRUCTURE/BUDGET BASIS

Under the proposed FY 2026-2027 budget, the anticipated financial transactions of the Authority are budgeted to be recorded in Governmental Funds as follows. Governmental funds are used to account for all of the Authority's general activities and are budgeted based on the modified accrual basis of accounting.

- 1) General Fund
The General Fund is the general operating fund of the Authority and is used to account for general operations associated with a public entity that are not required to be accounted for in another fund.

This fund is used to account for the activities of appointed officials, administrative staff, general administrative costs, operating costs and economic development.

2) Capital Projects Fund

The Capital Projects Fund accounts for financial resources to be used for the planning/feasibility studies, acquisition, construction, or improvement of major capital facilities or infrastructure.

ENGLAND ECONOMIC AND INDUSTRIAL DEVELOPMENT DISTRICT GENERAL FUND PROPOSED BUDGET BUDGET YEAR ENDING JUNE 30, 2027							
ACCOUNT TITLE	CURRENT YEAR					UPCOMING YEAR	
	AMENDED BUDGET	ACTUAL YTD: 4/30/26	ESTIMATED REMAINING FOR YEAR	PROJECTED ACTUAL RESULT AT YE	% CHANGE ADOPTED BUDGET VS PROJECTED	PROPOSED BUDGET	% CHANGE PROJECTED ACTUAL RESULT VS. PROPOSED BUDGET
OPERATING REVENUES							
AERONAUTICAL REVENUE	4,014,177	3,487,320	704,868	4,192,188	4.4%	3,672,213	-12.4%
NON-AERONAUTICAL REVENUE	13,417,639	11,129,501	2,212,930	13,342,431	-0.6%	14,598,399	9.4%
NONOPERATING REVENUES							
FEDERAL GRANTS	-	-	-	-		-	
STATE GRANTS	-	-	-	-		-	
INTEREST INCOME	264,000	264,963	52,000	316,963	20.1%	324,000	2.2%
PROCEEDS ON DISPOSITION OF ASSETS	-	-	-	-		-	
OTHER BUDGET ITEMS							
USE OF PRIOR YEAR EARNINGS	1,680,737	-	134,587	134,587	-92.0%	1,420,180	955.2%
TOTAL BUDGETED REVENUES	19,376,553	14,881,784	3,104,385	17,986,169	-7.2%	20,014,791	11.3%
OPERATING EXPENSES							
PERSONNEL COMPENSATION AND BENEFITS	4,234,249	3,426,480	705,835	4,132,314	-2.4%	4,700,139	13.7%
OTHER GENERAL AND ADMINISTRATIVE	1,179,488	918,225	188,922	1,107,148	-6.1%	1,166,587	5.4%
UTILITIES	1,173,232	963,897	217,468	1,181,365	0.7%	1,209,550	2.4%
SUPPLIES AND MATERIALS	860,135	621,401	148,290	769,691	-10.5%	941,923	22.4%
CONTRACT SERVICES	3,899,484	3,027,846	640,749	3,668,596	-5.9%	4,095,543	11.6%
REPAIRS AND MAINTENANCE	2,261,890	1,538,490	341,786	1,880,276	-16.9%	2,409,176	28.1%
OAKWING GOLF CLUB OPERATIONS	2,091,363	1,740,963	368,364	2,109,327	0.9%	2,135,072	1.2%
NONOPERATING EXPENSES							
INTEREST EXPENSE	-	-	-	-		-	
PROFESSIONAL SERVICES - LITIGATION	125,000	14,079	100,000	114,079	-8.7%	-	-100.0%
OTHER BUDGET ITEMS							
EQUIPMENT - CAPITAL	548,417	487,682	21,300	508,982	-7.2%	306,868	-39.7%
OPERATING TRANSFER - CAPITAL PROJECTS	3,003,295	1,877,811	636,579	2,514,390	-16.3%	3,049,932	21.3%
TOTAL BUDGETED EXPENSES	19,376,553	14,616,874	3,369,294	17,986,168	-7.2%	20,014,791	11.3%
BUDGET EXCESS(DEFICIENCY)	\$ -	\$ 264,910	\$ (264,910)	\$ 0		\$ 0	

ENGLAND ECONOMIC AND INDUSTRIAL DEVELOPMENT DISTRICT
CAPITAL FUND PROPOSED BUDGET
BUDGET YEAR ENDING JUNE 30, 2027

ACCOUNT TITLE	AMENDED BUDGET FY 2025/2026	2026 REVENUE AND EXPENDITURE PROJECTIONS	ESTIMATED BUDGET CARRYOVER	PROPOSED BUDGET ADJUSTMENTS	PROPOSED BUDGET ADDITIONS	PROPOSED BUDGET FY 2026/2027
GRANT REVENUE						
FEDERAL GRANTS	55,115,298	10,630,560	44,484,738	(23,265,274)	8,587,108	29,806,572
STATE GRANTS	7,969,971	1,502,835	6,467,136	(1,444,604)	19,049,779	24,072,311
FACILITY CHARGE REVENUE						
PASSENGER FACILITY CHARGES	358,994	394,498	(35,504)	35,504	505,613	505,613
CONTRACT FACILITY CHARGES	577,671	617,520	(39,849)	39,849	617,271	617,271
OTHER FEES						
TRANSFER FROM GENERAL FUND	3,003,295	2,297,390	705,905	(705,905)	3,049,932	3,049,932
USE OF PRIOR YEAR REVENUES	876,086	62,778	813,309	(813,309)	(35,733)	(35,734)
MISCELLANEOUS - CAPITAL	-	-	-	-	-	-
TOTAL BUDGETED REVENUES	67,901,315	15,505,581	52,395,734	(26,153,739)	31,773,970	58,015,965
LANDSIDE PROJECTS	4,255,397	2,237,874	2,017,523	(562,228)	3,049,932	4,505,227
AIRSIDE PROJECTS	63,645,916	13,934,804	49,711,112	(16,125,089)	19,924,715	53,510,738
OTHER	-	(667,097)	667,099	(9,466,422)	8,799,322	(0)
TOTAL BUDGETED EXPENSES	67,901,314	15,505,581	52,395,734	(26,153,739)	31,773,970	58,015,965
BUDGET EXCESS(DEFICIENCY)	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -

GENERAL FUND



OPERATING REVENUE

BUDGET SUMMARY

ACCOUNT TITLE	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 ACTUAL	2025-2026 AMENDED BUDGET	2025-2026 PROJECTED ACTUAL	2026-2027 PROPOSED BUDGET
AERONAUTICAL REVENUE	1,279,854	1,828,985	3,350,670	4,014,177	4,192,188	3,672,213
NON-AERONAUTICAL REVENUE	10,177,950	10,411,160	12,177,046	13,417,639	13,349,802	14,598,399
OPERATING REVENUES TOTAL	11,457,803	12,240,144	15,527,716	17,431,816	17,541,990	18,270,611

AERONAUTICAL REVENUE

ACCOUNT TITLE	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 ACTUAL	2025-2026 AMENDED BUDGET	2025-2026 PROJECTED ACTUAL	2026-2027 PROPOSED BUDGET
<i>AERONAUTICAL REVENUE</i>						
PASSENGER AIRPORT REVENUE						
AIRLINE AVIATION LEASES	51,647	72,101	1,565,468	1,612,432	1,622,578	1,234,950
LANDING & RAMP FEES	325,620	708,233	705,986	1,031,250	1,143,984	1,080,302
TOTAL PASSENGER AIRPORT REVENUE	377,267	780,334	2,271,454	2,643,682	2,766,562	2,315,252
NON-PASSENGER AIRPORT REVENUE						
FBO LEASE	506,442	530,240	546,386	562,778	561,078	576,209
T-HANGARS	22,080	23,322	22,615	26,460	26,460	30,780
FUEL FLOWAGE FEES	374,065	495,089	510,215	781,257	838,089	749,972
TOTAL NON-PASSENGER AIRPORT REVENUE	902,587	1,048,651	1,079,216	1,370,495	1,425,627	1,356,961
AERONAUTICAL REVENUE TOTAL	1,279,854	1,828,985	3,350,670	4,014,177	4,192,188	3,672,213

Budget Commentary

Airline Aviation Leases

Currently Alexandria International Airport (AEX) has three commercial airlines located in the terminal. Commercial leases for each airline include the following:

- Airline preferential use space –This space includes ticketing, office and gate space. American Airlines – 3,645 square feet; SkyWest Airlines – 3,675 square feet; Delta Air Lines – 4,105 square feet.
- Airline common space – 26,740 square feet located within the Terminal of shared space. This includes baggage processing and boarding area.
- Ramp Space – 332,235 square feet, more or less, of ramp space adjacent to the Terminal which airlines have non-exclusive use in common with other tenants or permittees of the England Authority.

Landing and Ramp Fees

Landing fees – Charged as follows:

- \$1.91 per 1,000 pounds of gross aircraft weight signatory
- \$3.82 per 1,000 pounds of gross aircraft weight non-signatory

This landing fee is currently set to increase to \$1.97 and \$3.94, respectively, in January 2027. Prior to that date, the newly instituted Rates and Charges Model will be re-evaluated to determine if this increase in fees is still appropriate according to costs incurred versus revenue received.

Ramp fees - These are \$1,150 per month, per space. EA currently has two tenants paying ramp fees with projected revenue of \$62,100.

Fixed Base Operator (FBO) Lease

England Authority's FBO is Freeman Holdings of LA LLC dba Million Air. They provide general aviation services (private pilots, plane owners, corporate owned, etc.). Million Air leases the England Authority's fuel farm and provides all aviation fuel services at AEX to include commercial, private, and military.

The FBO lease consists of all aircraft hangars on the south ramp, other than T-Hangars, and the FBO Terminal (main office), and is calculated on price per square foot. The lease is subject to a CPI adjustment each January and that adjustment is estimated for budget purposes based on the most recent CPI adjustment available to us.

Fuel Flowage Fees

We receive \$0.08 for each gallon of fuel downloaded to the fuel farm. Fees are calculated and received monthly. Fees are broken down between the Airport division and the Military Services division based on usage reported monthly from Million Air.

- Airfield \$637,476
- Military \$112,496

T-Hangars

We have 3 levels of T-Hangars and they are charged as follows:

- \$225 monthly – 980 square feet
- \$255 monthly – 1100 square feet
- \$300 monthly – 1300 square feet

These rates are set to increase in January 2027 to \$245, \$275 and \$325, respectively.

NON-AERONAUTICAL REVENUE

ACCOUNT TITLE	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 ACTUAL	2025-2026 AMENDED BUDGET	2025-2026 PROJECTED ACTUAL	2026-2027 PROPOSED BUDGET
<i>NON-AERONAUTICAL REVENUE</i>						
LAND & BUILDING LEASES						
LEASES	6,280,205	6,849,730	8,325,957	9,412,816	9,199,037	10,406,058
DEPOSIT FORFEITURES	-	-	500	0	0	-
LATE FEES	48,913	32,020	49,166	60,500	74,258	36,000
RENT REBATE FORFEITURES	19,091	15,555	36,486	24,000	21,369	18,000
TOTAL LAND & BUILDING LEASES	6,348,209	6,897,306	8,412,109	9,497,316	9,294,663	10,460,058
COMMUNITY CENTER						
FACILITY RENTAL	71,945	90,403	76,823	96,725	111,725	98,625
TOTAL COMMUNITY CENTER	71,945	90,403	76,823	96,725	111,725	98,625
OAKWING GOLF COURSE						
OPERATING REVENUES	1,155,890	1,525,023	1,738,623	1,847,638	1,992,127	2,136,749
TOTAL OAKWING GOLF COURSE	1,155,890	1,525,023	1,738,623	1,847,638	1,992,127	2,136,749
TERMINAL						
ATM REVENUES	904	703	759	1,100	1,114	1,080
AIRPORT ADVERTISING	7,840	10,683	9,427	7,771	8,038	9,429
CAR RENTAL LEASES	809,009	916,156	991,810	966,231	976,420	956,091
CONCESSIONS (TAILWIND)	6,000	6,000	6,000	6,000	6,000	6,000
TOTAL TERMINAL	823,753	933,543	1,007,996	981,102	991,571	972,600
RENTAL CARS						
CONRAC USAGE FEES	62,038	120,034	77,848	100,562	76,235	89,516
FUEL FLOWAGE SERVICE CHARGE	5,756	7,209	7,740	7,296	7,733	7,704
TOTAL RENTAL CARS	67,794	127,243	85,589	107,858	83,969	97,220
PARKING LOT						
PARKING FEES	650,302	825,983	841,325	880,000	845,833	826,006
TOTAL PARKING LOT	650,302	825,983	841,325	880,000	845,833	826,006
OTHER						
MISCELLANEOUS REVENUES	1,060,057	11,660	14,582	7,000	29,914	7,140
TOTAL OTHER	1,060,057	11,660	14,582	7,000	29,914	7,140
NON-AERONAUTICAL REVENUE TOTAL	10,177,950	10,411,160	12,177,046	13,417,639	13,349,802	14,598,399

Budget Commentary

Land and Building Leases

Commercial Leasing

Currently projecting 63 active land and building leases with revenue of \$3,513,634 for the FY 2026-2027.

All leases with a CPI adjustment are budgeted with a 3.0% increase upon renewal.

Residential Leasing

England Estates – We currently have 120 single family homes located on the Airpark. We have projected revenue of \$1,403,004 for the upcoming year.

- Rental Income \$1,358,604
- Late Fees \$ 24,000
- Rent Rebate Forfeitures \$ 18,000
- Miscellaneous \$ 2,400

➤ Provided Amenities

- ❖ Waste pick-up services are provided for all residents.
- ❖ Lawn mowing/maintenance is provided for all residents.
- ❖ There are 4 remaining residents that are grandfathered in, for which we pay water/gas/sewer as well.

- Rent rebate program – Fiscal year 2025 marked the end of the rent rebate program, as we have seen a decrease in its use. Historically, for residents who were in the first three years of their lease, 10% of their monthly payment was set aside. Those funds become available to them as a rebate upon moving out and purchasing a home in Rapides Parish within 90 days. All tenants currently in the program will remain in the program until such time.

- Should a resident not be eligible to use the rebate funds upon moveout, they revert back to the Authority and are shown as a Rent Rebate Forfeiture.

England Estates Rates for FY 2026-2027 are as follows:

- 2-bedroom houses - \$940 monthly
- 3-bedroom houses - \$1,000 monthly
- 3-bedroom houses (newly renovated) - \$1,350 monthly
- 4-bedroom houses - \$1,075 monthly

- We have set aside additional funding in this year's capital budget for additional renovations.

England Village – This is the EA multi-family housing complex located on the Airpark. There are a total of 40 apartments, however due to renovation projects not all are available for rent. We have projected revenue of \$290,373 for the upcoming year.

- Rental Income \$278,373
- Late Fees \$ 12,000

➤ Provided Amenities

- ❖ Waste pick-up services
- ❖ Water / Gas / Sewer
- ❖ Lawn mowing/maintenance

England Village Rates for FY 2026-2027 are as follows:

- 3-bedroom apartments - \$870 monthly
- 3-bedroom apartments (newly renovated) - \$1,050 monthly
- 4-bedroom apartments - \$895 monthly
- 4-bedroom apartments (newly renovated) - \$1,250 monthly

➤ We have set aside additional funding in this year's capital budget for additional renovations.

England Oaks – This is the adult active-living community on the Airpark. There are 182 units available for rent, with a projected rental income of \$2,769,720.

- Provided Amenities
 - ❖ Waste pick-up services
 - ❖ Lawn mowing/maintenance

England Oaks Rates for FY 2026-2027 are as follows:

- 2-bedroom 1-bath houses - \$1,225 monthly
- 2-bedroom 2-bath houses - \$1,280 monthly
- 3-bedroom 2-bath houses - \$1,330 monthly

Other Leasing Revenue

Military Services

England Authority will continue to serve the Joint Readiness Training Center (JRTC) at Fort Polk by housing their Intermediate Staging Base (ISB) on its campus. This relationship is very important to the Airpark and remains a significant source of revenue. \$2,158,695 in revenue is projected for the upcoming year.

Community Center

The budget for the Community Center was prepared based on current bookings as of this writing, and then a projection of a minimum of three events per month if not already booked for more. Details of rental rates can be found on the attached rate card. \$98,625 in revenue is projected for the upcoming year.

OakWing Golf Course

Bloom Golf Management has been retained to manage the day-to-day operation of the golf club. Bloom has submitted projected revenues for FY 2026-2027 of \$2,136,749.

Terminal

Airport Advertising – Based on current advertising contract information we are projecting revenue of \$9,429 for FY 2026-2027.

Concessions – EA is in a concession agreement with Tailwind, the restaurant located in the Terminal. A monthly revenue of \$500 has been projected.

Rental car companies are required to pay 12% of their gross receipts. This is broken down for each company to pay us a monthly “MAG”, which is a minimum annual guarantee determined for each one based on their individual contract. If 12% of their gross receipts calculate over their MAG, they then pay the remainder once the month is closed. The following are the rental car annual MAGs for 2026/2027:

- EAN Holdings, LLC – National.....\$210,051
- Avis Budget Group, Inc. – Avis.....\$170,000
- Avis Budget Group, Inc. – Budget.....\$169,000

The current rental car contracts will expire on December 31, 2026 and updated rates will be set upon new contract negotiations.

We also assess each rental car company terminal rent and land rent, as well as a fee to lease spaces in the ready/return lot. Total projected revenue from rental car companies for 2026/2027 is \$956,091.

Rental Cars – Car Wash and Fueling

CONRAC Usage – All rental car companies are taking advantage of the onsite consolidated car wash and fueling facility. We recognize revenues from the car companies on the following items:

- Operating and Maintenance – This is calculated based on the prior year’s expenses. This is the amount the companies will pay each month to use the facility. EA prepares a reconciliation of expenses at the end of the year and will spread between each company based on the percentage of use. Our current arrangement is to recoup our costs.
- Fuel Flowage – We prepay for all fuel downloaded to the CONRAC. To recoup that cost, we bill each car rental company monthly based on actual usage. We also charge a \$0.26 administrative fee per gallon used for this convenience.

Parking Lot

The parking lot is managed by a third-party concessionaire. In fiscal year 2027, our rate will be \$1.00 per hour with a maximum of \$10.00 for a 24-hour period. The first hour is free. \$826,006 in revenue is projected for the upcoming year.



2026-2027 RATE CARD

Effective July 1, 2026

Terminal Square Footage	\$ 47.44	Per Sq. Ft.
Landing Fee*	\$ 1.91	Per 1,000 Lbs.
Non-Signatory Landing Fee*	\$ 3.82	Per 1,000 Lbs.
Fuel Flowage	\$ 0.08	Per Gallon
Ramp Fee	\$ 1,150.00	Monthly
T-Hangar 1**	\$ 245.00	Monthly
T-Hangar 2**	\$ 275.00	Monthly
T-Hangar 3**	\$ 325.00	Monthly
Terminal Parking	\$ 10.00	Per Day
Terminal Security Badges:		
Initial Security Badge	\$ 60.00	Per Badge
Replacement Security Badge	\$ 300.00	Per Badge
CONRAC Fuel Flowage	\$ 0.26	Per Gallon
Storage Units	\$ 840.00	Annually
England Village:		
3-Bedroom Apartment	\$ 870.00	Monthly
3-Bedroom Apartment (Newly Remodeled)	\$ 1,050.00	Monthly
4-Bedroom Apartment	\$ 895.00	Monthly
4-Bedroom Apartment (Newly Remodeled)	\$ 1,250.00	Monthly
England Estates:		
2-Bedroom House	\$ 940.00	Monthly
3-Bedroom House	\$ 1,000.00	Monthly
3-Bedroom House (Newly Remodeled)	\$ 1,350.00	Monthly
4-Bedroom House	\$ 1,075.00	Monthly
England Oaks:		
2-Bedroom 1-Bath House	\$ 1,225.00	Monthly
2-Bedroom 2-Bath House	\$ 1,250.00	Monthly

3-Bedroom 2-Bath House***	\$ 1,330.00	Monthly
Community Center Rental Rates:		
Rental Rate (Evenings & Weekends)	\$ 2,350.00	
Daily Rental Rate (M-Th 8 a.m. - 5 p.m.)	\$ 1,600.00	
Additional Rental Time	\$ 100.00	Per Hour
Damage Deposit	\$ 500.00	
Additional Rentals:		
Tables	\$ 8.00	Per Table
Chairs	\$ 1.50	Per Chair
A/V Rentals	\$ 200.00	

OPERATING EXPENSES

BUDGET CONSOLIDATED SUMMARY

ACCOUNT TITLE	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 ACTUAL	2025-2026 AMENDED BUDGET	2025 - 2026 PROJECTED ACTUAL	2026-2027 BUDGET
OPERATING EXPENSES						
PERSONNEL COMPENSATION & BENEFITS	2,645,173	2,898,266	3,686,507	4,234,249	4,132,314	4,700,139
OTHER GENERAL & ADMINISTRATIVE	955,105	1,094,467	1,085,999	1,179,488	1,107,172	1,166,587
UTILITIES	1,127,376	908,586	1,070,658	1,173,232	1,181,821	1,209,550
SUPPLIES & MATERIALS	288,153	346,357	452,612	860,135	769,346	941,923
CONTRACT SERVICES	2,888,428	3,445,326	3,638,898	3,899,484	3,669,990	4,095,543
REPAIRS & MAINTENANCE	816,759	738,039	1,345,610	2,261,890	1,880,366	2,409,176
OAKWING GOLF CLUB OPERATIONS	1,840,099	1,998,814	2,197,942	2,091,363	2,109,327	2,135,072
OTHER OPERATIONS						
EQUIPMENT - CAPITAL	244,739	164,505	59,676	548,417	496,683	306,868
TRANSFERS IN/OUT GENERAL FUND	1,991,473	1,292,964	2,346,822	3,003,295	2,514,390	3,049,932
GRAND TOTAL OPERATIONS	12,797,305	12,887,324	15,884,724	19,251,553	17,861,408	20,014,791

Other budget items are reflective of our commitment to invest in capital equipment and fully fund or partially fund capital projects. These items will be capitalized once purchase or project has been completed, and be reflected on the balance sheet as part of Net Capital Assets.

