DEPT OF AVIATION REPORT TO INTERIM WAYS AND MEANS COMMITTEE

- **New Developments Since Legislative Session**
  - Cash balance ***increased*** from $710K to **$1.2M** (July/11)
  - Transfer of admin services to ODOT from DAS going well
  - New hires (Project Manager, Airports Manager)
  - FAA approved funding (federal) for State-wide Capital Improvements Plan (SCIP) FTE.
  - Emphasis on metrics for ODA progress (LEAN/6 Sigma)

- **New Developments Since Legislative Session (con't)**
  - Recent forest fire fighting at 6 State managed airports

Joseph	Santiam Junction
McKenzie Bridge	Toketee
Oakridge	Prospect

New Developments Since Legislative Session (con't)

- 9 Airport improvement projects in progress
  - Joseph – Runway rehab
  - Aurora – Obstruction removal
  - Aurora – Air traffic control tower
  - Bandon – Obstruction removal/runway blast pad
  - Lebanon – Lighting and taxiway repair
  - Siletz Bay – Obstruction removal
  - Cottage Grove – Obstruction removal
  - Chiloquin – Obstruction removal and Runway rehab
  - Statewide Pavement Maintenance Program (PMP)

Budget Note Quarterly Report

- How does ODA achieve mission with smaller organization?
- Resolve Issues raised in audit report?
- Address Issues of pilot/aircraft registration?
- Other Actions to improve leadership, consistent application of policies and practices?
- Financial condition of major programs in ODA?

Achieve Mission W/Smaller Organization?

- Board of Aviation conducting roles and functions evaluation
  - Core capabilities
  - Reorganization of personnel structure to meet mission
- Transition of administrative services to ODOT
- Process mapping
- Allocation of duties based on core capabilities

Resolve Issues raised in audit report?

- See ODA written report matrix (attachment 2)

DEPARTMENT OF AVIATION MANAGEMENT REVIEW MAY 2010

8/29/2011	Key Issues	Actions Taken	Actions Yet Needed
1	ODA should establish standing meetings with FAA officials in order to better manage expectations and improve understanding of how to operate within federal guidelines	ODA conducting weekly (minimum) phone conferences with FAA Airports District Office. Meeting with FAA in during November 2010, April 2011 and May 2011 in Renton WA in . Working on statewide CIP in coordination with FAA. FAA participated in ODA/Oregon Airport Manager Association conference on 30 March 2011.	
2	ODA has apparently adopted OAR 137 for architecture and engineering and public improvements; however, ODA is unable to locate documentation allowing OAR 137. (p.4 & 9)	ODA has adopted by rule the following procurement standards. 738-001-0025 **Selection and Hiring of Consultants** The Oregon Department of Aviation adopts OAR 125-025-0000 through 125-025-0110 (effective October 23, 1999), the Department of Administrative Services Rules, Consultant Selection Procedures: Architect, Engineers and Related Professional Consultants. The Model Rules adopted by the Attorney General under ORS 279.049 (OAR 137-035) shall not apply to the Oregon Department of Aviation. 738-001-0030	Update rules to reference newer DAS and DOJ procurement rules. Beginning in July 2011, ODA is in the process of changing to ODOT administrative services and will conform to their procurement standards.

ATTACHMENT (2)

DEPARTMENT OF AVIATION MANAGEMENT REVIEW MAY 2010

8/29/2011	Key Issues	Actions Taken	Actions Yet Needed
		Model Public Contract Rules OAR 137-030, Public Procurement Rules, and 137-040, Public Improvement Contracts, from the Attorney General's Model Public Contract Rules as amended March 20, 2002, are hereby adopted by reference as the procedural rules of the Oregon Department of Aviation.	
3	ODA has no clear direction on which of ODA's procurement processes are under DAS authority and which processes the agency has elected to adopt independent contracting authority under DOJ Model rules. (p.9)	See #2 above.	Working with ODOT to transfer this function to their procurement rules.
4	ODA should establish monthly meetings with DOJ General Counsel in order to develop and execute a plan for moving forward with various actions, including rewriting administrative rules and regularly reviewing lease templates (p.4)	ODA meets with or has regular discussions with DOJ. DOJ has participated in monthly Aviation Board meetings. Lease templates have been reviewed and are in use with DAS leasing.	Comprehensive review of OARs is in progress as required by statutory authority ORS 835.035, 836.642, sec. 4, ch.820, OL 2005.
5	ODA should work with State Controller's Division to re-evaluate their roles and responsibilities and make reassignments to improve accountability and controls. (p.4)	SCS has taken over all cash receipting to create a proper checks and balances system as required in the management report. Transfer of this function to ODOT in progress.	Transfer of all fiscal functions to ODOT is in progress.
6	Lack of communication and trust about accounting activities and processes between ODA and Shared Client Services (SCS) has resulted in accounting entry errors and	Meetings between SCS and ODA occur biweekly and communication has significantly increased as well as the relationship between the two. We are	In process of transferring this fuction to ODOT.