FY 2026-2027 – BUDGET / CONSOLIDATED SUMMARY BY DIVISION

ACCOUNT TITLE	ADMINISTRATION	AIRPORT	AIRPARK	MILITARY	COMMUNITY	2026-2027 BUDGET
OPERATING EXPENSES						
PERSONNEL COMPENSATION & BENEFITS	1,634,746	1,499,633	1,553,760	-	12,000	4,700,139
OTHER GENERAL & ADMINISTRATIVE	309,730	448,730	334,142	53,127	20,860	1,166,587
UTILITIES	75,928	657,854	435,668	7,100	33,000	1,209,550
SUPPLIES & MATERIALS	93,586	466,534	365,453	2,000	14,350	941,923
CONTRACT SERVICES	770,770	2,049,797	1,236,436	-	38,540	4,095,543
REPAIRS & MAINTENANCE	14,020	835,595	1,511,081	22,880	25,600	2,409,176
OAKWING GOLF CLUB OPERATIONS	-	-	-	-	2,135,072	2,135,072
OTHER OPERATIONS						
EQUIPMENT - CAPITAL	-	186,868	65,000	-	55,000	306,868
TRANSFERS IN/OUT GENERAL FUND	-	-	2,984,932	-	65,000	3,049,932
GRAND TOTAL OPERATIONS	2,898,780	6,145,011	8,486,472	85,107	2,399,422	20,014,791

FY 2025-2026 - PROJECTED ACTUAL / CONSOLIDATED SUMMARY BY DIVISION

ACCOUNT TITLE	ADMINISTRATION	AIRPORT	AIRPARK	MILITARY	COMMUNITY	2025-2026 PROJECTED ACTUAL
OPERATING EXPENSES						
PERSONNEL COMPENSATION & BENEFITS	1,597,358	1,095,512	1,431,145	-	8,299	4,132,314
OTHER GENERAL & ADMINISTRATIVE	286,440	432,483	312,041	55,470	20,738	1,107,172
UTILITIES	63,009	656,582	426,457	6,155	29,617	1,181,821
SUPPLIES & MATERIALS	72,888	400,454	285,525	-	10,479	769,346
CONTRACT SERVICES	689,881	1,779,359	1,136,770	35,000	28,980	3,669,990
REPAIRS & MAINTENANCE	13,334	653,060	1,205,172	(518)	9,318	1,880,366
OAKWING GOLF CLUB OPERATIONS	-	-	-	-	2,109,327	2,109,327
OTHER OPERATIONS						
EQUIPMENT - CAPITAL	-	441,760	50,905	-	4,018	496,683
TRANSFERS IN/OUT GENERAL FUND	-	314,379	2,113,534	-	86,477	2,514,390
GRAND TOTAL OPERATIONS	2,722,910	5,773,590	6,961,549	96,108	2,307,252	17,861,408

BUDGET CONSOLIDATED DETAIL COMPARATIVE – FY 2026-2027

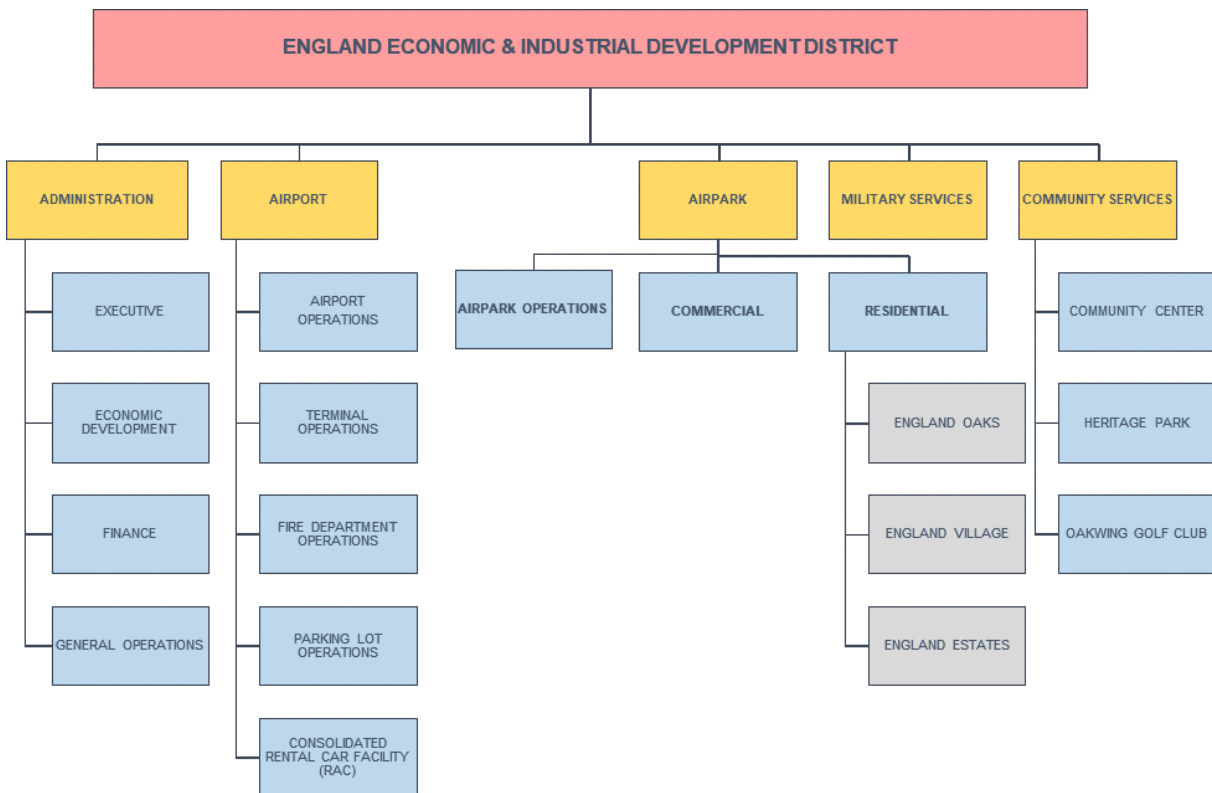
ACCOUNT TITLE	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 ACTUAL	2025-2026 AMENDED BUDGET	2025 - 2026 PROJECTED ACTUAL	2026-2027 BUDGET
OPERATING EXPENSES						
PERSONNEL COMPENSATION & BENEFITS						
SALARIES	2,006,887	2,196,259	2,806,087	3,156,958	3,093,101	3,478,855
PAYROLL TAXES	35,634	37,926	48,642	53,486	51,820	59,395
457(b) DEFERRED COMPENSATION	149,472	160,847	202,060	247,296	233,838	272,307
HEALTH INSURANCE	375,168	439,272	569,901	705,940	687,480	789,255
ADDITIONAL FRINGE BENEFITS	28,756	21,582	13,992	15,630	14,166	17,396
WORKERS COMPENSATION	49,255	42,381	45,824	54,939	52,158	82,932
RAC PROVIDED SERVICES	-	-	-	-	52	-
COMMUNITY CENTER PROVIDED SVCS	-	-	-	-	(300)	-
TOTAL PERSONNEL COMPENSATION & BENEFITS	2,645,173	2,898,266	3,686,507	4,234,249	4,132,314	4,700,139
OTHER GENERAL & ADMINISTRATIVE						
ADVERTISING	70,539	88,845	100,388	130,575	121,627	140,463
BANK & CREDIT CARD FEES	58,683	65,277	78,402	65,662	51,245	1,920
BOARD EXPENSE	11,571	5,617	4,989	10,342	8,295	15,000
CONTINGENCIES	-	-	-	20,000	-	-
DUES AND SUBSCRIPTIONS	13,886	16,523	25,137	28,820	28,796	30,705
EDUCATION / TRAINING	25,907	39,685	34,240	62,100	63,534	67,250
EDUCATION / TRAINING - ARFF	134	2,509	147	750	45	750
INSURANCE	668,139	707,126	659,690	674,164	670,081	715,824
PROMOTIONS/SPONSORSHIPS	45,612	65,556	70,365	77,950	69,108	82,900
PERMITS & FEES	2,047	1,931	1,588	2,025	1,819	1,975
PRINTING	1,676	1,476	7,032	3,450	801	6,750
PROVISION FOR DOUBTFUL ACCOUNTS	-	-	5,870	-	-	-
PUBLIC ANNOUNCEMENTS	1,849	1,968	2,021	5,150	5,207	3,800
TRAVEL	55,062	97,953	96,130	98,500	86,615	99,250
TOTAL OTHER GENERAL & ADMINISTRATIVE	955,105	1,094,467	1,085,999	1,179,488	1,107,172	1,166,587
UTILITIES						
UTILITIES - CABLE / INTERNET	58,002	41,771	49,634	48,898	49,356	56,436
UTILITIES - ELECTRIC	725,846	567,682	671,376	715,912	716,858	723,080
UTILITIES - PHONE SERVICE - CELL	12,642	12,790	17,058	18,784	18,038	19,056
UTILITIES - PHONE SERVICE - LAND	53,588	38,351	50,553	49,308	47,964	58,300
UTILITIES - WASTE COLLECTION	95,510	102,010	166,562	216,788	207,930	204,656
UTILITIES - WATER / GAS	174,668	140,640	111,118	121,900	140,437	148,022
FEMA LEASE EXPENSES	7,121	5,342	4,357	1,642	1,239	-
TOTAL UTILITIES	1,127,376	908,586	1,070,658	1,173,232	1,181,821	1,209,550
SUPPLIES & MATERIALS						
AIRFIELD LIGHTING	7,381	41,512	73,529	119,500	91,138	121,000
AIRPARK VISUALS	13,060	6,633	9,179	12,025	11,012	28,150
APPLIANCES	18,988	30,005	43,306	56,950	54,439	60,750
CAR WASH OPERATING SUPPLIES	5,173	4,262	3,902	4,500	4,694	4,500
COMPUTER EQUIPMENT/SOFTWARE	23,149	(438)	25,562	38,900	17,167	40,075
EQUIPMENT - PURCHASES	46,309	14,322	55,239	75,669	58,351	51,250
EQUIPMENT - RENTAL	2,223	57,438	37,347	24,912	31,828	36,661
EQUIPMENT - LEASED VEHICLES	-	-	-	285,000	285,040	315,725
FIRE FIGHTING SUPPLIES	4,874	34,294	11,681	11,000	3,726	50,600
FUEL & OIL	86,303	65,422	76,587	76,066	82,393	82,246
JANITORIAL	30,158	32,454	37,057	44,500	35,214	44,700
OFFICE SUPPLIES	11,128	13,990	17,980	28,000	27,364	27,500
OPERATING SUPPLIES	15,434	28,561	32,071	45,708	41,828	41,700
POSTAGE & SHIPPING	3,807	2,932	3,195	5,300	3,915	5,116
SMALL TOOLS & EQUIPMENT	11,080	10,113	12,786	14,910	9,659	12,500
UNIFORMS	6,068	2,988	8,400	11,695	7,240	12,450
WILDLIFE CONTROL	3,017	1,869	4,791	5,500	4,338	7,000
TOTAL SUPPLIES & MATERIALS	288,153	346,357	452,612	860,135	769,346	941,923
CONTRACT SERVICES						
IT / SOFTWARE SERVICES	139,980	148,389	210,859	243,350	206,313	258,719
CONTRACT LABOR - SECURITY	431,529	520,273	536,838	550,680	549,544	589,320
CONTRACT LABOR - TSA	106,770	208,430	219,420	247,920	217,800	221,160
CONTRACT LABOR - TSA REIMBURSEMENTS (CONTRA)	(78,375)	(76,368)	-	-	-	-
PROFESSIONAL SERVICES - ACCOUNTING / AUDIT	41,320	43,400	43,750	44,650	35,900	45,150
PROFESSIONAL SERVICES - LEGAL	134,765	171,174	268,453	242,100	190,684	192,000
PROFESSIONAL SERVICES - CONSULTING	378,340	709,835	485,346	450,850	363,492	551,674
PROFESSIONAL SERVICES - OTHER	44,535	30,383	26,813	47,229	40,344	51,930
PURCHASED SERVICES - DCC WORK CREWS	17,400	-	-	-	-	-
PURCHASED SERVICES - EMPLOYMENT	25,095	25,925	30,972	37,400	36,694	37,200
PURCHASED SERVICES - FIRE PROTECTION	1,440,619	1,445,503	1,538,560	1,700,908	1,700,752	1,810,698
PURCHASED SERVICES - JANITORIAL	52,977	59,474	102,832	129,120	118,868	123,940
PURCHASED SERVICES - PARKING ATTENDANTS	124,116	130,145	112,247	123,740	131,731	133,020
PURCHASED SERVICES - PEST CONTROL	21,840	21,840	38,290	47,090	44,729	47,852
OTHER SERVICES	7,517	6,925	24,518	34,447	33,140	32,880
TOTAL CONTRACT SERVICES	2,888,428	3,445,326	3,638,898	3,899,484	3,669,990	4,095,543

ACCOUNT TITLE	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 ACTUAL	2025-2026 AMENDED BUDGET	2025 - 2026 PROJECTED ACTUAL	2026-2027 BUDGET
OPERATING EXPENSES						
REPAIRS & MAINTENANCE						
AIRFIELD SECURITY MAINTENANCE	6,746	2,912	17,520	11,020	10,382	21,500
APPLIANCE REPAIR & MAINTENANCE	2,203	1,491	2,013	6,450	3,386	6,450
CAR WASH SYSTEM COMPONENTS	13,521	6,324	8,110	25,000	17,286	31,000
COMMERCIAL BUILDING MAINTENANCE	31,435	36,044	48,187	83,175	49,113	145,900
ELEVATORS & ESCALATORS	44,093	47,742	43,917	66,750	67,954	66,750
EQUIPMENT MAINTENANCE	47,398	62,637	78,393	89,445	81,601	89,430
FIRE SYSTEMS MAINTENANCE	27,964	49,353	47,447	62,820	45,275	63,520
FOUNTAIN MAINTENANCE	10,677	6,353	12,874	14,500	11,533	16,500
GROUNDS MAINTENANCE	250,851	309,677	479,354	745,720	719,843	737,540
HAZARDOUS MATERIAL REMOVAL	14,760	5,000	1,750	10,000	6,569	11,600
HVAC / HVACR MAINTENANCE	104,224	111,922	183,352	193,650	164,480	231,300
ISB REPAIRS AND MAINTENANCE	88,064	99,431	3,268	-	-	-
ISB REPAIRS AND MAINTENANCE REIMBURSEMENTS (CONTRA)	(51,475)	(274,655)	(156,472)	-	(4,165)	-
JET BRIDGE MAINTENANCE	13,530	17,612	23,117	53,000	57,739	35,000
NAVAID MAINTENANCE	29,405	8,338	9,091	9,000	5,279	11,500
PAINTING MAINTENANCE	7,151	20,086	95,295	227,770	222,411	203,975
PAVEMENT REPAIR & MAINTENANCE	1,247	869	2,575	56,690	57,019	58,066
PLUMBING MAINTENANCE	8,170	9,868	17,282	36,750	33,038	42,000
REPAIRS & MAINTENANCE - OTHER	5,942	2,375	7,836	11,400	5,146	8,700
RESIDENTIAL / APARTMENT MAINTENANCE	18,546	12,382	163,211	271,700	124,414	329,225
STREET LIGHT MAINTENANCE	6,484	4,290	7,865	17,100	4,107	17,300
TERMINAL BUILDING MAINTENANCE	30,210	46,151	81,643	137,000	114,925	145,170
TERMINAL SECURITY MAINTENANCE	10,478	57,345	17,078	33,500	27,364	36,000
UNDERGROUND UTILITY SYS	2,079	2,464	44,494	13,200	6,230	16,000
VEHICLE MAINTENANCE	12,807	10,009	15,759	11,250	10,589	9,750
VEHICLE MAINTENANCE - ARFF	80,252	82,017	90,652	75,000	38,848	75,000
TOTAL REPAIRS & MAINTENANCE	816,759	738,039	1,345,610	2,261,890	1,880,366	2,409,176
OAKWING GOLF CLUB OPERATIONS						
OAKWING - COST OF SALES	202,651	255,641	291,621	236,316	372,658	279,973
OAKWING - PAYROLL AND RELATED EXPENSE	818,598	897,449	941,198	941,189	791,923	948,315
OAKWING - FACILITIES MAINTENANCE	104,204	93,385	97,704	91,848	192,451	363,200
OAKWING - OPERATING EXPENSES	601,406	507,520	536,452	705,610	652,751	471,584
OAKWING - FIXED CHARGES	113,240	244,819	330,967	116,400	99,545	72,000
TOTAL OAKWING GOLF CLUB OPERATIONS	1,840,099	1,998,814	2,197,942	2,091,363	2,109,327	2,135,072
TOTAL OPERATING EXPENSES	10,561,093	11,429,855	13,478,227	15,699,841	14,850,336	16,657,991
OTHER OPERATIONS						
EQUIPMENT - CAPITAL	244,739	164,505	59,676	548,417	496,683	306,868
TRANSFERS IN/OUT GENERAL FUND	1,991,473	1,292,964	2,346,822	3,003,295	2,514,390	3,049,932
TOTAL OTHER OPERATIONS REVENUE/(EXPENSES)	2,236,212	1,457,469	2,406,497	3,551,712	3,011,072	3,356,800
GRAND TOTAL OPERATIONS	12,797,305	12,887,324	15,884,724	19,251,553	17,861,408	20,014,791

SUMMARY

Financial reporting is comprised of five divisions which are broken down into 15 separate departments. The Residential department is further broken down into England Oaks, England Village and England Estates so that expenses can be tracked by location.

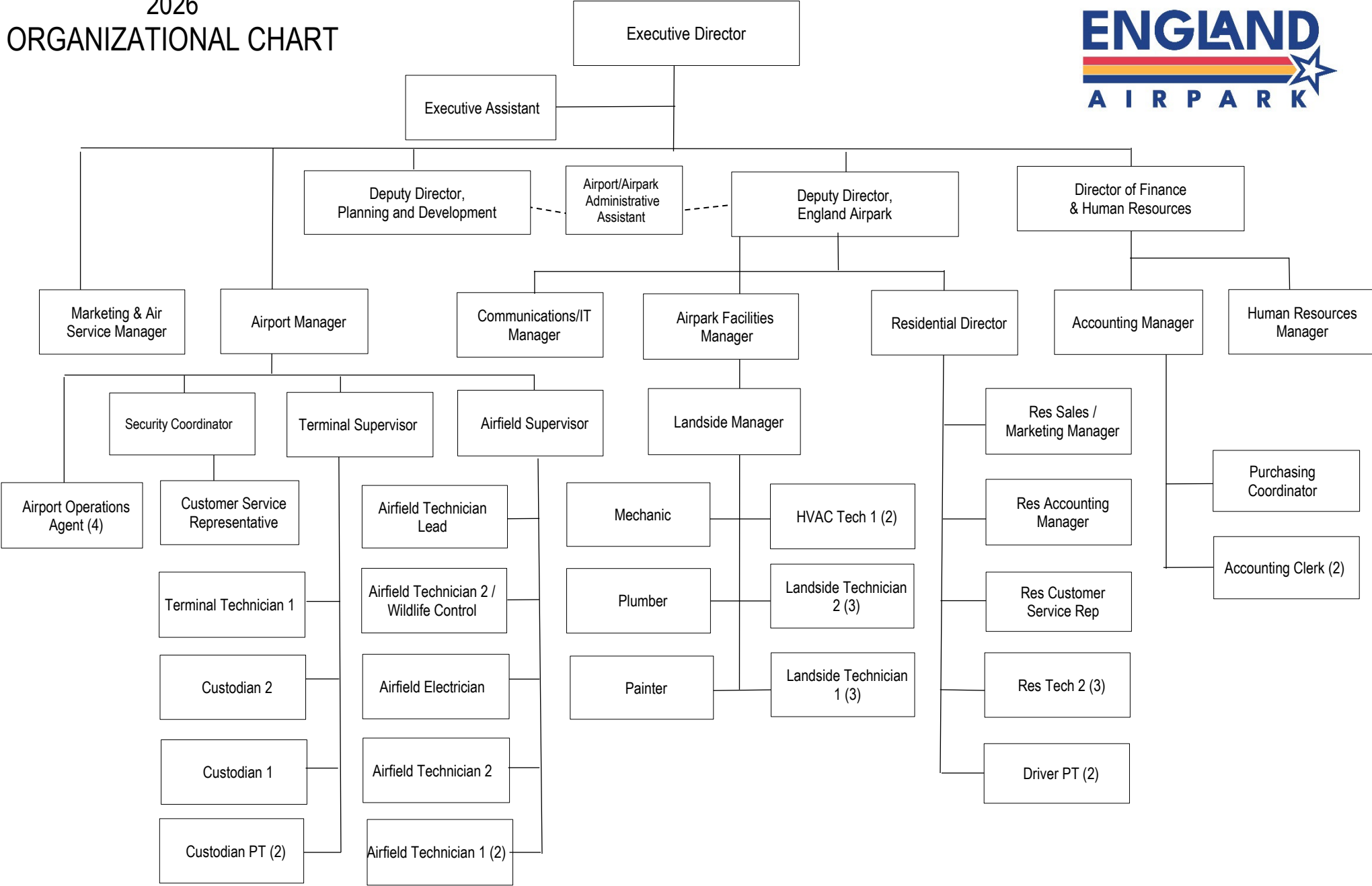
FINANCIAL ORGANIZATION CHART



In subsequent sections, the divisions will be shown in detail and budget commentary provided as appropriate. An appendix section has been provided to view individual departments/areas.

Personnel compensation and benefits will be presented as the entire organization rather than at the division/department level. A personnel organization chart follows.

2026
ORGANIZATIONAL CHART



PERSONNEL COMPENSATION AND BENEFITS

Personnel expense is the largest operating expense for the England Authority. Below are the proposed budgeted positions for FY 2026-2027.

TOTAL BUDGETED PERSONNEL POSITIONS **34** **37** **51** **52** **56**

DIVISION/POSITION	2022 - 2023 ADOPTED BUDGET	2023 - 2024 ADOPTED BUDGET	2024 - 2025 ADOPTED BUDGET	2025 - 2026 ADOPTED BUDGET	2026 - 2027 PROPOSED BUDGET
ADMINISTRATION DIVISION					
EXECUTIVE DIRECTOR	199,500	199,500	209,833	240,000	240,000
DEPUTY DIRECTOR AIRPARK & ECONOMIC DEVELOPMENT	140,454	140,454	144,668	149,008	153,478
DIRECTOR OF PLANNING & DEVELOPMENT	140,454	140,454	144,668	149,008	153,478
EXECUTIVE ASSISTANT /MUNICIPAL CLERK	60,826	45,000	46,350	50,000	51,500
TOTAL EXECUTIVE DEPARTMENT	541,234	525,408	545,518	588,015	598,456
COMMUNICATIONS / IT MANAGER	58,140	59,884	61,681	63,531	65,437
TOTAL ECONOMIC DEPARTMENT	58,140	59,884	61,681	63,531	65,437
DIRECTOR OF FINANCE & HUMAN RESOURCES	109,242	101,000	115,000	120,000	123,600
ACCOUNTING MANAGER	75,480	70,000	68,959	71,028	73,159
PURCHASING COORDINATOR	60,822	62,647	64,526	66,462	68,456
ACCOUNTING CLERK	48,521	49,977	51,476	53,020	54,611
ACCOUNTING CLERK	48,521	49,977	51,476	53,020	54,611
CUSTOMER SERVICE REPRESENTATIVE / GENERAL CLERK	41,944	43,202	22,249	-	-
TOTAL FINANCE DEPARTMENT	384,530	376,803	373,686	363,530	374,436
HUMAN RESOURCES MANAGER	73,440	74,160	76,385	78,676	81,037
MECHANIC	56,074	57,756	59,489	61,273	63,112
ADMINISTRATIVE ASSISTANT AIRPORT / AIRPARK	57,050	58,761	60,524	62,340	64,210
MARKETING AND AIR SERVICES MANAGER			37,500	37,500	38,625
TOTAL GENERAL OPERATIONS DEPARTMENT	186,564	190,677	233,898	239,790	246,983
ADMINISTRATION DIVISION TOTAL	1,170,468	1,152,772	1,214,783	1,254,866	1,285,312

DIVISION/POSITION	2022 - 2023 ADOPTED BUDGET	2023 - 2024 ADOPTED BUDGET	2024 - 2025 ADOPTED BUDGET	2025 - 2026 ADOPTED BUDGET	2026 - 2027 PROPOSED BUDGET
AIRPORT DIVISION					
AIRPORT OPERATIONS MANAGER (ROLE CHANGE)			50,719	89,554	97,614
AIRFIELD SUPERINTENDENT	68,340	70,390	72,502	74,677	76,917
AIRFIELD LEAD TECHNICIAN	64,709	66,650	68,650	70,709	72,830
AIRFIELD TECHNICIAN 2 /WILDLIFE CONTROL	59,978	53,000	51,500	53,045	54,636
AIRFIELD TECHNICIAN 2	59,978	61,777	63,630	65,539	67,505
AIRFIELD TECHNICIAN 1	46,145	47,529	48,955	37,440	38,563
STUDENT INTERN	-	-	-	3,900	15,600
AIRPORT OPERATIONS AGENT (NEW)	-	-	-	-	36,520
AIRPORT OPERATIONS AGENT (NEW)	-	-	-	-	36,520
AIRPORT OPERATIONS AGENT (NEW)	-	-	-	-	36,520
AIRPORT OPERATIONS AGENT (NEW)	-	-	-	-	36,520
AIRFIELD TECHNICIAN 1 (NEW)	-	-	-	-	31,075
AIRFIELD ELECTRICIAN (NEW)	-	-	-	-	51,792
TOTAL AIRFIELD OPERATIONS	299,149	299,346	355,956	394,865	652,614
TERMINAL SUPERINTENDENT	-	77,967	80,306	82,715	85,196
TERMINAL SUPERVISOR - SECURITY COORDINATOR	75,696	74,675	76,915	79,223	81,599
TERMINAL TECHNICIAN 2 - FROZEN	59,978	-	-	-	-
TERMINAL TECHNICIAN 1	-	31,200	33,763	44,133	35,818
CUSTODIAN	36,789	37,892	39,029	40,200	41,406
CUSTODIAN	31,824	32,779	33,762	34,775	35,818
CUSTODIAN - PART TIME	-	15,600	15,600	16,068	16,550
CUSTODIAN - PART TIME	-	15,600	15,600	15,600	15,600
CUSTOMER SERVICE REPRESENTATIVE / GENERAL CLERK	-	-	22,249	45,833	47,208
MARKETING AND AIR SERVICES MANAGER	-	-	37,500	37,500	38,625
TOTAL TERMINAL OPERATIONS	204,286	285,713	354,725	396,047	397,821
AIRPORT DIVISION TOTAL	503,435	585,059	710,680	790,912	1,050,435

DIVISION/POSITION	2022 - 2023 ADOPTED BUDGET	2023 - 2024 ADOPTED BUDGET	2024 - 2025 ADOPTED BUDGET	2025 - 2026 ADOPTED BUDGET	2026 - 2027 PROPOSED BUDGET
AIRPARK DIVISION					
AIRPARK FACILITIES MANAGER			84,990	87,539	90,165
LANDSIDE MANAGER	80,111	82,514	70,000	72,100	74,263
LANDSIDE TECHNICIAN 2	49,773	51,266	52,804	54,388	56,020
LANDSIDE TECHNICIAN 2	49,773	49,275	50,753	52,276	53,844
LANDSIDE TECHNICIAN 2	31,824	32,779	33,762	34,775	45,760
LANDSIDE TECHNICIAN 1	31,824	31,200	32,136	33,100	34,814
LANDSIDE TECHNICIAN 1	-	-	31,200	31,200	31,200
LANDSIDE TECHNICIAN 1	-	-	-	31,200	31,200
HVAC TECHNICIAN 2 - FROZEN	62,439	64,312	66,241	-	-
HVAC TECHNICIAN 1	59,978	61,777	63,630	52,489	54,063
HVAC TECHNICIAN 1	59,978	61,777	63,630	65,539	67,505
PLUMBER	62,439	64,312	66,241	64,272	66,200
PAINTER - CLOSED	32,460	33,434	34,437	35,470	-
PAINTER	32,460	33,434	34,437	35,470	36,535
TOTAL AIRPARK OPERATIONS	553,058	566,080	684,263	649,819	641,570
RESIDENTIAL HOUSING DIRECTOR	-	-	90,289	139,496	143,681
RESIDENTIAL SALES/MARKETING MGR	-	-	42,333	65,405	67,367
RESIDENTIAL ACCOUNTING MANAGER	-	-	40,667	62,830	64,715
RESIDENTIAL SALES/OPERATIONS MGR - CLOSED	-	-	38,000	58,710	-
RESIDENTIAL TECH 2	-	-	38,827	49,920	51,418
RESIDENTIAL TECH 2	-	-	32,309	49,918	51,415
RESIDENTIAL TECH 2	-	-	32,309	49,918	51,415
RESIDENTIAL CUSTOMER SERVICE REP	-	-	17,680	36,421	37,513
DRIVER (PART TIME)	-	-	16,201	16,687	17,188
DRIVER (PART TIME)	-	-	15,859	16,335	16,825
TOTAL RESIDENTIAL OPERATIONS	-	-	364,474	545,639	501,537
AIRPARK DIVISION TOTAL	553,058	566,080	1,048,737	1,195,459	1,143,107

TOTAL SALARIES	2,226,961	2,303,911	2,974,200	3,241,237	3,478,855
TOTAL OTHER EMPLOYEE COSTS	805,050	862,489	917,296	1,245,478	1,218,588
TOTAL COMPENSATION AND BENEFITS	3,032,011	3,166,400	3,891,496	4,486,715	4,697,443

Budget Commentary

Salaries and Wages

While 3% (maximum) raises are proposed, the largest driver of wage increase in 2026/2027 is the addition of 6 new positions.

Fringe Benefits

Payroll Taxes

Payroll taxes are comprised of the following:

- Medicare – 1.45% of salary, there is no wage limit.
- Louisiana State Unemployment Tax (SUTA) – The SUTA rate is adjusted annually and subject to a wage limit of \$7,700 at the time of this printing. Our current rate is 1.83%. No adjustment has been made for a potential change in January 2027.

457(b) Deferred Compensation

England Authority provides a 457(b) deferred compensation plan for all employees. In lieu of social security tax EA deposits 6.2% of each employee's salary into their personal account. The employees may contribute more if they wish. The account is subject to the IRC 402(g) limit set by the IRS of \$24,500 for 2026.

Health Insurance

England Authority offers health coverage to all full-time employees. The Authority offers both a traditional PPO plan and a High Deductible Health plan. Employees on the traditional PPO plan contribute \$50/month to their premium costs, and the Authority pays 75% of the premium for dependent, spouse or family coverage on both plans. Cost to the Authority is estimated at \$789,255.

- A 10% increase was built in for any potential increase that may occur in January 2027.

Employees pay 100% for vision, dental and supplementary insurance.

Life Insurance/Accidental Death and Dismemberment

England Authority pays for \$50,000 in life insurance for each employee on the first day of the month after hire in addition to AD&D coverage. The amount reduces on each once an employee reaches the age of 65. The annual cost for both is estimated at \$6,307.

Short Term Disability

England Authority provides a short-term disability policy to all employees. While the cost of this varies by individual based on pay, the total annual cost is estimated at \$9,144.

OPERATING EXPENSE BY DIVISION

ACCOUNT TITLE	ADMINISTRATION	AIRPORT	AIRPARK	MILITARY	COMMUNITY	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
OPERATING EXPENSES							
PERSONNEL COMPENSATION & BENEFITS	-	-	-	-	-	-	-
SALARIES	1,285,312	1,050,435	1,143,107	-	-	3,478,855	3,093,101
PAYROLL TAXES	21,448	17,929	20,018	-	-	59,395	51,820
457(b) DEFERRED COMPENSATION	117,483	67,505	87,319	-	-	272,307	233,838
HEALTH INSURANCE	199,680	316,573	273,001	-	-	789,255	687,480
ADDITIONAL FRINGE BENEFITS	5,310	5,871	6,214	-	-	17,396	14,166
WORKERS COMPENSATION	5,514	41,319	36,099	-	-	82,932	52,158
RAC PROVIDED SERVICES	-	-	-	-	-	-	52
COMMUNITY CENTER PROVIDED SVCS	-	-	(12,000)	-	12,000	-	(300)
TOTAL PERSONNEL COMPENSATION & BENEFITS	1,634,746	1,499,633	1,553,760	-	12,000	4,700,139	4,132,314
OTHER GENERAL & ADMINISTRATIVE							
ADVERTISING	44,577	66,866	29,020	-	-	140,463	121,627
BANK & CREDIT CARD FEES	1,920	-	-	-	-	1,920	51,245
BOARD EXPENSE	15,000	-	-	-	-	15,000	8,295
CONTINGENCIES	-	-	-	-	-	-	-
DUES AND SUBSCRIPTIONS	24,605	6,000	100	-	-	30,705	28,796
EDUCATION / TRAINING	32,250	28,000	7,000	-	-	67,250	63,534
EDUCATION / TRAINING - ARFF	-	750	-	-	-	750	45
INSURANCE	48,103	322,914	270,822	53,127	20,860	715,824	670,081
PROMOTIONS/SPONSORSHIPS	56,750	1,150	25,000	-	-	82,900	69,108
PERMITS & FEES	75	700	1,200	-	-	1,975	1,819
PRINTING	6,400	350	-	-	-	6,750	801
PROVISION FOR DOUBTFUL ACCOUNTS	-	-	-	-	-	-	-
PUBLIC ANNOUNCEMENTS	3,800	-	-	-	-	3,800	5,207
TRAVEL	76,250	22,000	1,000	-	-	99,250	86,615
TOTAL OTHER GENERAL & ADMINISTRATIVE	309,730	448,730	334,142	53,127	20,860	1,166,587	1,107,172
UTILITIES							
UTILITIES - CABLE / INTERNET	8,940	23,184	21,480	-	2,832	56,436	49,356
UTILITIES - ELECTRIC	26,700	504,260	166,320	-	25,800	723,080	716,858
UTILITIES - PHONE SERVICE - CELL	7,284	6,780	4,992	-	-	19,056	18,038
UTILITIES - PHONE SERVICE - LAND	22,804	21,420	13,476	600	-	58,300	47,964
UTILITIES - WASTE COLLECTION	4,200	16,740	180,800	-	2,916	204,656	207,930
UTILITIES - WATER / GAS	6,000	85,470	48,600	6,500	1,452	148,022	140,437
FEMA LEASE EXPENSES	-	-	-	-	-	-	1,239
TOTAL UTILITIES	75,928	657,854	435,668	7,100	33,000	1,209,550	1,181,821
SUPPLIES & MATERIALS							
AIRFIELD LIGHTING	-	121,000	-	-	-	121,000	91,138
AIRPARK VISUALS	800	850	26,000	-	500	28,150	11,012
APPLIANCES	-	1,250	57,500	2,000	-	60,750	54,439
CAR WASH OPERATING SUPPLIES	-	4,500	-	-	-	4,500	4,694
COMPUTER EQUIPMENT/SOFTWARE	24,400	9,000	4,675	-	2,000	40,075	17,167
EQUIPMENT - PURCHASES	6,800	21,750	14,000	-	8,700	51,250	58,351
EQUIPMENT - RENTAL	31,440	133,484	187,312	-	150	352,386	316,868
FIRE FIGHTING SUPPLIES	-	50,600	-	-	-	50,600	3,726
FUEL & OIL	8,646	44,500	29,100	-	-	82,246	82,393
JANITORIAL	-	35,700	7,000	-	2,000	44,700	35,214
OFFICE SUPPLIES	18,500	2,500	6,500	-	-	27,500	27,364
OPERATING SUPPLIES	200	21,500	19,500	-	500	41,700	41,828
POSTAGE & SHIPPING	2,800	450	1,866	-	-	5,116	3,915
SMALL TOOLS & EQUIPMENT	-	7,500	4,500	-	500	12,500	9,659
UNIFORMS	-	4,950	7,500	-	-	12,450	7,240
WILDLIFE CONTROL	-	7,000	-	-	-	7,000	4,338
TOTAL SUPPLIES & MATERIALS	93,586	466,534	365,453	2,000	14,350	941,923	769,346

ACCOUNT TITLE	ADMINISTRATION	AIRPORT	AIRPARK	MILITARY	COMMUNITY	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
OPERATING EXPENSES							
CONTRACT SERVICES							
IT / SOFTWARE SERVICES	65,580	121,789	66,250	-	5,100	258,719	206,313
CONTRACT LABOR - SECURITY	-	-	589,320	-	-	589,320	549,544
CONTRACT LABOR - TSA	-	221,160	-	-	-	221,160	217,800
CONTRACT LABOR - TSA REIMBURSEMENTS (CONTRA)	-	-	-	-	-	-	-
PROFESSIONAL SERVICES - ACCOUNTING / AUDIT	45,150	-	-	-	-	45,150	35,900
PROFESSIONAL SERVICES - LEGAL	192,000	-	-	-	-	192,000	190,684
PROFESSIONAL SERVICES - CONSULTING	388,300	163,374	-	-	-	551,674	363,492
PROFESSIONAL SERVICES - OTHER	15,000	15,830	10,100	-	11,000	51,930	40,344
PURCHASED SERVICES - DCC WORK CREWS	-	-	-	-	-	-	-
PURCHASED SERVICES - EMPLOYMENT	37,200	-	-	-	-	37,200	36,694
PURCHASED SERVICES - FIRE PROTECTION	-	1,358,028	452,670	-	-	1,810,698	1,700,752
PURCHASED SERVICES - JANITORIAL	25,920	24,500	51,920	-	21,600	123,940	118,868
PURCHASED SERVICES - PARKING ATTENDANTS	-	133,020	-	-	-	133,020	131,731
PURCHASED SERVICES - PEST CONTROL	1,320	4,596	41,096	-	840	47,852	44,729
OTHER SERVICES	300	7,500	25,080	-	-	32,880	33,140
TOTAL CONTRACT SERVICES	770,770	2,049,797	1,236,436	-	38,540	4,095,543	3,669,990
REPAIRS & MAINTENANCE							
AIRFIELD SECURITY MAINTENANCE	-	21,500	-	-	-	21,500	10,382
APPLIANCE REPAIR & MAINTENANCE	-	250	6,200	-	-	6,450	3,386
CAR WASH SYSTEM COMPONENTS	-	31,000	-	-	-	31,000	17,286
COMMERCIAL BUILDING MAINTENANCE	1,000	15,000	117,400	10,000	2,500	145,900	49,113
ELEVATORS & ESCALATORS	3,500	48,250	15,000	-	-	66,750	67,954
EQUIPMENT MAINTENANCE	6,480	60,150	17,300	-	5,500	89,430	81,601
FIRE SYSTEMS MAINTENANCE	2,040	29,200	30,000	680	1,600	63,520	45,275
FOUNTAIN MAINTENANCE	-	10,500	3,500	-	2,500	16,500	11,533
GROUNDS MAINTENANCE	-	133,800	601,740	-	2,000	737,540	719,843
HAZARDOUS MATERIAL REMOVAL	-	6,600	5,000	-	-	11,600	6,569
HVAC / HVACR MAINTENANCE	-	120,650	97,750	6,500	6,400	231,300	164,480
ISB REPAIRS AND MAINTENANCE	-	-	-	-	-	-	-
ISB REPAIRS AND MAINTENANCE REIMBURSEMENTS (CON)	-	-	-	-	-	-	(4,165)
JET BRIDGE MAINTENANCE	-	35,000	-	-	-	35,000	57,739
NAVAID MAINTENANCE	-	11,500	-	-	-	11,500	5,279
PAINTING MAINTENANCE	-	19,775	182,000	1,200	1,000	203,975	222,411
PAVEMENT REPAIR & MAINTENANCE	-	4,500	52,066	1,500	-	58,066	57,019
PLUMBING MAINTENANCE	-	11,000	28,500	1,500	1,000	42,000	33,038
REPAIRS & MAINTENANCE - OTHER	-	4,000	2,500	-	2,200	8,700	5,146
RESIDENTIAL / APARTMENT MAINTENANCE	-	-	329,225	-	-	329,225	124,414
STREET LIGHT MAINTENANCE	-	9,000	7,300	1,000	-	17,300	4,107
TERMINAL BUILDING MAINTENANCE	-	145,170	-	-	-	145,170	114,925
TERMINAL SECURITY MAINTENANCE	-	36,000	-	-	-	36,000	27,364
UNDERGROUND UTILITY SYS	-	4,000	10,600	500	900	16,000	6,230
VEHICLE MAINTENANCE	1,000	3,750	5,000	-	-	9,750	10,589
VEHICLE MAINTENANCE - ARFF	-	75,000	-	-	-	75,000	38,848
TOTAL REPAIRS & MAINTENANCE	14,020	835,595	1,511,081	22,880	25,600	2,409,176	1,880,366
OAKWING GOLF CLUB OPERATIONS							
OAKWING - COST OF SALES	-	-	-	-	279,973	279,973	372,658
OAKWING - PAYROLL AND RELATED EXPENSE	-	-	-	-	948,315	948,315	791,923
OAKWING - FACILITIES MAINTENANCE	-	-	-	-	363,200	363,200	192,451
OAKWING - OPERATING EXPENSES	-	-	-	-	471,584	471,584	652,751
OAKWING - FIXED CHARGES	-	-	-	-	72,000	72,000	99,545
TOTAL OAKWING GOLF CLUB OPERATIONS	-	-	-	-	2,135,072	2,135,072	2,109,327
TOTAL OPERATING EXPENSES	2,898,780	5,958,143	5,436,540	85,107	2,279,422	16,657,991	14,850,336
OTHER OPERATIONS							
EQUIPMENT - CAPITAL	-	186,868	65,000	-	55,000	306,868	496,683
TRANSFERS IN/OUT GENERAL FUND	-	-	2,984,932	-	65,000	3,049,932	2,514,390
TOTAL OTHER OPERATIONS REVENUE/(EXPENSES)	-	186,868	3,049,932	-	120,000	3,356,800	3,011,072
GRAND TOTAL OPERATIONS	2,898,780	6,145,011	8,486,472	85,107	2,399,422	20,014,791	17,861,408

Budget Commentary

Other General & Administrative

Advertising – Marketing AEX and the England Airpark continue to be of vital importance. A total of \$140,463 has been budgeted for this year to ensure a good combination of marketing over different mediums.

Dues & Subscriptions – Dues include memberships in airport and economic development trade associations for Commissioners and staff. Subscriptions are primarily trade magazines and newsletters.

2026-2027 BREAKDOWN	
ADMINISTRATION	24,605.00
EXECUTIVE	22,000.00
ECONOMIC DEVELOPMENT	20.00
FINANCE	1,500.00
GENERAL OPERATIONS	1,085.00
AIRPORT	6,000.00
AIRFIELD	1,700.00
TERMINAL	3,500.00
FIRE DEPARTMENT	800.00
AIRPARK	100.00
AIRPARK OPERATIONS	100.00
TOTAL	30,705.00

Education / Training – The amount in this category covers full staff training, conference fees and professional continuing education.

2026-2027 BREAKDOWN	
ADMINISTRATION	32,250.00
EXECUTIVE	23,000.00
FINANCE	7,000.00
GENERAL OPERATIONS	2,250.00
AIRPORT	28,000.00
AIRFIELD	10,000.00
TERMINAL	18,000.00
AIRPARK	7,000.00
AIRPARK OPERATIONS	7,000.00
TOTAL	67,250.00

Insurance –Below is a breakdown of budgeted amounts per policy.

DIVISION / DEPARTMENT	PROPOSED BUDGET FY 2026-2027	GENERAL LIABILITY	PROPERTY	DISASTER MANAGEMENT	AUTO LIABILITY	AUTO PHYSICAL DAMAGE	DIRECTOR & OFFICERS/ CRIME	COMMUNITY CENTER	CYBER LIABILITY
ADMINISTRATION	48,103	2,180	9,051	-	12,857	-	21,413	-	2,601
EXECUTIVE	27,842				6,429		21,413		
FINANCE	2,143				2,143				
GENERAL OPERATIONS	18,118	2,180	9,051		4,286				2,601
AIRPORT	229,175	31,864	132,299	21,500	79,286	52,763	-	-	5,203
AIRFIELD	143,628	16,753	69,558	10,750	36,429	7,538			2,601
TERMINAL	85,547	11,518	47,821	10,750	12,857				2,601
ARFF	83,706	1,646	6,835		30,000	45,225			
PARKING LOT	418	81	337						
CONRAC	9,614	1,866	7,748						
AIRPARK	270,822	46,269	141,556	-	72,857	7,538	-	-	2,601
AIRPARK OPERATIONS	92,882	3,583	14,875		64,286	7,538			2,601
COMMERCIAL LEASING	157,192	30,511	126,681						
ENGLAND OAKS	8,571	-			8,571				
ENGLAND VILLAGE	3,867	3,867							
ENGLAND ESTATES	8,309	8,309							
MILITARY	53,127	10,312	42,815	-	-	-	-	-	-
	53,127	10,312	42,815						
COMMUNITY	20,860	3,439	14,279	-	-	-	-	3,142	-
COMMUNITY CENTER	19,645	3,203	13,300					3,142	
HERITAGE PARK	1,215	236	979						
OAKWING GOLF COURSE	-								
TOTAL	715,824	94,064	340,000	21,500	165,000	60,300	21,413	3,142	10,405

Travel – Travel for FY 2026-2027 has been primarily reserved for the Administration division due to the nature of the conferences and organizations the Executive Director and Directors need to attend. Other departmental travel is based on the educational needs of the department along with mileage reimbursements. All travel is to be approved by the Executive Director.

2026-2027 BREAKDOWN	
ADMINISTRATION	76,250.00
EXECUTIVE	55,000.00
FINANCE	16,000.00
GENERAL OPERATIONS	5,250.00
AIRPORT	22,000.00
AIRFIELD	12,000.00
TERMINAL	10,000.00
AIRPARK	1,000.00
AIRPARK OPERATIONS	1,000.00
TOTAL	99,250.00

Utilities

DIVISION / DEPARTMENT	PROPOSED BUDGET FY 2026-2027	CABLE/ INTERNET	ELECTRIC	PHONE SERVICE CELL	PHONE SERVICE LAND	WASTE COLLECTION	WATER / GAS	PROJECTED FY 2025-2026
ADMINISTRATION	75,928	8,940	26,700	7,284	22,804	4,200	6,000	63,009
EXECUTIVE	6,612	-	-	3,720	2,892	-	-	6,440
ECONOMIC DEVELOPMENT	1,404	-	-	684	720	-	-	1,382
FINANCE	5,412	-	-	1,080	4,332	-	-	5,252
GENERAL OPERATIONS	62,500	8,940	26,700	1,800	14,860	4,200	6,000	49,935
AIRPORT	657,854	23,184	504,260	6,780	21,420	16,740	85,470	656,582
AIRFIELD	25,754	7,404	10,200	2,616	1,224	3,600	710	27,536
TERMINAL	548,416	9,276	444,000	2,064	14,400	11,676	67,000	549,210
ARFF	38,276	-	21,500	2,100	5,076	-	9,600	34,464
PARKING LOT	15,840	-	15,120	-	720	-	-	15,908
CONRAC	29,568	6,504	13,440	-	-	1,464	8,160	29,464
AIRPARK	435,668	21,480	166,320	4,992	13,476	180,800	48,600	426,457
AIRPARK OPERATIONS	48,876	7,416	13,020	1,632	2,808	24,000	-	47,507
COMMERCIAL LEASING	126,188	3,864	108,000	-	6,324	5,000	3,000	123,824
ENGLAND OAKS	159,804	10,200	37,500	3,360	4,344	86,400	18,000	155,500
ENGLAND VILLAGE	44,184	-	4,200	-	-	16,344	23,640	43,116
ENGLAND ESTATES	56,616	-	3,600	-	-	49,056	3,960	56,510
MILITARY	7,100	-	-	-	600	-	6,500	6,155
	7,100	-	-	-	600	-	6,500	6,155
COMMUNITY	33,000	2,832	25,800	-	-	2,916	1,452	29,617
COMMUNITY CENTER	32,460	2,832	25,800	-	-	2,916	912	29,170
HERITAGE PARK	540	-	-	-	-	-	540	447
OAKWING GOLF COURSE	-	-	-	-	-	-	-	-
TOTAL	1,209,550	56,436	723,080	19,056	58,300	204,656	148,022	1,181,821

Supplies & Materials

Airfield Lighting – We are in the final phase of replacing high mast lights on the airfield with LED bulbs.

Appliances – We provide all appliances except washers and dryers in residential housing. Beginning this fiscal year, we will no longer provide refrigerators in England Estates and England Village. The line item includes reasonable estimates for the number of units replaced annually. Our maintenance staff repairs units whenever possible.

Computer Equipment/Software – This includes actual computer/hardware and software purchases, as well as funds to cover IT maintenance repairs/replacements.

- Computer Equipment Purchase Highlights
 - Purchase and installation of informational monitors for the 1st floor.
 - Purchase and installation of virtual meeting equipment for 1st floor conference room.
 - Update 5 laptops and 3 printers for various employees.

2026-2027 BREAKDOWN	
ADMINISTRATION	24,400.00
EXECUTIVE	7,100.00
ECONOMIC DEVELOPMENT	2,900.00
FINANCE	2,100.00
GENERAL OPERATIONS	12,300.00
AIRPORT	9,000.00
AIRFIELD	1,500.00
TERMINAL	7,500.00
ARFF	-
CONRAC	-
AIRPARK	4,675.00
AIRPARK	4,675.00
COMMUNITY	2,000.00
COMMUNITY CENTER	2,000.00
TOTAL	40,075.00

Equipment - Rental – FY 2026-2027 will continue the vehicle leasing arrangement with Enterprise for the Airpark's fleet. Beginning in July we expect to replace 2 more of the oldest vehicles in the England Airpark fleet as well as 1 SUV for Airpark Security. Additional monies were added for other equipment rental needs, such as bulldozers and track hoes required for maintenance of the Airfield.

Fire Fighting Supplies – We will see a continuation of this year's increased expense as we transition our ARFF vehicles to F3 foam.

Contract Services

IT/Software Services – After completing the Terminal Security Upgrade project, we have seen a rise in IT costs related to new licenses, etc. We are also acquiring new programs to assist in more efficient management of both the airfield and residential operations departments.

Contract Labor – Security/TSA – This is the current contract we have with the Rapides Parish Sheriff's Department to provide security to the entire Airpark.

Professional Services – Legal – In the 2024/2025 budget amendment, the Board approved an increase in the hourly rate for legal services to \$250/hour. That rate remains unchanged.

Professional Services – Consulting – We will continue to retain the services of outside firms to assist us in marketing the Airpark/Airport, development advisory services, and federal government relations. In addition, we will be preparing to submit a new PFC Application and negotiate new rental car agreements in this budget year.

Purchased Services – Fire Protection – The newly signed agreement with Centerra for fire protection services included a pay raise for the firefighters and therefore contributed to a growth in expense.

Repairs & Maintenance

Commercial Building Maintenance – Beyond the typical budget for commercial building maintenance, we have identified an additional \$60,000 in repair needs for specific buildings.

HVAC Maintenance – The terminal is facing a large boiler repair project this year. Also, the aging furnaces in residential housing have become more costly to repair.

Painting Maintenance and Residential/Apartment Maintenance – Fiscal year 2026 proved to be a "light" year for moveouts in England Oaks. While 2027's budgeted number is significantly higher than 2026 projections, it is a reduction from the amount budgeted in 2026.

Other Budget Items

As mentioned in previous sections, the Authority has committed to making a much-needed capital investment in equipment and self-funded capital projects. The following is the breakdown of the current plan as decided upon by the Executive team. Please know that this is the current plan but is subject to change should the need to re-allocate the funds arise or priorities change for equipment purchases or the timing of projects.

Capital Equipment

ACCOUNT TITLE	ADMINISTRATION	AIRPORT	AIRPARK	MILITARY	COMMUNITY
AIRPORT		186,868			
AIRFIELD OPERATIONS		71,267			
Stand on Paint Striper for Airfield		39,417			
Crack Cleaning Machine		2,500			
Concrete/Asphalt Crack Router		21,350			
Reversible Vibratory Asphalt Plate		4,000			
Truck Mount Air Compressor		4,000			
TERMINAL OPERATIONS		38,710			
Walk-behind Floor Sweeper		5,000			
Portable Carpet Steam Cleaner		4,000			
Recording System for Control Tower		29,710			
ARFF (FIRE DEPARTMENT)		76,891			
PPE - Bunker Gear (QTY 6)		30,017			
SCBA (QTY 3)		31,739			
Portable Radios - 700/800 (QTY 7)		15,135			
AIRPARK			65,000		
AIRPARK OPERATIONS			60,000		
Hustler Mower			30,000		
John Deere SXS w/ Enclosed Cab			30,000		
ENGLAND OAKS			5,000		
Norman Drive Gate Access Keypad			5,000		
COMMUNITY					55,000
OAKWING GOLF COURSE					55,000
Rough Mower					55,000
TOTAL CAPITAL EQUIPMENT	-	186,868	65,000	-	55,000
					306,868.00

Operating Transfers to Capital Projects

\$3,049,932 in capital projects has been proposed to be funded by the England Authority. These are funds that are budgeted to be transferred from Operations funds to Capital funds. The funds will only be transferred once a project has expenses to be reimbursed.

A plan of all EEIDD funded projects is shown in the Capital Budget section. Projects are subject to change as needs and priorities dictate.

NON-OPERATING REVENUE & EXPENSE

ACCOUNT TITLE	2022-2023 ACTUAL	2023-2024 ACTUAL	2024-2025 ACTUAL	2025-2026 AMENDED BUDGET	2025 - 2026 PROJECTED ACTUAL	2026-2027 BUDGET
NON-OPERATING REVENUES / (EXPENSES)						
FEDERAL GRANTS	1,205	-	-	-	-	-
STATE GRANTS	-	-	-	-	-	-
INTEREST INCOME	37,617	48,831	108,733	264,000	316,481	324,000
INTEREST EXPENSE	-	-	-	-	-	-
PROFESSIONAL SERVICES - LITIGATION	(94,287)	-	-	(125,000)	(114,079)	-
PROCEEDS ON DISPOSITION OF FIXED ASSETS	-	79,881	25,427	-	-	-
TOTAL NON-OPERATING REVENUES / (EXPENSES)	(55,464)	128,712	134,160	139,000	202,402	324,000

Federal & State Grants

We do not anticipate receipt of any federal or state monies to fund operations.

Professional Services - Litigation

The litigation with a previous commercial tenant has been settled.

5-YEAR OPERATING FORECAST

In November 2025, the Commissioners of EEIDD voted to incorporate a 5-year operating forecast as a part of the annual budget. The goal is to use this forecast as a tool in selection of capital investment in the years to come. We are pleased to present the 2027 – 2031 forecast, below.

ACCOUNT TITLE	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
AERONAUTICAL REVENUE	3,672,213	3,804,056	4,610,555	4,628,894	4,647,783
NON-AERONAUTICAL REVENUE	14,598,399	15,002,722	15,420,192	15,844,719	16,281,659
OPERATING REVENUES TOTAL	18,270,611	18,806,777	20,030,747	20,473,612	20,929,442
ACCOUNT TITLE	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
OPERATING EXPENSES					
PERSONNEL COMPENSATION & BENEFITS	4,700,139	4,841,144	4,986,378	5,135,969	5,290,048
OTHER GENERAL & ADMINISTRATIVE	1,186,587	1,198,453	1,210,438	1,222,542	1,234,768
UTILITIES	1,209,550	1,233,741	1,258,416	1,283,584	1,309,256
SUPPLIES & MATERIALS	941,923	970,181	999,286	1,029,265	1,060,143
CONTRACT SERVICES	4,095,543	3,780,090	3,893,493	4,010,298	4,130,606
REPAIRS & MAINTENANCE	2,409,176	2,481,451	2,555,895	2,632,572	2,711,549
OAKWING GOLF CLUB OPERATIONS	2,135,072	2,156,423	2,177,987	2,199,767	2,221,765
GRAND TOTAL OPERATIONS	16,677,991	16,661,483	17,081,893	17,513,997	17,958,135
	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
NET INCOME	1,592,620	2,145,294	2,948,854	2,959,616	2,971,307

In predicting revenues, only current leases were considered. A CPI was estimated at 3% for those commercial leases in which a CPI applies. Some other revenue sources were adjusted more conservatively, and some not at all to reflect the unknown activity levels of those activities. In 2028-2029, the uptick in aeronautical revenue reflects increased lease revenue from the airlines, as our incentive program with United Airlines comes to an end.

Expenses were forecasted based on growth rates we've seen in recent years.

CAPITAL FUND



CAPITAL BUDGET PROPOSED

REVENUES

ACCOUNT TITLE	AMENDED BUDGET FY 2025/2026	2026 REVENUE AND EXPENDITURE PROJECTIONS	ESTIMATED BUDGET CARRYOVER	PROPOSED BUDGET ADJUSTMENTS	PROPOSED BUDGET ADDITIONS	PROPOSED BUDGET FY 2026/2027
GRANT REVENUES						
FEDERAL GRANTS	\$ 55,115,298	\$ 10,630,560	\$ 44,484,738	\$ (23,265,274)	\$ 8,587,108	\$ 29,806,572
FEDERAL GRANT - MASTER DRAINAGE	-	-	-	-	142,500	142,500
FEDERAL GRANT - NOISE MITIGATION #9	10,902,372	1,471,947	9,430,425	(8,000,000)	-	1,430,425
FEDERAL GRANT - REPLACE ATCT RADIOS - PHASE II	773,600	-	773,600	-	-	773,600
FEDERAL GRANT - EXTENSION OF RUNWAY 18 & ASSOCIATED IMPROVEMENTS - PHASE III	17,756,547	7,582,343	10,174,204	(5,565,381)	-	4,608,823
FEDERAL GRANT - SOUTH RAMP EXPANSION	4,894,630	1,501,859	3,392,771	-	3,012,476	6,405,247
FEDERAL GRANT - NORTH RAMP EXPANSION	48,701	-	48,701	(34,856)	-	13,845
FEDERAL GRANT - NORTH APRON JOINT REHAB - PHASE II	-	25,000	(25,000)	-	81,132	81,132
FEDERAL GRANT - TERMINAL SECURITY UPGRADE	139,448	49,411	90,037	(90,037)	-	-
FEDERAL GRANT - ACE FACILITY	8,700,000	-	8,700,000	(4,200,000)	-	4,500,000
FEDERAL GRANT - WAREHOUSE	5,400,000	-	5,400,000	(5,400,000)	-	-
FEDERAL GRANT - TERMINAL ADA & CAPACITY REHABILITATION	6,500,000	-	6,500,000	-	-	6,500,000
FEDERAL GRANT - AIRFIELD UTILITY & SECURITY IMPROVEMENTS	-	-	-	-	5,351,000	5,351,000
STATE GRANTS	7,969,971	1,502,835	6,467,136	(1,444,604)	19,049,779	24,072,311
STATE GRANT - NOISE MITIGATION	441,278	141,820	299,458	(183,250)	-	116,208
STATE GRANT - PROPERTY ACQUISITION FOR OBSTACLE REMOVAL	168,773	10,384	158,389	-	-	158,389
STATE GRANT - MASTER DRAINAGE	(0)	-	-	-	7,500	7,500
STATE GRANT - EXTENSION OF RUNWAY 18 & ASSOCIATED IMPROVEMENTS - PHASE III	2,268,432	771,288	1,497,146	(1,247,475)	-	249,671
STATE GRANT - SOUTH RAMP EXPANSION	260,693	204,735	55,958	-	5,540,387	5,596,345
STATE GRANT - LARGE WIDE BODY MRO HANGAR - ENGINEERING ONLY	2,786,855	369,120	2,417,735	-	137,102	2,554,837
STATE GRANT - VANDENBURG OVERLAY	1,056,000	-	1,056,000	-	-	1,056,000
STATE GRANT - NORTH RAMP EXPANSION	5,412	-	5,412	(3,872)	-	1,540
STATE GRANT - TERMINAL SECURITY UPGRADE	15,497	5,490	10,007	(10,007)	-	-
STATE GRANT - ACE FACILITY	300,000	-	300,000	-	2,200,000	2,500,000
STATE GRANT - WAREHOUSE	284,210	-	284,210	-	7,715,790	8,000,000
STATE GRANT - REPLACE ATCT RADIOS - PHASE II	40,716	-	40,716	-	-	40,716
STATE GRANT - TERMINAL ADA & CAPACITY REHABILITATION	342,105	-	342,105	-	-	342,105
STATE GRANT - HANGAR DEVELOPMENT	-	-	-	-	3,000,000	3,000,000
STATE GRANT - AIRFIELD UTILITY & SECURITY IMPROVEMENTS	-	-	-	-	449,000	449,000
TOTAL GRANT REVENUE	\$ 63,085,269	\$ 12,133,395	\$ 50,951,874	\$ (24,709,878)	\$ 27,636,887	\$ 53,878,883
OTHER REVENUES						
FACILITY CHARGE REVENUE	\$ 936,665	\$ 1,012,018	\$ (75,353)	\$ 75,353	\$ 1,122,884	\$ 1,122,884
PASSENGER FACILITY CHARGES	358,994	394,498	(35,504)	35,504	505,613	505,613
CONTRACT FACILITY CHARGES	577,671	617,520	(39,849)	39,849	617,271	617,271
OTHER FEES	3,879,381	2,360,168	1,519,213	(1,519,214)	3,014,199	3,014,198
TRANSFER FROM GENERAL FUND	3,003,295	2,297,390	705,905	(705,905)	3,049,932	3,049,932
USE OF PRIOR YEAR REVENUES	876,086	62,778	813,309	(813,309)	(35,733)	(35,734)
MISCELLANEOUS - CAPITAL	-	-	-	-	-	-
TOTAL OTHER REVENUES	\$ 4,816,046	\$ 3,372,186	\$ 1,443,860	\$ (1,443,861)	\$ 4,137,083	\$ 4,137,082
TOTAL CAPITAL PROJECT REVENUE	\$ 67,901,315	\$ 15,505,581	\$ 52,395,734	\$ (26,153,739)	\$ 31,773,970	\$ 58,015,965

Other Revenues

Passenger Facility Charges (PFCs)

The Passenger Facility Charge (PFC) Program allows the collection of PFC fees up to \$4.50 for every eligible passenger at commercial airports controlled by public agencies. PFCs are capped at \$4.50 per flight segment with a maximum of two PFCs charged on a one-way trip or four PFCs on a round trip, for a maximum of \$18 total. Airports use these fees to fund FAA-approved projects that enhance safety, security, or capacity; reduce noise; or increase air carrier competition.

FY 2026-2027 was based on FY 2025-2026 actuals with a conservative growth factored in based on United's return. We do not yet have enough data to predict how PFCs will be affected.

Customer Facility Charges (CFCs)

Customer Facility Charge (CFC) is a user fee imposed by an airport operator on each rental car user, collected by rental car companies. We receive \$6.00 per transaction day. CFC revenues are generally used for capital and financing costs of rental-car-related projects, such as consolidated rental car facilities (ConRACs) and related roadway systems.

Transfer from the General Fund

The England Authority has decided to self-fund several capital projects for the upcoming year. Details about specific projects can be found in the Executive Summary.

EXPENSES

ACCOUNT TITLE	AMENDED BUDGET FY 2025/2026	2026 REVENUE AND EXPENDITURE PROJECTIONS	ESTIMATED BUDGET CARRYOVER	PROPOSED BUDGET ADJUSTMENTS	PROPOSED BUDGET ADDITIONS	PROPOSED BUDGET FY 2026/2027
PROJECT EXPENSES - CAPITAL FUND						
LANDSIDE PROJECTS	4,255,397	2,237,874	2,017,523	(562,228)	3,049,932	4,505,227
ROOF REPLACEMENTS	731,300	635,675	95,625	(95,625)	633,200	633,200
TREE REMOVAL - HOUSING	125,000	117,150	7,850	(7,850)	160,000	160,000
BUILDING DEMOLITION	-	-	-	-	-	-
COMMERCIAL IMPROVEMENTS	677,350	631,969	45,381	(45,381)	1,591,732	1,591,732
AIRPARK IMPROVEMENTS	99,490	84,994	14,496	(14,496)	200,000	200,000
GOLF COURSE IMPROVEMENTS	81,900	25,442	56,458	(56,458)	65,000	65,000
VANDENBURG OVERLAY	1,565,102	53,301	1,511,801	(56,506)	-	1,455,295
CHARLES PAGE MEMORIAL	16,000	4,155	11,845	(11,845)	-	-
HOUSING UPGRADES	906,255	633,704	272,551	(272,551)	400,000	400,000
HERITAGE PARK IMPROVEMENTS	53,000	51,484	1,516	(1,516)	-	-
AIRSIDE PROJECTS	63,645,916	13,934,804	49,711,112	(16,125,089)	19,924,715	53,510,738
DBE PROGRAM	31,250	4,000	27,250	-	-	27,250
DEBT SERVICE - 2017 REVENUE BONDS	455,798	455,798	-	-	460,575	460,575
NOISE MITIGATION	11,344,249	1,781,135	9,563,114	(8,016,451)	-	1,546,663
PROPERTY ACQUISITION FOR OBSTACLE REMOVAL	168,773	8,604	160,169	(1,780)	-	158,389
MASTER DRAINAGE	0	-	-	-	150,000	150,000
UPGRADE RECEIVING BAGGAGE BELT	600,000	537,126	62,874	(62,874)	-	-
TERMINAL REFURBISHMENT	200,000	169,214	30,786	-	169,214	200,000
REPLACE ATCT RADIOS - PHASE II	814,316	-	814,316	-	-	814,316
EXTENSION OF RUNWAY 18 & ASSOCIATED IMPROVEMENTS - PHASE III	20,024,979	9,250,171	10,774,808	(5,916,314)	-	4,858,494
SOUTH RAMP EXPANSION	5,155,323	964,633	4,190,690	-	7,810,902	12,001,592
LARGE WIDE BODY MRO HANGAR - ENGINEERING ONLY	2,786,855	369,120	2,417,735	-	137,102	2,554,837
NORTH RAMP EXPANSION	54,113	-	54,113	(38,728)	-	15,385
ACE FACILITY	9,000,000	-	9,000,000	(2,000,000)	-	7,000,000
TERMINAL SECURITY UPGRADE	154,945	41,824	113,121	(113,121)	-	-
NORTH APRON JOINT REHAB - PHASE II	-	25,000	(25,000)	25,000	81,132	81,132
NEW HIGH MAST CABLE - NORTH RAMP	30,000	30,000	-	-	-	-
PCN PAVEMENT EVALUATION	215,000	215,000	-	-	-	-
WAREHOUSE	5,684,210	-	5,684,210	-	2,315,790	8,000,000
TERMINAL ADA & CAPACITY REHABILITATION	6,842,105	-	6,842,105	-	-	6,842,105
TERMINAL COLUMN REPAIR	84,000	83,179	821	(821)	-	-
HANGAR DEVELOPMENT	-	-	-	-	3,000,000	3,000,000
AIRFIELD UTILITY & SECURITY IMPROVEMENTS	-	-	-	-	5,800,000	5,800,000
TOTAL CAPITAL PROJECTS EXPENDITURES	\$ 67,901,314	\$ 16,172,678	\$ 51,728,635	\$ (16,687,317)	\$ 22,974,647	\$ 58,015,965

FUNDING SOURCES

ACCOUNT TITLE	FEDERAL GRANTS	STATE GRANTS	ENTITLEMENT FUNDS	PFC FUNDS	EEIDD CFC FUNDS	ENGLAND AUTHORITY FUND BALANCE	TOTAL FUNDING
LANDSIDE PROJECTS	-	1,056,000	-	-	-	3,449,227	4,505,227
ROOF REPLACEMENTS						633,200	633,200
TREE REMOVAL - HOUSING						160,000	160,000
BUILDING DEMOLITION						-	-
COMMERCIAL IMPROVEMENTS						1,591,732	1,591,732
AIRPARK IMPROVEMENTS						200,000	200,000
GOLF COURSE IMPROVEMENTS						65,000	65,000
VANDENBURG OVERLAY		1,056,000				399,295	1,455,295
HOUSING UPGRADES						400,000	400,000
HERITAGE PARK IMPROVEMENTS						-	-
AIRSIDE PROJECTS	25,356,171	23,016,311	4,450,431	-	660,575	27,250	53,510,739
DBE PROGRAM						27,250	27,250
DEBT SERVICE - 2017 REVENUE BONDS					460,575		460,575
NOISE MITIGATION	1,430,455	116,208					1,546,663
PROPERTY ACQUISITION FOR OBSTACLE REMOVAL		158,389					158,389
MASTER DRAINAGE		7,500	142,500				150,000
TERMINAL REFURBISHMENT					200,000		200,000
REPLACE ATCT RADIOS - PHASE II	773,600	40,716					814,316
EXTENSION OF RUNWAY 18 & ASSOCIATED IMPROVEMENTS -	4,608,823	249,671					4,858,494
SOUTH RAMP EXPANSION	2,097,316	5,596,345	4,307,931				12,001,592
LARGE WIDE BODY MRO HANGAR - ENGINEERING ONLY		2,554,837					2,554,837
NORTH RAMP EXPANSION	13,845	1,540					15,385
ACE FACILITY	4,500,000	2,500,000					7,000,000
NORTH APRON JOINT REHAB - PHASE II	81,132						81,132
WAREHOUSE		8,000,000	-				8,000,000
TERMINAL ADA & CAPACITY REHABILITATION	6,500,000	342,105					6,842,105
HANGAR DEVELOPMENT		3,000,000					3,000,000
AIRFIELD UTILITY & SECURITY IMPROVEMENTS	5,351,000	449,000					5,800,000
TOTAL CAPITAL PROJECTS EXPENDITURES	\$ 25,356,171	\$ 24,072,311	\$ 4,450,431	\$ -	\$ 660,575	\$ 3,476,477	\$ 58,015,966

A breakdown of the projects budgeted to be self-funded follows.

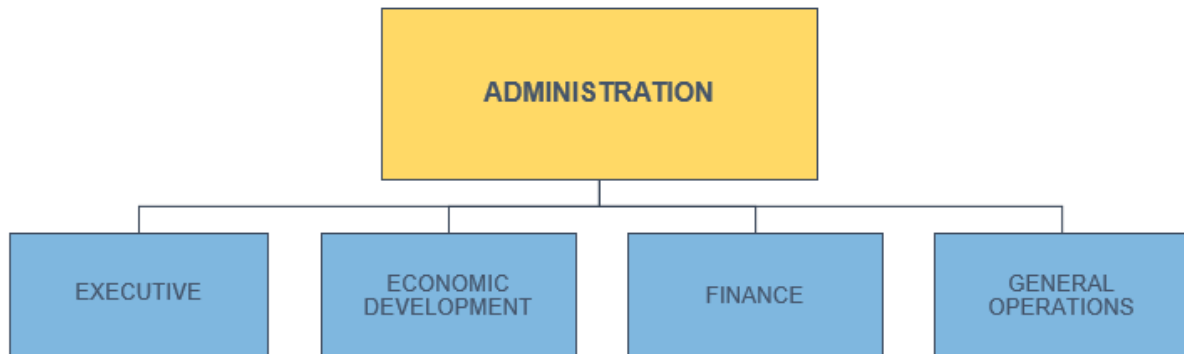
SUPPLEMENTAL INFORMATION



ADMINISTRATION DIVISION BUDGET

SUMMARY

ACCOUNT TITLE	EXECUTIVE	ECONOMIC DEVELOPMENT	FINANCE	GENERAL OPERATIONS	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
REVENUES						
AERONAUTICAL REVENUE	-	-	-	-	-	-
NON-AERONAUTICAL REVENUE	-	-	-	-	-	-
REVENUES TOTAL	-	-	-	-	-	-
OPERATING EXPENSES						
PERSONNEL COMPENSATION & BENEFITS	728,986	90,046	484,218	331,497	1,634,746	1,597,358
OTHER GENERAL & ADMINISTRATIVE	148,342	104,047	28,863	28,478	309,730	286,440
UTILITIES	6,612	1,404	5,412	62,500	75,928	63,009
SUPPLIES & MATERIALS	27,520	3,200	19,712	43,154	93,586	72,888
CONTRACT SERVICES	222,368	179,140	89,895	279,367	770,770	689,881
REPAIRS & MAINTENANCE	500	-	500	13,020	14,020	13,334
OAKWING GOLF CLUB OPERATIONS	-	-	-	-	-	-
EXPENDITURES TOTAL	1,134,327	377,837	628,600	758,016	2,898,780	2,722,910
NET OPERATING INCOME (LOSS)	(1,134,327)	(377,837)	(628,600)	(758,016)	(2,898,780)	(2,722,910)
OTHER OPERATIONS						
USE OF PRIOR YEAR EARNINGS	1,134,327	377,837	304,600	758,016	2,574,780	2,541,587
EQUIPMENT - CAPITAL	-	-	-	-	-	-
TRANSFERS IN/OUT GENERAL FUND	-	-	-	-	-	-
OTHER OPERATIONS	1,134,327	377,837	304,600	758,016	2,574,780	2,541,587
NON-OPERATING REVENUES / (EXPENSES)						
FEDERAL GRANTS	-	-	-	-	-	-
STATE GRANTS	-	-	-	-	-	-
INTEREST INCOME	-	-	324,000	-	324,000	295,402
INTEREST EXPENSE	-	-	-	-	-	-
PROFESSIONAL SERVICES - LITIGATION	-	-	-	-	-	(114,079)
PROCEEDS ON DISPOSITION OF FIXED ASSETS	-	-	-	-	-	-
NON-OPERATING REVENUES / (EXPENSES)	-	-	324,000	-	324,000	181,323
EXCESS/(DEFICIENCY)	(0)	0	0	0	0	0



ADMINISTRATION DIVISION BUDGET DETAIL

ACCOUNT TITLE	EXECUTIVE	ECONOMIC DEVELOPMENT	FINANCE	GENERAL OPERATIONS	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
OPERATING EXPENSES						
PERSONNEL COMPENSATION & BENEFITS					-	
SALARIES	598,456	65,437	374,436	246,983	1,285,312	1,241,433
PAYROLL TAXES	9,821	1,082	6,447	4,098	21,448	20,638
457(b) DEFERRED COMPENSATION	61,035	4,098	35,327	17,023	117,483	104,986
HEALTH INSURANCE	56,192	18,949	65,466	59,073	199,680	225,562
ADDITIONAL FRINGE BENEFITS	2,099	330	1,677	1,205	5,310	5,055
WORKERS COMPENSATION	1,382	151	865	3,115	5,514	3,916
RAC PROVIDED SERVICES	-	-	-	-	-	(4,233)
COMMUNITY CENTER PROVIDED SVCS	-	-	-	-	-	-
TOTAL PERSONNEL COMPENSATION & BENEFITS	728,986	90,046	484,218	331,497	1,634,746	1,597,358
OTHER GENERAL & ADMINISTRATIVE						
ADVERTISING	-	44,577	-	-	44,577	29,192
BANK & CREDIT CARD FEES	-	-	1,920	-	1,920	10,287
BOARD EXPENSE	15,000	-	-	-	15,000	8,295
CONTINGENCIES	-	-	-	-	-	-
DUES AND SUBSCRIPTIONS	22,000	20	1,500	1,085	24,605	23,885
EDUCATION / TRAINING	23,000	-	7,000	2,250	32,250	34,763
EDUCATION / TRAINING - ARFF	-	-	-	-	-	-
INSURANCE	27,842	-	2,143	18,118	48,103	49,368
PROMOTIONS/SPONSORSHIPS	1,800	54,450	-	500	56,750	51,168
PERMITS & FEES	-	-	-	75	75	38
PRINTING	200	5,000	-	1,200	6,400	761
PROVISION FOR DOUBTFUL ACCOUNTS	-	-	-	-	-	-
PUBLIC ANNOUNCEMENTS	3,500	-	300	-	3,800	4,047
TRAVEL	55,000	-	16,000	5,250	76,250	74,637
TOTAL OTHER GENERAL & ADMINISTRATIVE	148,342	104,047	28,863	28,478	309,730	286,440
UTILITIES						
UTILITIES - CABLE / INTERNET	-	-	-	8,940	8,940	2,692
UTILITIES - ELECTRIC	-	-	-	26,700	26,700	26,647
UTILITIES - PHONE SERVICE - CELL	3,720	684	1,080	1,800	7,284	7,042
UTILITIES - PHONE SERVICE - LAND	2,892	720	4,332	14,860	22,804	16,599
UTILITIES - WASTE COLLECTION	-	-	-	4,200	4,200	4,179
UTILITIES - WATER / GAS	-	-	-	6,000	6,000	5,850
FEMA LEASE EXPENSES	-	-	-	-	-	-
TOTAL UTILITIES	6,612	1,404	5,412	62,500	75,928	63,009
SUPPLIES & MATERIALS						
AIRFIELD LIGHTING	-	-	-	-	-	-
AIRPARK VISUALS	-	-	-	800	800	340
APPLIANCES	-	-	-	-	-	-
CAR WASH OPERATING SUPPLIES	-	-	-	-	-	-
COMPUTER EQUIPMENT/SOFTWARE	7,100	2,900	2,100	12,300	24,400	8,509
EQUIPMENT - PURCHASES	300	-	2,000	4,500	6,800	4,139
EQUIPMENT - RENTAL	-	-	-	1,346	1,346	2,841
EQUIPMENT - LEASED VEHICLES	12,000	-	11,112	6,982	30,094	30,679
FIRE FIGHTING SUPPLIES	-	-	-	-	-	-
FUEL & OIL	4,620	-	1,500	2,526	8,646	7,462
JANITORIAL	-	-	-	-	-	-
OFFICE SUPPLIES	3,000	-	3,000	12,500	18,500	17,356
OPERATING SUPPLIES	-	-	-	200	200	75
POSTAGE & SHIPPING	500	300	-	2,000	2,800	2,519
SMALL TOOLS & EQUIPMENT	-	-	-	-	-	-
UNIFORMS	-	-	-	-	-	-
WILDLIFE CONTROL	-	-	-	-	-	-
TOTAL SUPPLIES & MATERIALS	27,520	3,200	19,712	43,154	93,586	72,888

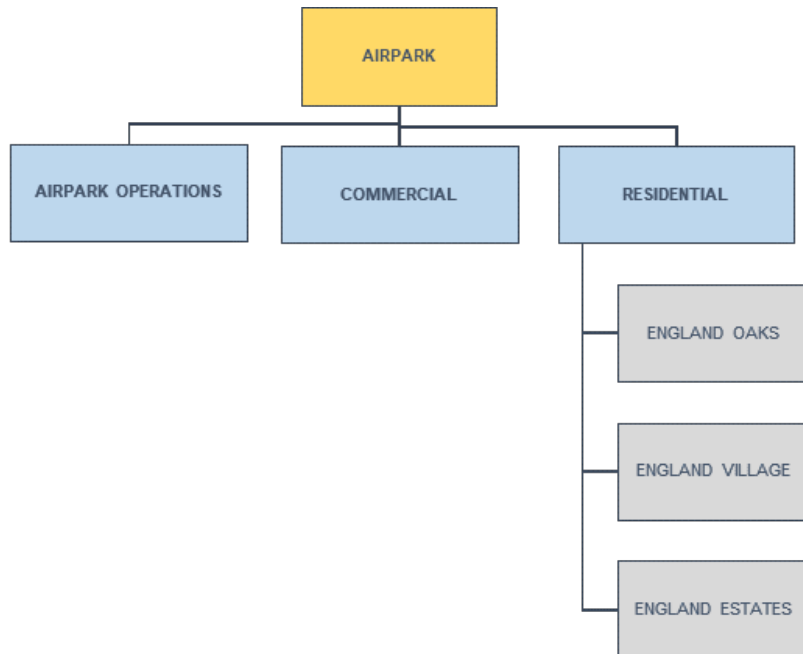
ACCOUNT TITLE	EXECUTIVE	ECONOMIC DEVELOPMENT	FINANCE	GENERAL OPERATIONS	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
OPERATING EXPENSES						
CONTRACT SERVICES						
IT / SOFTWARE SERVICES	10,068	3,140	29,745	22,627	65,580	58,355
CONTRACT LABOR - SECURITY	-	-	-	-	-	-
CONTRACT LABOR - TSA	-	-	-	-	-	-
CONTRACT LABOR - TSA REIMBURSEMENTS (CONTRA)	-	-	-	-	-	-
PROFESSIONAL SERVICES - ACCOUNTING / AUDIT	-	-	45,150	-	45,150	35,900
PROFESSIONAL SERVICES - LEGAL	-	-	-	192,000	192,000	190,684
PROFESSIONAL SERVICES - CONSULTING	212,300	176,000	-	-	388,300	312,872
PROFESSIONAL SERVICES - OTHER	-	-	15,000	-	15,000	27,750
PURCHASED SERVICES - DCC WORK CREWS	-	-	-	-	-	-
PURCHASED SERVICES - EMPLOYMENT	-	-	-	37,200	37,200	36,694
PURCHASED SERVICES - FIRE PROTECTION	-	-	-	-	-	-
PURCHASED SERVICES - JANITORIAL	-	-	-	25,920	25,920	25,920
PURCHASED SERVICES - PARKING ATTENDANTS	-	-	-	-	-	-
PURCHASED SERVICES - PEST CONTROL	-	-	-	1,320	1,320	1,430
OTHER SERVICES	-	-	-	300	300	275
TOTAL CONTRACT SERVICES	222,368	179,140	89,895	279,367	770,770	689,881
REPAIRS & MAINTENANCE						
AIRFIELD SECURITY MAINTENANCE	-	-	-	-	-	-
APPLIANCE REPAIR & MAINTENANCE	-	-	-	-	-	-
CAR WASH SYSTEM COMPONENTS	-	-	-	-	-	-
COMMERCIAL BUILDING MAINTENANCE	-	-	-	1,000	1,000	269
ELEVATORS & ESCALATORS	-	-	-	3,500	3,500	4,660
EQUIPMENT MAINTENANCE	-	-	-	6,480	6,480	6,112
FIRE SYSTEMS MAINTENANCE	-	-	-	2,040	2,040	1,960
FOUNTAIN MAINTENANCE	-	-	-	-	-	-
GROUPS MAINTENANCE	-	-	-	-	-	-
HAZARDOUS MATERIAL REMOVAL	-	-	-	-	-	-
HVAC / HVACR MAINTENANCE	-	-	-	-	-	-
ISB REPAIRS AND MAINTENANCE	-	-	-	-	-	-
ISB REPAIRS AND MAINTENANCE REIMBURSEMENTS (CONTRA)	-	-	-	-	-	-
JET BRIDGE MAINTENANCE	-	-	-	-	-	-
NAVAID MAINTENANCE	-	-	-	-	-	-
PAINTING MAINTENANCE	-	-	-	-	-	-
PAVEMENT REPAIR & MAINTENANCE	-	-	-	-	-	-
PLUMBING MAINTENANCE	-	-	-	-	-	-
REPAIRS & MAINTENANCE - OTHER	-	-	-	-	-	-
RESIDENTIAL / APARTMENT MAINTENANCE	-	-	-	-	-	-
STREET LIGHT MAINTENANCE	-	-	-	-	-	-
TERMINAL BUILDING MAINTENANCE	-	-	-	-	-	-
TERMINAL SECURITY MAINTENANCE	-	-	-	-	-	-
UNDERGROUND UTILITY SYS	-	-	-	-	-	-
VEHICLE MAINTENANCE	500	-	500	-	1,000	333
VEHICLE MAINTENANCE - ARFF	-	-	-	-	-	-
TOTAL REPAIRS & MAINTENANCE	500	-	500	13,020	14,020	13,334
TOTAL OPERATING EXPENSES	1,134,327	377,837	628,600	758,016	2,898,780	2,722,910

ACCOUNT TITLE	EXECUTIVE	ECONOMIC DEVELOPMENT	FINANCE	GENERAL OPERATIONS	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
NET OPERATING INCOME (LOSS)	(1,134,327)	(377,837)	(628,600)	(758,016)	(2,898,780)	(2,722,910)
OTHER OPERATIONS						
USE OF PRIOR YEAR EARNINGS	1,134,327	377,837	304,600	758,016	2,574,780	2,541,587
EQUIPMENT - CAPITAL	-	-	-	-	-	-
TRANSFERS IN/OUT GENERAL FUND	-	-	-	-	-	-
TOTAL OTHER OPERATIONS	1,134,327	377,837	304,600	758,016	2,574,780	2,541,587
NON-OPERATING REVENUES / (EXPENSES)						
FEDERAL GRANTS	-	-	-	-	-	-
STATE GRANTS	-	-	-	-	-	-
INTEREST INCOME	-	-	324,000	-	324,000	295,402
INTEREST EXPENSE	-	-	-	-	-	-
PROFESSIONAL SERVICES - LITIGATION	-	-	-	-	-	(114,079)
PROCEEDS ON DISPOSITION OF FIXED ASSETS	-	-	-	-	-	-
TOTAL NON-OPERATING REVENUES / (EXPENSES)	-	-	324,000	-	324,000	181,323
EXCESS/(DEFICIENCY)	(0)	0	0	0	0	0

AIRPARK DIVISION BUDGET

SUMMARY

ACCOUNT TITLE	AIRPARK OPS	COMMERCIAL LEASING	ENGLAND OAKS	ENGLAND VILLAGE	ENGLAND ESTATES	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
REVENUES							
AERONAUTICAL REVENUE	-	-	-	-	-	-	-
NON-AERONAUTICAL REVENUE	-	3,513,634	2,773,920	290,913	1,403,004	7,981,471	6,767,777
REVENUES TOTAL	-	3,513,634	2,773,920	290,913	1,403,004	7,981,471	6,767,777
OPERATING EXPENSES							
PERSONNEL COMPENSATION & BENEFITS	894,056	-	659,704	-	-	1,553,760	1,431,145
OTHER GENERAL & ADMINISTRATIVE	101,632	157,742	62,591	3,867	8,309	334,142	312,041
UTILITIES	48,876	126,188	159,804	44,184	56,616	435,668	426,457
SUPPLIES & MATERIALS	222,659	5,900	102,694	13,800	20,400	365,453	285,525
CONTRACT SERVICES	1,053,138	35,578	121,200	9,260	17,260	1,236,436	1,136,770
REPAIRS & MAINTENANCE	369,660	196,300	562,866	110,702	271,553	1,511,081	1,205,172
OAKWING GOLF CLUB OPERATIONS	-	-	-	-	-	-	-
EXPENDITURES TOTAL	2,690,021	521,708	1,668,860	181,813	374,138	5,436,540	4,797,110
NET OPERATING INCOME (LOSS)	(2,690,021)	2,991,925	1,105,060	109,100	1,028,866	2,544,932	1,970,667
OTHER OPERATIONS							
USE OF PRIOR YEAR EARNINGS	3,070,021	(972,193)	(888,860)	(109,100)	(594,866)	505,000	182,230
EQUIPMENT - CAPITAL	(60,000)	-	(5,000)	-	-	(65,000)	(50,905)
TRANSFERS IN/OUT GENERAL FUND	(320,000)	(2,019,732)	(211,200)	-	(434,000)	(2,984,932)	(2,113,534)
OTHER OPERATIONS	2,690,021	(2,991,925)	(1,105,060)	(109,100)	(1,028,866)	(2,544,932)	(1,982,209)
NON-OPERATING REVENUES / (EXPENSES)							
FEDERAL GRANTS	-	-	-	-	-	-	-
STATE GRANTS	-	-	-	-	-	-	-
INTEREST INCOME	-	-	-	-	-	-	11,541
INTEREST EXPENSE	-	-	-	-	-	-	-
PROFESSIONAL SERVICES - LITIGATION	-	-	-	-	-	-	-
PROCEEDS ON DISPOSITION OF FIXED ASSETS	-	-	-	-	-	-	-
NON-OPERATING REVENUES / (EXPENSES)	-	-	-	-	-	-	11,541
EXCESS/(DEFICIENCY)	0	0	0	0	0	(0)	(0)



AIRPARK DIVISION BUDGET DETAIL

ACCOUNT TITLE	AIRPARK OPS	COMMERCIAL LEASING	ENGLAND OAKS	ENGLAND VILLAGE	ENGLAND ESTATES	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
REVENUES							
NON-AERONAUTICAL REVENUE							
LAND & BUILDING LEASES							
LEASES	-	3,513,634	2,769,720	278,373	1,358,604	7,920,331	6,690,021
DEPOSIT FORFEITURES	-	-	-	-	-	-	-
LATE FEES	-	-	-	12,000	24,000	36,000	45,219
RENT REBATE FORFEITURES	-	-	-	-	18,000	18,000	21,369
PREPAID RENT INCOME	-	-	-	-	-	-	-
TOTAL LAND & BUILDING LEASES	-	3,513,634	2,769,720	290,373	1,400,604	7,974,331	66,588
OTHER							
MISCELLANEOUS REVENUES	-	-	4,200	540	2,400	7,140	11,169
TOTAL OTHER	-	-	4,200	540	2,400	7,140	11,169
NON-AERONAUTICAL REVENUE TOTAL	-	3,513,634	2,773,920	290,913	1,403,004	7,981,471	77,756
REVENUES TOTAL	-	3,513,634	2,773,920	290,913	1,403,004	7,981,471	6,767,777

ACCOUNT TITLE	AIRPARK OPS	COMMERCIAL LEASING	ENGLAND OAKS	ENGLAND VILLAGE	ENGLAND ESTATES	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
OPERATING EXPENSES							
PERSONNEL COMPENSATION & BENEFITS							
SALARIES	641,570	-	501,537	-	-	1,143,107	1,072,537
PAYROLL TAXES	11,057	-	8,961	-	-	20,018	18,232
457(b) DEFERRED COMPENSATION	40,175	-	47,144	-	-	87,319	79,212
HEALTH INSURANCE	182,038	-	90,964	-	-	273,001	239,648
ADDITIONAL FRINGE BENEFITS	3,865	-	2,349	-	-	6,214	5,383
WORKERS COMPENSATION	27,350	-	8,749	-	-	36,099	24,732
RAC PROVIDED SERVICES	-	-	-	-	-	-	-
COMMUNITY CENTER PROVIDED SVCS	(12,000)	-	-	-	-	(12,000)	(8,599)
TOTAL PERSONNEL COMPENSATION & BENEFITS	894,056	-	659,704	-	-	1,553,760	1,431,145
OTHER GENERAL & ADMINISTRATIVE							
ADVERTISING	-	-	29,020	-	-	29,020	22,240
BANK & CREDIT CARD FEES	-	-	-	-	-	-	19,362
BOARD EXPENSE	-	-	-	-	-	-	-
CONTINGENCIES	-	-	-	-	-	-	-
DUES AND SUBSCRIPTIONS	100	-	-	-	-	100	65
EDUCATION / TRAINING	7,000	-	-	-	-	7,000	7,000
EDUCATION / TRAINING - ARFF	-	-	-	-	-	-	-
INSURANCE	92,882	157,192	8,571	3,867	8,309	270,822	245,368
PROMOTIONS/SPONSORSHIPS	-	-	25,000	-	-	25,000	16,884
PERMITS & FEES	650	550	-	-	-	1,200	1,123
PRINTING	-	-	-	-	-	-	-
PROVISION FOR DOUBTFUL ACCOUNTS	-	-	-	-	-	-	-
PUBLIC ANNOUNCEMENTS	-	-	-	-	-	-	-
TRAVEL	1,000	-	-	-	-	1,000	-
TOTAL OTHER GENERAL & ADMINISTRATIVE	101,632	157,742	62,591	3,867	8,309	334,142	312,041
UTILITIES							
UTILITIES - CABLE / INTERNET	7,416	3,864	10,200	-	-	21,480	21,340
UTILITIES - ELECTRIC	13,020	108,000	37,500	4,200	3,600	166,320	163,192
UTILITIES - PHONE SERVICE - CELL	1,632	-	3,360	-	-	4,992	4,380
UTILITIES - PHONE SERVICE - LAND	2,808	6,324	4,344	-	-	13,476	8,537
UTILITIES - WASTE COLLECTION	24,000	5,000	86,400	16,344	49,056	180,800	182,059
UTILITIES - WATER / GAS	-	3,000	18,000	23,640	3,960	48,600	45,709
FEMA LEASE EXPENSES	-	-	-	-	-	-	1,239
TOTAL UTILITIES	48,876	126,188	159,804	44,184	56,616	435,668	426,457
SUPPLIES & MATERIALS							
AIRFIELD LIGHTING	-	-	-	-	-	-	-
AIRPARK VISUALS	26,000	-	-	-	-	26,000	9,573
APPLIANCES	1,000	2,000	25,000	12,500	17,000	57,500	53,929
CAR WASH OPERATING SUPPLIES	-	-	-	-	-	-	-
COMPUTER EQUIPMENT/SOFTWARE	4,675	-	-	-	-	4,675	-

ACCOUNT TITLE	AIRPARK OPS	COMMERCIAL LEASING	ENGLAND OAKS	ENGLAND VILLAGE	ENGLAND ESTATES	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
EQUIPMENT - PURCHASES	9,000	-	5,000	-	-	14,000	2,593
EQUIPMENT - RENTAL	-	400	4,721	-	-	5,121	4,842
EQUIPMENT - LEASED VEHICLES	140,484	-	41,707	-	-	182,191	154,142
FIRE FIGHTING SUPPLIES	-	-	-	-	-	-	-
FUEL & OIL	25,500	-	3,600	-	-	29,100	30,309
JANITORIAL	500	1,000	1,800	1,300	2,400	7,000	2,834
OFFICE SUPPLIES	500	-	6,000	-	-	6,500	7,916
OPERATING SUPPLIES	6,000	2,500	10,000	-	1,000	19,500	10,351
POSTAGE & SHIPPING	-	-	1,866	-	-	1,866	1,240
SMALL TOOLS & EQUIPMENT	3,000	-	1,500	-	-	4,500	4,244
UNIFORMS	6,000	-	1,500	-	-	7,500	3,552
WILDLIFE CONTROL	-	-	-	-	-	-	-
TOTAL SUPPLIES & MATERIALS	222,659	5,900	102,694	13,800	20,400	365,453	285,525
CONTRACT SERVICES							-
IT / SOFTWARE SERVICES	5,352	27,878	24,940	4,040	4,040	66,250	40,722
CONTRACT LABOR - SECURITY	589,320	-	-	-	-	589,320	549,544
CONTRACT LABOR - TSA	-	-	-	-	-	-	-
CONTRACT LABOR - TSA REIMBURSEMENTS (CONTRA)	-	-	-	-	-	-	-
PROFESSIONAL SERVICES - ACCOUNTING / AUDIT	-	-	-	-	-	-	-
PROFESSIONAL SERVICES - LEGAL	-	-	-	-	-	-	-
PROFESSIONAL SERVICES - CONSULTING	-	-	-	-	-	-	-
PROFESSIONAL SERVICES - OTHER	4,500	2,000	3,600	-	-	10,100	9,457
PURCHASED SERVICES - DCC WORK CREWS	-	-	-	-	-	-	-
PURCHASED SERVICES - EMPLOYMENT	-	-	-	-	-	-	-
PURCHASED SERVICES - FIRE PROTECTION	452,670	-	-	-	-	452,670	425,187
PURCHASED SERVICES - JANITORIAL	-	4,500	46,420	1,000	-	51,920	47,745
PURCHASED SERVICES - PARKING ATTENDANTS	-	-	-	-	-	-	-
PURCHASED SERVICES - PEST CONTROL	1,296	1,200	22,000	4,100	12,500	41,096	37,901
OTHER SERVICES	-	-	24,240	120	720	25,080	26,215
TOTAL CONTRACT SERVICES	1,053,138	35,578	121,200	9,260	17,260	1,236,436	1,136,770
REPAIRS & MAINTENANCE							
AIRFIELD SECURITY MAINTENANCE	-	-	-	-	-	-	-
APPLIANCE REPAIR & MAINTENANCE	-	-	2,400	1,400	2,400	6,200	3,386
CAR WASH SYSTEM COMPONENTS	-	-	-	-	-	-	-
COMMERCIAL BUILDING MAINTENANCE	-	115,000	2,400	-	-	117,400	42,700
ELEVATORS & ESCALATORS	-	15,000	-	-	-	15,000	15,272
EQUIPMENT MAINTENANCE	12,000	300	5,000	-	-	17,300	23,075
FIRE SYSTEMS MAINTENANCE	1,000	24,000	5,000	-	-	30,000	21,866
FOUNTAIN MAINTENANCE	3,500	-	-	-	-	3,500	2,652
GROUPS MAINTENANCE	327,860	-	142,000	52,752	79,128	601,740	598,973
HAZARDOUS MATERIAL REMOVAL	5,000	-	-	-	-	5,000	6,569
HVAC / HVACR MAINTENANCE	-	29,000	29,500	12,250	27,000	97,750	99,686
ISB REPAIRS AND MAINTENANCE	-	-	-	-	-	-	-
ISB REPAIRS AND MAINT REIMBURSEMENTS (CONTRA)	-	-	-	-	-	-	-
JET BRIDGE MAINTENANCE	-	-	-	-	-	-	-
NAVAID MAINTENANCE	-	-	-	-	-	-	-
PAINTING MAINTENANCE	1,500	3,000	106,500	21,000	50,000	182,000	171,248
PAVEMENT REPAIR & MAINTENANCE	4,500	500	12,066	-	35,000	52,066	51,509
PLUMBING MAINTENANCE	500	4,500	7,000	8,000	8,500	28,500	30,140
REPAIRS & MAINTENANCE - OTHER	500	1,000	-	-	1,000	2,500	2,018
RESIDENTIAL / APARTMENT MAINTENANCE	-	-	250,000	14,500	64,725	329,225	124,414
STREET LIGHT MAINTENANCE	4,000	2,000	1,000	-	300	7,300	2,408
TERMINAL BUILDING MAINTENANCE	-	-	-	-	-	-	-
TERMINAL SECURITY MAINTENANCE	-	-	-	-	-	-	-
UNDERGROUND UTILITY SYS	4,300	2,000	-	800	3,500	10,600	2,006
VEHICLE MAINTENANCE	5,000	-	-	-	-	5,000	7,251
VEHICLE MAINTENANCE - ARFF	-	-	-	-	-	-	-
TOTAL REPAIRS & MAINTENANCE	369,660	196,300	562,866	110,702	271,553	1,511,081	1,205,172
TOTAL OPERATING EXPENSES	2,690,021	521,708	1,668,860	181,813	374,138	5,436,540	4,797,110

ACCOUNT TITLE	AIRPARK OPS	COMMERCIAL LEASING	ENGLAND OAKS	ENGLAND VILLAGE	ENGLAND ESTATES	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
NET OPERATING INCOME (LOSS)	(2,690,021)	2,991,925	1,105,060	109,100	1,028,866	2,544,931	1,970,667
OTHER OPERATIONS							
USE OF PRIOR YEAR EARNINGS	3,070,021	(972,193)	(888,860)	(109,100)	(594,866)	505,001	182,230
EQUIPMENT - CAPITAL	(60,000)	-	(5,000)	-	-	(65,000)	(50,905)
TRANSFERS IN/OUT GENERAL FUND	(320,000)	(2,019,732)	(211,200)	-	(434,000)	(2,984,932)	(2,113,534)
TOTAL OTHER OPERATIONS	2,690,021	(2,991,925)	(1,105,060)	(109,100)	(1,028,866)	(2,544,931)	(1,982,209)
NON-OPERATING REVENUES / (EXPENSES)							
FEDERAL GRANTS	-	-	-	-	-	-	-
STATE GRANTS	-	-	-	-	-	-	-
INTEREST INCOME	-	-	-	-	-	-	11,541
INTEREST EXPENSE	-	-	-	-	-	-	-
PROFESSIONAL SERVICES - LITIGATION	-	-	-	-	-	-	-
PROCEEDS ON DISPOSITION OF FIXED ASSETS	-	-	-	-	-	-	-
TOTAL NON-OPERATING REVENUES / (EXPENSES)	-	-	-	-	-	-	11,541
EXCESS/(DEFICIENCY)	0	0	0	0	0	0	(0)

AIRPORT DIVISION BUDGET

SUMMARY

ACCOUNT TITLE	AIRFIELD	TERMINAL	ARFF	PARKING LOT	CONRAC	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
REVENUES							
AERONAUTICAL REVENUE	2,324,767	1,234,950	-	-	-	3,559,717	4,046,892
NON-AERONAUTICAL REVENUE	315,858	983,775	-	826,006	97,220	2,222,859	2,279,162
REVENUES TOTAL	2,640,624	2,218,725	-	826,006	97,220	5,782,576	6,326,054
OPERATING EXPENSES							
PERSONNEL COMPENSATION & BENEFITS	968,313	518,720	-	-	12,600	1,499,633	1,095,512
OTHER GENERAL & ADMINISTRATIVE	168,028	185,413	85,256	418	9,614	448,730	432,483
UTILITIES	25,754	548,416	38,276	15,840	29,568	657,854	656,582
SUPPLIES & MATERIALS	254,500	98,690	104,494	-	8,850	466,534	400,454
CONTRACT SERVICES	1,329,722	571,462	12,735	133,020	2,858	2,049,797	1,779,359
REPAIRS & MAINTENANCE	120,275	579,220	99,350	-	36,750	835,595	653,060
OAKWING GOLF CLUB OPERATIONS	-	-	-	-	-	-	-
EXPENDITURES TOTAL	2,866,592	2,501,921	340,111	149,278	100,240	5,958,143	5,017,451
NET OPERATING INCOME (LOSS)	(225,968)	(283,196)	(340,111)	676,727	(3,020)	(175,567)	1,308,603
OTHER OPERATIONS							
USE OF PRIOR YEAR EARNINGS	297,235	321,906	417,002	(676,727)	3,020	362,435	(562,002)
EQUIPMENT - CAPITAL	(71,267)	(38,710)	(76,891)	-	-	(186,868)	(441,760)
TRANSFERS IN/OUT GENERAL FUND	-	-	-	-	-	-	(314,379)
OTHER OPERATIONS	225,968	283,196	340,111	(676,727)	3,020	175,567	(1,318,141)
NON-OPERATING REVENUES / (EXPENSES)							
FEDERAL GRANTS	-	-	-	-	-	-	-
STATE GRANTS	-	-	-	-	-	-	-
INTEREST INCOME	-	-	-	-	-	-	9,538
INTEREST EXPENSE	-	-	-	-	-	-	-
PROFESSIONAL SERVICES - LITIGATION	-	-	-	-	-	-	-
PROCEEDS ON DISPOSITION OF FIXED ASSETS	-	-	-	-	-	-	-
NON-OPERATING REVENUES / (EXPENSES)	-	-	-	-	-	-	9,538
EXCESS/(DEFICIENCY)	0	0	0	0	0	0	(0)



AIRPORT DIVISION BUDGET DETAIL

ACCOUNT TITLE	AIRFIELD	TERMINAL	ARFF	PARKING LOT	CONRAC	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
REVENUES							
AERONAUTICAL REVENUE							
PASSENGER AIRPORT REVENUE							
AIRLINE AVIATION LEASES	-	1,234,950	-	-	-	1,234,950	1,622,578
LANDING & RAMP FEES	1,080,302	-	-	-	-	1,080,302	1,143,984
TOTAL PASSENGER AIRPORT REVENUE	1,080,302	1,234,950	-	-	-	2,315,252	2,766,562
NON-PASSENGER AIRPORT REVENUE							
FBO LEASE	576,209	-	-	-	-	576,209	561,078
T-HANGARS	30,780	-	-	-	-	30,780	26,460
FUEL FLOWAGE FEES	637,476	-	-	-	-	637,476	692,793
TOTAL NON-PASSENGER AIRPORT REVENUE	1,244,465	-	-	-	-	1,244,465	1,280,330
AERONAUTICAL REVENUE TOTAL	2,324,767	1,234,950	-	-	-	3,559,717	4,046,892
NON-AERONAUTICAL REVENUE							
LAND & BUILDING LEASES							
LEASES	315,858	11,175	-	-	-	327,032	351,899
TOTAL LAND & BUILDING LEASES	315,858	11,175	-	-	-	327,032	-
TERMINAL							
ATM REVENUES	-	1,080	-	-	-	1,080	1,114
AIRPORT ADVERTISING	-	9,429	-	-	-	9,429	8,038
CAR RENTAL LEASES	-	956,091	-	-	-	956,091	976,420
CONCESSIONS (TAILWIND)	-	6,000	-	-	-	6,000	6,000
TOTAL TERMINAL	-	972,600	-	-	-	972,600	991,571
RENTAL CARS							
CONRAC USAGE FEES	-	-	-	-	89,516	89,516	76,235
FUEL FLOWAGE SERVICE CHARGE	-	-	-	-	7,704	7,704	7,733
TOTAL RENTAL CARS	-	-	-	-	97,220	97,220	83,969
PARKING LOT							
PARKING FEES	-	-	-	826,006	-	826,006	845,833
TOTAL PARKING LOT	-	-	-	826,006	-	826,006	845,833
NON-AERONAUTICAL REVENUE TOTAL	-	972,600	-	826,006	97,220	1,895,827	1,927,263
REVENUES TOTAL	2,640,624	2,218,725	-	826,006	97,220	5,782,576	6,326,054

ACCOUNT TITLE	AIRFIELD	TERMINAL	ARFF	PARKING LOT	CONRAC	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
OPERATING EXPENSES							
PERSONNEL COMPENSATION & BENEFITS							
SALARIES	652,614	397,821	-	-	-	1,050,435	779,131
PAYROLL TAXES	10,951	6,978	-	-	-	17,929	12,949
457(b) DEFERRED COMPENSATION	40,867	26,638	-	-	-	67,505	49,640
HEALTH INSURANCE	232,183	84,391	-	-	-	316,573	222,270
ADDITIONAL FRINGE BENEFITS	3,878	1,993	-	-	-	5,871	3,728
WORKERS COMPENSATION	27,821	13,498	-	-	-	41,319	23,510
RAC PROVIDED SERVICES	-	(12,600)	-	-	12,600	-	4,284
COMMUNITY CENTER PROVIDED SVCS	-	-	-	-	-	-	-
TOTAL PERSONNEL COMPENSATION & BENEFITS	968,313	518,720	-	-	12,600	1,499,633	1,095,512
OTHER GENERAL & ADMINISTRATIVE							
ADVERTISING	-	66,866	-	-	-	66,866	70,195
BANK & CREDIT CARD FEES	-	-	-	-	-	-	21,595
BOARD EXPENSE	-	-	-	-	-	-	-
CONTINGENCIES	-	-	-	-	-	-	-
DUES AND SUBSCRIPTIONS	1,700	3,500	800	-	-	6,000	4,846
EDUCATION / TRAINING	10,000	18,000	-	-	-	28,000	21,771
EDUCATION / TRAINING - ARFF	-	-	750	-	-	750	45
INSURANCE	143,628	85,547	83,706	418	9,614	322,914	299,138
PROMOTIONS/SPONSORSHIPS	400	750	-	-	-	1,150	1,056
PERMITS & FEES	100	600	-	-	-	700	658
PRINTING	200	150	-	-	-	350	40
PROVISION FOR DOUBTFUL ACCOUNTS	-	-	-	-	-	-	-
PUBLIC ANNOUNCEMENTS	-	-	-	-	-	-	1,161
TRAVEL	12,000	10,000	-	-	-	22,000	11,978
TOTAL OTHER GENERAL & ADMINISTRATIVE	168,028	185,413	85,256	418	9,614	448,730	432,483

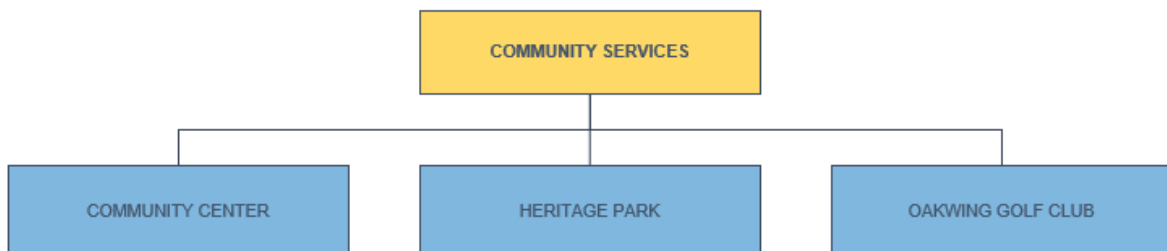
ACCOUNT TITLE	AIRFIELD	TERMINAL	ARFF	PARKING LOT	CONRAC	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
UTILITIES							
UTILITIES - CABLE / INTERNET	7,404	9,276	-	-	6,504	23,184	22,536
UTILITIES - ELECTRIC	10,200	444,000	21,500	15,120	13,440	504,260	504,337
UTILITIES - PHONE SERVICE - CELL	2,616	2,064	2,100	-	-	6,780	6,616
UTILITIES - PHONE SERVICE - LAND	1,224	14,400	5,076	720	-	21,420	22,251
UTILITIES - WASTE COLLECTION	3,600	11,676	-	-	1,464	16,740	18,774
UTILITIES - WATER / GAS	710	67,000	9,600	-	8,160	85,470	82,069
FEMA LEASE EXPENSES	-	-	-	-	-	-	-
TOTAL UTILITIES	25,754	548,416	38,276	15,840	29,568	657,854	656,582
SUPPLIES & MATERIALS							
AIRFIELD LIGHTING	121,000	-	-	-	-	121,000	91,138
AIRPARK VISUALS	-	500	350	-	-	850	673
APPLIANCES	500	-	750	-	-	1,250	510
CAR WASH OPERATING SUPPLIES	-	-	-	-	4,500	4,500	4,694
COMPUTER EQUIPMENT/SOFTWARE	1,500	7,500	-	-	-	9,000	3,243
EQUIPMENT - PURCHASES	7,000	8,400	5,000	-	1,350	21,750	49,951
EQUIPMENT - RENTAL	25,000	-	-	-	-	25,000	17,405
EQUIPMENT - LEASED VEHICLES	52,000	32,940	23,544	-	-	108,484	107,991
FIRE FIGHTING SUPPLIES	-	-	50,600	-	-	50,600	3,726
FUEL & OIL	23,000	6,000	13,000	-	2,500	44,500	44,622
JANITORIAL	700	32,000	2,500	-	500	35,700	29,984
OFFICE SUPPLIES	100	2,400	-	-	-	2,500	2,092
OPERATING SUPPLIES	11,500	5,000	5,000	-	-	21,500	30,918
POSTAGE & SHIPPING	100	300	50	-	-	450	156
SMALL TOOLS & EQUIPMENT	2,000	1,800	3,700	-	-	7,500	5,325
UNIFORMS	3,100	1,850	-	-	-	4,950	3,688
WILDLIFE CONTROL	7,000	-	-	-	-	7,000	4,338
TOTAL SUPPLIES & MATERIALS	254,500	98,690	104,494	-	8,850	466,534	400,454
CONTRACT SERVICES							
IT / SOFTWARE SERVICES	43,202	64,424	12,375	-	1,788	121,789	100,450
CONTRACT LABOR - SECURITY	-	-	-	-	-	-	-
CONTRACT LABOR - TSA	-	221,160	-	-	-	221,160	217,800
CONTRACT LABOR - TSA REIMBURSEMENTS (CONTRA)	-	-	-	-	-	-	-
PROFESSIONAL SERVICES - ACCOUNTING / AUDIT	-	-	-	-	-	-	-
PROFESSIONAL SERVICES - LEGAL	-	-	-	-	-	-	-
PROFESSIONAL SERVICES - CONSULTING	60,000	103,374	-	-	-	163,374	15,620
PROFESSIONAL SERVICES - OTHER	1,680	13,500	-	-	650	15,830	3,137
PURCHASED SERVICES - DCC WORK CREWS	-	-	-	-	-	-	-
PURCHASED SERVICES - EMPLOYMENT	-	-	-	-	-	-	-
PURCHASED SERVICES - FIRE PROTECTION	1,222,224	135,804	-	-	-	1,358,028	1,275,565
PURCHASED SERVICES - JANITORIAL	-	24,500	-	-	-	24,500	23,918
PURCHASED SERVICES - PARKING ATTENDANTS	-	-	-	133,020	-	133,020	131,731
PURCHASED SERVICES - PEST CONTROL	2,616	1,200	360	-	420	4,596	4,488
OTHER SERVICES	-	7,500	-	-	-	7,500	6,650
TOTAL CONTRACT SERVICES	1,329,722	571,462	12,735	133,020	2,858	2,049,797	1,779,359
REPAIRS & MAINTENANCE							
AIRFIELD SECURITY MAINTENANCE	21,500	-	-	-	-	21,500	10,382
APPLIANCE REPAIR & MAINTENANCE	-	-	250	-	-	250	-
CAR WASH SYSTEM COMPONENTS	-	-	-	-	31,000	31,000	17,286
COMMERCIAL BUILDING MAINTENANCE	-	-	15,000	-	-	15,000	3,910
ELEVATORS & ESCALATORS	-	48,250	-	-	-	48,250	48,023
EQUIPMENT MAINTENANCE	47,350	5,500	6,100	-	1,200	60,150	52,414
FIRE SYSTEMS MAINTENANCE	5,400	21,000	2,500	-	300	29,200	18,789
FOUNTAIN MAINTENANCE	-	10,500	-	-	-	10,500	7,540
GROUPS MAINTENANCE	15,000	118,800	-	-	-	133,800	120,620
HAZARDOUS MATERIAL REMOVAL	1,000	1,500	-	-	4,100	6,600	-
HVAC / HVACR MAINTENANCE	-	120,000	500	-	150	120,650	60,025
ISB REPAIRS AND MAINTENANCE	-	-	-	-	-	-	-
ISB REPAIRS AND MAINTENANCE REIMBURSEMENTS (CONTRA)	-	-	-	-	-	-	-
JET BRIDGE MAINTENANCE	-	35,000	-	-	-	35,000	57,739
NAVAID MAINTENANCE	11,500	-	-	-	-	11,500	5,279
PAINTING MAINTENANCE	9,775	10,000	-	-	-	19,775	50,333
PAVEMENT REPAIR & MAINTENANCE	3,500	1,000	-	-	-	4,500	5,509
PLUMBING MAINTENANCE	-	11,000	-	-	-	11,000	2,680
REPAIRS & MAINTENANCE - OTHER	2,000	2,000	-	-	-	4,000	2,850
RESIDENTIAL / APARTMENT MAINTENANCE	-	-	-	-	-	-	-
STREET LIGHT MAINTENANCE	-	9,000	-	-	-	9,000	1,699
TERMINAL BUILDING MAINTENANCE	-	145,170	-	-	-	145,170	114,925
TERMINAL SECURITY MAINTENANCE	-	36,000	-	-	-	36,000	27,364
UNDERGROUND UTILITY SYS	-	4,000	-	-	-	4,000	3,841
VEHICLE MAINTENANCE	3,250	500	-	-	-	3,750	3,005
VEHICLE MAINTENANCE - ARFF	-	-	75,000	-	-	75,000	38,848
TOTAL REPAIRS & MAINTENANCE	120,275	579,220	99,350	-	36,750	835,595	653,060
TOTAL OPERATING EXPENSES	2,866,592	2,501,921	340,111	149,278	100,240	5,958,143	5,017,451

ACCOUNT TITLE	AIRFIELD	TERMINAL	ARFF	PARKING LOT	CONRAC	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
NET OPERATING INCOME (LOSS)	(225,968)	(283,196)	(340,111)	676,727	(3,020)	(175,567)	1,308,603
OTHER OPERATIONS							
USE OF PRIOR YEAR EARNINGS	297,235	321,906	417,002	(676,727)	3,020	362,435	(562,002)
EQUIPMENT - CAPITAL	(71,267)	(38,710)	(76,891)	-	-	(186,868)	(441,760)
TRANSFERS IN/OUT GENERAL FUND	-	-	-	-	-	-	(314,379)
TOTAL OTHER OPERATIONS	225,968	283,196	340,111	(676,727)	3,020	175,567	(1,318,141)
NON-OPERATING REVENUES / (EXPENSES)							
FEDERAL GRANTS	-	-	-	-	-	-	-
STATE GRANTS	-	-	-	-	-	-	-
INTEREST INCOME	-	-	-	-	-	-	9,538
INTEREST EXPENSE	-	-	-	-	-	-	-
PROFESSIONAL SERVICES - LITIGATION	-	-	-	-	-	-	-
PROCEEDS ON DISPOSITION OF FIXED ASSETS	-	-	-	-	-	-	-
TOTAL NON-OPERATING REVENUES / (EXPENSES)	-	-	-	-	-	-	9,538
EXCESS/(DEFICIENCY)	0	0	0	0	0	0	(0)

COMMUNITY SERVICES DIVISION BUDGET

SUMMARY

ACCOUNT TITLE	COMMUNITY CENTER	HERITAGE PARK	OAKWING GOLF COURSE	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
REVENUES					
AERONAUTICAL REVENUE	-	-	-	-	-
NON-AERONAUTICAL REVENUE	98,625	-	2,136,749	2,235,374	2,103,852
REVENUES TOTAL	98,625	-	2,136,749	2,235,374	2,103,852
OPERATING EXPENSES					
PERSONNEL COMPENSATION & BENEFITS	12,000	-	-	12,000	8,299
OTHER GENERAL & ADMINISTRATIVE	19,645	1,215	-	20,860	20,738
UTILITIES	32,460	540	-	33,000	29,617
SUPPLIES & MATERIALS	13,850	500	-	14,350	10,479
CONTRACT SERVICES	38,540	-	-	38,540	28,980
REPAIRS & MAINTENANCE	20,700	4,900	-	25,600	9,318
OAKWING GOLF CLUB OPERATIONS	-	-	2,135,072	2,135,072	2,109,327
EXPENDITURES TOTAL	137,195	7,155	2,135,072	2,279,422	2,216,758
NET OPERATING INCOME (LOSS)	(38,570)	(7,155)	1,677	(44,048)	(112,906)
OTHER OPERATIONS					
USE OF PRIOR YEAR EARNINGS	38,570	7,155	118,323	164,048	203,400
EQUIPMENT - CAPITAL	-	-	(55,000)	(55,000)	(4,018)
TRANSFERS IN/OUT GENERAL FUND	-	-	(65,000)	(65,000)	(86,477)
OTHER OPERATIONS	38,570	7,155	(1,677)	44,048	112,905
NON-OPERATING REVENUES / (EXPENSES)					
FEDERAL GRANTS	-	-	-	-	-
STATE GRANTS	-	-	-	-	-
INTEREST INCOME	-	-	-	-	-
INTEREST EXPENSE	-	-	-	-	-
PROFESSIONAL SERVICES - LITIGATION	-	-	-	-	-
PROCEEDS ON DISPOSITION OF FIXED ASSETS	-	-	-	-	-
NON-OPERATING REVENUES / (EXPENSES)	-	-	-	-	-
EXCESS/(DEFICIENCY)	0	(0)	(0)	(0)	(0)



COMMUNITY SERVICES DIVISION BUDGET DETAIL

ACCOUNT TITLE	COMMUNITY CENTER	HERITAGE PARK	OAKWING GOLF COURSE	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
REVENUES					
COMMUNITY CENTER					
FACILITY RENTAL	98,625	-	-	98,625	111,725
TOTAL COMMUNITY CENTER	98,625	-	-	98,625	111,725
OAKWING GOLF COURSE					
OAKWING REVENUE	-	-	2,136,749	2,136,749	1,992,127
OAKWING GOLF COURSE TOTAL	-	-	2,136,749	2,136,749	1,992,127
NON-AERONAUTICAL REVENUE TOTAL	98,625	-	2,136,749	2,235,374	2,103,852
REVENUES TOTAL	98,625	-	2,136,749	2,235,374	2,103,852

ACCOUNT TITLE	COMMUNITY CENTER	HERITAGE PARK	OAKWING GOLF COURSE	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
OPERATING EXPENSES					
PERSONNEL COMPENSATION & BENEFITS				-	-
SALARIES	-	-	-	-	-
PAYROLL TAXES	-	-	-	-	-
457(b) DEFERRED COMPENSATION	-	-	-	-	-
HEALTH INSURANCE	-	-	-	-	-
ADDITIONAL FRINGE BENEFITS	-	-	-	-	-
WORKERS COMPENSATION	-	-	-	-	-
RAC PROVIDED SERVICES	-	-	-	-	-
COMMUNITY CENTER PROVIDED SVCS	12,000	-	-	12,000	8,299
TOTAL PERSONNEL COMPENSATION & BENEFITS	12,000	-	-	12,000	8,299
OTHER GENERAL & ADMINISTRATIVE					
ADVERTISING	-	-	-	-	-
BANK & CREDIT CARD FEES	-	-	-	-	-
BOARD EXPENSE	-	-	-	-	-
CONTINGENCIES	-	-	-	-	-
DUES AND SUBSCRIPTIONS	-	-	-	-	-
EDUCATION / TRAINING	-	-	-	-	-
EDUCATION / TRAINING - ARFF	-	-	-	-	-
INSURANCE	19,645	1,215	-	20,860	20,738
PROMOTIONS/SPONSORSHIPS	-	-	-	-	-
PERMITS & FEES	-	-	-	-	-
PRINTING	-	-	-	-	-
PROVISION FOR DOUBTFUL ACCOUNTS	-	-	-	-	-
PUBLIC ANNOUNCEMENTS	-	-	-	-	-
TRAVEL	-	-	-	-	-
TOTAL OTHER GENERAL & ADMINISTRATIVE	19,645	1,215	-	20,860	20,738
UTILITIES					
UTILITIES - CABLE / INTERNET	2,832	-	-	2,832	2,788
UTILITIES - ELECTRIC	25,800	-	-	25,800	22,682
UTILITIES - PHONE SERVICE - CELL	-	-	-	-	-
UTILITIES - PHONE SERVICE - LAND	-	-	-	-	-
UTILITIES - WASTE COLLECTION	2,916	-	-	2,916	2,918
UTILITIES - WATER / GAS	912	540	-	1,452	1,229
FEMA LEASE EXPENSES	-	-	-	-	-
TOTAL UTILITIES	32,460	540	-	33,000	29,617
SUPPLIES & MATERIALS					
AIRFIELD LIGHTING	-	-	-	-	-
COMMUNITY VISUALS	-	500	-	500	426

ACCOUNT TITLE	COMMUNITY CENTER	HERITAGE PARK	OAKWING GOLF COURSE	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
APPLIANCES	-	-	-	-	-
CAR WASH OPERATING SUPPLIES	-	-	-	-	-
COMPUTER EQUIPMENT/SOFTWARE	2,000	-	-	2,000	5,415
EQUIPMENT - PURCHASES	8,700	-	-	8,700	1,668
EQUIPMENT - RENTAL	150	-	-	150	-
FIRE FIGHTING SUPPLIES	-	-	-	-	-
FUEL & OIL	-	-	-	-	-
JANITORIAL	2,000	-	-	2,000	2,396
OFFICE SUPPLIES	-	-	-	-	-
OPERATING SUPPLIES	500	-	-	500	483
POSTAGE & SHIPPING	-	-	-	-	-
SMALL TOOLS & EQUIPMENT	500	-	-	500	90
UNIFORMS	-	-	-	-	-
WILDLIFE CONTROL	-	-	-	-	-
TOTAL SUPPLIES & MATERIALS	13,850	500	-	14,350	10,479
CONTRACT SERVICES					
IT / SOFTWARE SERVICES	5,100	-	-	5,100	6,785
CONTRACT LABOR - SECURITY	-	-	-	-	-
CONTRACT LABOR - TSA	-	-	-	-	-
CONTRACT LABOR - TSA REIMBURSEMENTS (CONTRA)	-	-	-	-	-
PROFESSIONAL SERVICES - ACCOUNTING / AUDIT	-	-	-	-	-
PROFESSIONAL SERVICES - LEGAL	-	-	-	-	-
PROFESSIONAL SERVICES - CONSULTING	-	-	-	-	-
PROFESSIONAL SERVICES - OTHER	11,000	-	-	11,000	-
PURCHASED SERVICES - DCC WORK CREWS	-	-	-	-	-
PURCHASED SERVICES - EMPLOYMENT	-	-	-	-	-
PURCHASED SERVICES - FIRE PROTECTION	-	-	-	-	-
PURCHASED SERVICES - JANITORIAL	21,600	-	-	21,600	21,285
PURCHASED SERVICES - PARKING ATTENDANTS	-	-	-	-	-
PURCHASED SERVICES - PEST CONTROL	840	-	-	840	910
OTHER SERVICES	-	-	-	-	-
TOTAL CONTRACT SERVICES	38,540	-	-	38,540	28,980
REPAIRS & MAINTENANCE					
AIRFIELD SECURITY MAINTENANCE	-	-	-	-	-
APPLIANCE REPAIR & MAINTENANCE	-	-	-	-	-
CAR WASH SYSTEM COMPONENTS	-	-	-	-	-
COMMERCIAL BUILDING MAINTENANCE	2,500	-	-	2,500	-
ELEVATORS & ESCALATORS	-	-	-	-	-
EQUIPMENT MAINTENANCE	5,500	-	-	5,500	-
FIRE SYSTEMS MAINTENANCE	1,600	-	-	1,600	2,090
FOUNTAIN MAINTENANCE	-	2,500	-	2,500	1,341
GROUNDS MAINTENANCE	1,500	500	-	2,000	250
HAZARDOUS MATERIAL REMOVAL	-	-	-	-	-
HVAC / HVACR MAINTENANCE	6,400	-	-	6,400	4,454
ISB REPAIRS AND MAINTENANCE	-	-	-	-	-
ISB REPAIRS AND MAINTENANCE REIMBURSEMENTS (CONTRA)	-	-	-	-	-
JET BRIDGE MAINTENANCE	-	-	-	-	-
NAVAID MAINTENANCE	-	-	-	-	-
PAINTING MAINTENANCE	1,000	-	-	1,000	503
PAVEMENT REPAIR & MAINTENANCE	-	-	-	-	-
PLUMBING MAINTENANCE	1,000	-	-	1,000	17
REPAIRS & MAINTENANCE - OTHER	1,000	1,200	-	2,200	278
RESIDENTIAL / APARTMENT MAINTENANCE	-	-	-	-	-
STREET LIGHT MAINTENANCE	-	-	-	-	-

ACCOUNT TITLE	COMMUNITY CENTER	HERITAGE PARK	OAKWING GOLF COURSE	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
TERMINAL BUILDING MAINTENANCE	-	-	-	-	-
TERMINAL SECURITY MAINTENANCE	-	-	-	-	-
UNDERGROUND UTILITY SYS	200	700	-	900	384
VEHICLE MAINTENANCE	-	-	-	-	-
VEHICLE MAINTENANCE - ARFF	-	-	-	-	-
TOTAL REPAIRS & MAINTENANCE	20,700	4,900	-	25,600	9,318
OAKWING GOLF CLUB OPERATIONS					
OAKWING - COST OF SALES	-	-	279,973	279,973	372,658
OAKWING - PAYROLL AND RELATED EXPENSE	-	-	948,315	948,315	791,923
OAKWING - FACILITIES MAINTENANCE	-	-	363,200	363,200	192,451
OAKWING - OPERATING EXPENSES	-	-	471,584	471,584	652,751
OAKWING - FIXED CHARGES	-	-	72,000	72,000	99,545
TOTAL OAKWING GOLF CLUB OPERATIONS	-	-	2,135,072	2,135,072	2,109,327
TOTAL OPERATING EXPENSES	137,195	7,155	2,135,072	2,279,422	2,216,758
NET OPERATING INCOME (LOSS)	(38,570)	(7,155)	1,677	(44,048)	(112,906)
OTHER OPERATIONS					
USE OF PRIOR YEAR EARNINGS	38,570	7,155	118,323	164,048	203,400
EQUIPMENT - CAPITAL	-	-	(55,000)	(55,000)	(4,018)
TRANSFERS IN/OUT GENERAL FUND	-	-	(65,000)	(65,000)	(86,477)
TOTAL OTHER OPERATIONS	38,570	7,155	(1,677)	44,048	112,905
NON-OPERATING REVENUES / (EXPENSES)					
FEDERAL GRANTS	-	-	-	-	-
STATE GRANTS	-	-	-	-	-
INTEREST INCOME	-	-	-	-	-
INTEREST EXPENSE	-	-	-	-	-
PROFESSIONAL SERVICES - LITIGATION	-	-	-	-	-
PROCEEDS ON DISPOSITION OF FIXED ASSETS	-	-	-	-	-
TOTAL NON-OPERATING REVENUES / (EXPENSES)	-	-	-	-	-
EXCESS/(DEFICIENCY)	0	(0)	(0)	0	(0)

OAKWING GOLF COURSE BREAKOUT

In January 2026, England Airpark hired Bloom Golf Management to manage the day to day operations of the OakWing Golf Course.



Bloom Golf is working closely with staff to pave the pathway to better profitability, improve the customer experience and upgrade OakWing facilities throughout the golf course.

Bloom Golf has provided the following budget for Oakwing operations in FY 2026-2027.

	Budget
	2026-2027
REVENUES	
Course Services:	
Greens fees	908,877
Other golf course revenue	654,102
Food and Beverage	374,270
Golf Shop	199,500
General and Administrative	0
Total Revenues	2,136,749
COST OF SALES	
Food And Beverage	148,868
Golf Shop	131,105
Total Cost of Sales	279,973
Gross Profit	1,856,776
PAYROLL AND P/R BURDEN	
Course Services	298,728
Food and Beverage	140,482
Course Maintenance	432,540
General and Administrative	76,565
Clubhouse	
Total Payroll and P/R Burden	948,315
OPERATING EXPENSES	
Course Services	162,689
Food and Beverage	21,625
Course Maintenance	363,200
General and Administrative	359,270
Total Operating Expenses	906,784
Total Expenses	1,855,099
EBITDA	1,677

MILITARY SERVICES DIVISION BUDGET

SUMMARY

ACCOUNT TITLE	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
REVENUES		
AERONAUTICAL REVENUE	112,496	145,296
NON-AERONAUTICAL REVENUE	2,158,695	2,169,942
REVENUES TOTAL	2,271,191	2,315,238
OPERATING EXPENSES		
PERSONNEL COMPENSATION & BENEFITS	-	-
OTHER GENERAL & ADMINISTRATIVE	53,127	55,470
UTILITIES	7,100	6,155
SUPPLIES & MATERIALS	2,000	-
CONTRACT SERVICES	-	35,000
REPAIRS & MAINTENANCE	22,880	(518)
OAKWING GOLF CLUB OPERATIONS	-	-
EXPENDITURES TOTAL	85,107	96,108
NET OPERATING INCOME (LOSS)	2,186,084	2,219,130
OTHER OPERATIONS		
USE OF PRIOR YEAR EARNINGS	(2,186,084)	(2,219,130)
EQUIPMENT - CAPITAL	-	-
TRANSFERS IN/OUT GENERAL FUND	-	-
OTHER OPERATIONS	(2,186,084)	(2,219,130)
NON-OPERATING REVENUES / (EXPENSES)		
FEDERAL GRANTS	-	-
STATE GRANTS	-	-
INTEREST INCOME	-	-
INTEREST EXPENSE	-	-
PROFESSIONAL SERVICES - LITIGATION	-	-
PROCEEDS ON DISPOSITION OF FIXED ASSETS	-	-
NON-OPERATING REVENUES / (EXPENSES)	-	-
EXCESS/(DEFICIENCY)	(0)	0

MILITARY SERVICES DIVISION BUDGET DETAIL

ACCOUNT TITLE	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
REVENUES		
<i>AERONAUTICAL REVENUE</i>		
NON-PASSENGER MILITARY REVENUE		
FUEL FLOWAGE FEES	112,496	145,296
TOTAL NON-PASSENGER MILITARY REVENUE	112,496	145,296
AERONAUTICAL REVENUE TOTAL	112,496	145,296
<i>NON-AERONAUTICAL REVENUE</i>		
LAND & BUILDING LEASES		
LEASES	2,158,695	2,157,117
TOTAL LAND & BUILDING LEASES	2,158,695	2,157,117
OTHER		
MISCELLANEOUS REVENUES	-	12,825
TOTAL OTHER	-	12,825
NON-AERONAUTICAL REVENUE TOTAL	2,158,695	12,825
REVENUES TOTAL	2,271,191	2,315,238
ACCOUNT TITLE	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
OPERATING EXPENSES		
OTHER GENERAL & ADMINISTRATIVE		
INSURANCE	53,127	55,470
TOTAL OTHER GENERAL & ADMINISTRATIVE	53,127	55,470
UTILITIES		
UTILITIES - PHONE SERVICE - LAND	600	577
UTILITIES - WATER / GAS	6,500	5,579
TOTAL UTILITIES	7,100	6,155
SUPPLIES & MATERIALS		
APPLIANCES	2,000	-
TOTAL SUPPLIES & MATERIALS	2,000	-
CONTRACT SERVICES		
PROFESSIONAL SERVICES - CONSULTING	-	35,000
TOTAL CONTRACT SERVICES	-	35,000

ACCOUNT TITLE	PROPOSED BUDGET FY: 2026-2027	PROJECTED ACTUAL FY: 2025-2026
REPAIRS & MAINTENANCE		
COMMERCIAL BUILDING MAINTENANCE	10,000	2,234
FIRE SYSTEMS MAINTENANCE	680	570
HVAC / HVACR MAINTENANCE	6,500	315
ISB REPAIRS AND MAINT REIMBURSEMENTS (CONTRA)	-	(4,165)
PAINTING MAINTENANCE	1,200	327
PAVEMENT REPAIR & MAINTENANCE	1,500	-
PLUMBING MAINTENANCE	1,500	201
STREET LIGHT MAINTENANCE	1,000	-
UNDERGROUND UTILITY SYS	500	-
TOTAL REPAIRS & MAINTENANCE	22,880	(518)
TOTAL OPERATING EXPENSES	85,107	96,108
NET OPERATING INCOME (LOSS)	2,186,084	2,219,130
OTHER OPERATIONS		
USE OF PRIOR YEAR EARNINGS	(2,186,084)	(2,219,130)
EQUIPMENT - CAPITAL	-	-
TRANSFERS IN/OUT GENERAL FUND	-	-
TOTAL OTHER OPERATIONS	(2,186,084)	(2,219,130)
NON-OPERATING REVENUES / (EXPENSES)		
FEDERAL GRANTS	-	-
STATE GRANTS	-	-
INTEREST INCOME	-	-
INTEREST EXPENSE	-	-
PROFESSIONAL SERVICES - LITIGATION	-	-
PROCEEDS ON DISPOSITION OF FIXED ASSETS	-	-
TOTAL NON-OPERATING REVENUES / (EXPENSES)	-	-
EXCESS/(DEFICIENCY)	(0)	0

STATE OF LOUISIANA

PARISH OF RAPIDES

In the Name and by the Authority of

The England Economic and Industrial Development District

RESOLUTION

A RESOLUTION ADOPTING THE OPERATING AND CAPITAL BUDGETS FOR THE ENGLAND ECONOMIC AND INDUSTRIAL DEVELOPMENT DISTRICT FOR THE FISCAL YEAR BEGINNING JULY 1, 2026, AND ENDING JUNE 30, 2027; APPROPRIATING FUNDS FOR THE OPERATING AND CAPITAL BUDGETS FOR THE FISCAL YEAR BEGINNING JULY 1, 2026, AND ENDING JUNE 30, 2027; CARRYING OVER CAPITAL FUNDS FROM THE PRIOR FISCAL YEAR ENDING JUNE 30, 2026, AND OTHER MATTERS WITH RESPECT THERETO.

WHEREAS, on June 8, 2026, the Executive Director of the England Economic and Industrial Development District, with the assistance of the Director of Finance and Human Resources, submitted to the Finance Committee of the Board of Commissioners for the England Economic and Industrial Development District an Operating Budget and Capital Budget for the fiscal year beginning July 1, 2026, and ending June 30, 2027 ("FY 2026/2027");

WHEREAS, on June 9, 2026, a public meeting of the Board of Commissioners for the England Economic and Industrial Development District was held to receive comments, including public comments, on the proposed Operating Budget and Capital Budget for FY 2026/2027; and,

WHEREAS, on June 25, 2026, a public meeting of the Board of Commissioners for the England Economic and Industrial Development District was held to receive comments, including public comments, on the proposed Operating Budget and Capital Budget for FY 2026/2027;

WHEREAS, notice of the June 9, 2026 public meeting on the proposed Operating Budget and Capital Budget for FY 2026/2027, and notice of the availability for review of the proposed Operating Budget and Capital Budget for FY 2026/2027 at such meeting was timely published in the England Economic and Industrial Development District's official journal, the Alexandria Town Talk;

THEREFORE, BE IT RESOLVED, by the Board of Commissioners for the England Economic and Industrial Development District, in legal session convened, that the proposed Operating Budget and Capital Budget General Fund Budget for FY 2026/2027, as presented at the June 25, 2026, public meeting of the Board of Commissioners for the England Economic and Industrial Development District, is hereby adopted and fully appropriated;

BE IT FURTHER RESOLVED, that a copy of said adopted Operating Budget and Capital Budget for FY 2026/2027 shall be on file in the administrative office of the England Economic and Industrial Development District;

BE IT FURTHER RESOLVED, that the implementation of said Operating Budget and Capital Budget for FY 2026/2027 shall be on July 1, 2026;

BE IT FURTHER RESOLVED, that in accordance with Louisiana Revised Statute 39:1310, the adopted Operating Budget and Capital Budget for FY 2026/2027, and any authorized amendments thereto, shall constitute the authority of the Executive Director of the England Economic and Industrial Development District to incur liabilities and authorize expenditures from the respective budgeted funds during FY 2026/2027;

BE IT FURTHER RESOLVED, that the Board of Commissioners reserves sole authority for budgetary line item transfers between cost center expenditure accounts and among all revenue line item accounts, as expressed through Board adopted budget amendment resolution;

BE IT FURTHER RESOLVED, that the Executive Director, or his legal successor, in his or her capacity as Executive Director of the England Economic and Industrial Development District, or his or her successor, is hereby authorized and in his or her sole discretion, to make budgetary line item transfers within budgeted cost center expenditure accounts;

BE IT FURTHER RESOLVED, that the adopted appropriations and estimated revenues for all capital budget projects shall be adjusted by the actual FY 2026/2027 end budgetary carryover balance, as established in conformity with Generally Accepted Accounting Principles and Governmental Accounting Standards;

BE IT FURTHER RESOLVED, that an appropriation for a capital expenditure shall carry over at the close of FY 2026/2027, and continue in force until the purpose for which it was made has been accomplished or abandoned;

BE IT FURTHER RESOLVED, that the authorized and approved number of employees for the England Economic and Industrial Development District for FY 2026/2027 is hereby indicated in detail in the budget document and that there shall be no transfer, creation, or deletion of the budgeted personnel slots without formal board action; the Board of Commissioners reserves sole authority for establishing the maximum annual salary for each authorized position and does hereby set in the budget document the maximum annual salary for each authorized position;

BE IT FURTHER RESOLVED, that the Executive Director is hereby authorized and directed to secure property to meet Airport Master Plan goals concerning land acquisition;

BE IT FURTHER RESOLVED, that rents and fees for the various uses and services for FY 2026/2027 shall be set as evidenced in the 2026-2027 Rate Card included within the Executive Director's proposed budget;

BE IT FURTHER RESOLVED, that the Executive Director and Legal Counsel are hereby authorized and directed to execute all documents accepting financial awards offered as grants from the United States Department of Transportation, Federal Aviation Administration, and the Louisiana Department of Transportation, Aviation Division; the Executive Director shall notify the Board at the next subsequent board meeting of the grant award and the pertinent information regarding the award;

BE IT FURTHER RESOLVED, that pursuant to La. R.S. 39:1311, the Executive Director, or his legal successor, in his or her capacity as Executive Director of the England Economic and Industrial Development District, or his or her successor, is hereby directed to advise the Board of Commissioners in writing if:

1. Total revenue collections plus projected revenue collections for the remainder of the fiscal year, within the General Fund is failing to meet estimated annual budgeted revenues by five percent (5%) or more; or,
2. Total actual expenditures plus projected expenditures for the remainder of the fiscal year, within the General Fund is exceeding the estimated budgeted expenditures by five percent (5%) or more, or
3. The actual beginning fund balance within the General Fund fails to meet the estimated beginning fund balance by five percent (5%) or more, and the fund balance is being used to fund current fiscal year expenditures;

BE IT FURTHER RESOLVED that pursuant to La. R.S. 39:1307, the Executive Director of the England Economic and Industrial Development District, or his legal successor, in his or her capacity as Executive Director of the England Economic and Industrial Development District, or his or her successor, shall publish a notice in the England Economic and Industrial Development District's official journal, the Alexandria Town Talk, certifying completion of all actions required by Louisiana Revised Statute 39:1306 and 39:1307;

BE IT FURTHER RESOLVED, that all resolutions or parts of resolution in conflict herewith are hereby repealed.

This Resolution having been submitted to a vote at the June 25, 2026, legally convened public meeting, the vote thereon was as follows:

YEAS:

NAYS:

ABSTAINING:

ABSENT:

DID NOT VOTE:

And this Resolution was declared adopted on this 25th Day of June, 2026.

I, Steven Mansour, do hereby certify that I am the duly qualified and acting Secretary / Treasurer of the Board of Commissioners of the England Economic and Industrial Development District of the Parish of Rapides, Louisiana, and further certify that the above and foregoing constitutes a true and correct copy of a resolution for the minutes of a regular meeting of the England Economic and Industrial Development District held June 25, 2026, of said minutes and resolution.

IN WITNESS WHEREOF, I have hereunto subscribed my official signature.

Steven Mansour, Secretary / Treasurer

Oday Lavergne, Chair

Ralph Hennessy, Executive Director