DEPARTMENT OF AVIATION MANAGEMENT REVIEW MAY 2010

8/29/2011	Key Issues	Actions Taken	Actions Yet Needed
	financial reporting. Bi-weekly meetings between the SCS and ODA should occur to ensure increased and open communication. (p.7)	constantly working on reducing errors. We did receive the CAFR Gold Star award for 2010 from the State Controller's Division.	
7	ODA does not readily contact the DAS Human Resource management Consultation unit that performs ODA's HR function under contract. ODA should include the appropriate HR manager from HRMC as part of the management team at ODA. (p.4)	Currently all matters which could or do require HR expertise involve our HR manager from DAS-HRMC. We have an HR-Generalist as a part of our management team and is located at our agency on Mondays of every week. Transferred this function to ODOT.	All Human Resources functions have been transferred to ODOT HR.
8	Tracking and indexing ODA's assets is dire (p.5) ODA needs to acquire and implement an asset management tool	Extended temp employee to inventory and file contracts and key correspondence. IGA with DAS leasing to track leases and IGA with SCS to track billing for leases.	Have requested adding back a position from those recommended for deletion with intention to convert to asset management administrative assistant. ODA is working with ODOT to take advantage of their asset management capability
9	ODA lacks a filing system and standards for archiving e-mail and other electronic files	Shared drive filing structure updated and standards imposed. Minimizing non-shared drive files emphasized.	This is an ongoing process that requires constant review. See number 8 above regarding asset management position. More structured email archiving is still needed. Working with IT and TSC experts to develop.
10	ODA does not have enough fiscal and accounting policies and procedures to manage the agency; lack of documented policies and procedures poses an internal control problem (p.5)	The major driver of this issue was the separation of duties regarding cash handling. This has been rectified by having SCS complete all cash receipting and reporting. We receive the revenue here at ODA and have a three person process to properly separate duties, and	This is an ongoing process of updating proper policies and procedures and will be a continual project for the next year. ODA is transferring this function to ODOT.

DEPARTMENT OF AVIATION MANAGEMENT REVIEW MAY 2010

8/29/2011	Key Issues	Actions Taken	Actions Yet Needed
		the accounting entries are made by SCS.	
11	ODA lacks direction and appropriate separation of duties for accounting and budget transactions (p.5)	Duties are separated between the Accountant position, the Fiscal Analyst Position and the Fiscal Manager. Again the cash accounting was the driver of this.	ODA is working with ODOT Fiscal to establish processes to comply with accounting and budget transactions. ODA is considering a lock box procedure to reduce workload and elimate separation of duties issues.
12	ODA improperly accounts for, valuates and records in-kind payments (p.5).	As an agency we are working to eliminate in-kind payments because there is too much flexibility in delineating fair market value of items accepted and given. ODA has contracted an appraisal of all properties at Mulino to properly assess existing in kind agreements. In kind agreements have not been renewed and intention is to terminate them in most cases.	The agency still has a few agreements which would be considered in-kind but are discontinuing agreements systematically. ODA is systematically eliminating older in kind lease agreements.
13	ODA does not capitalize improvements valued over $5,000. system (p.6)	ODA does have a capital improvement intentory and does depreciate assets.	ODA is working with ODOT to improve the capital asset inventory tracking.
14	ODA misapplied reduction of expense to free up limitation for other uses (p.5)	Reduction of expense are not being used for not "alike" transactions.	
15	ODA lacks proper internal controls for depositing cash and entering transactions in the accounting	The major driver of this issue was the separation of duties regarding cash handling. This has been rectified by having SCS complete all cash receipting and reporting. We receive the revenue here at ODA and have a three person process to properly separate duties, and the accounting entries are made by SCS.	See number 11 above.

DEPARTMENT OF AVIATION MANAGEMENT REVIEW MAY 2010

8/29/2011	Key Issues	Actions Taken	Actions Yet Needed
16	ODA does not ensure that transfers of cash are made between funds on a monthly basis in SFMA (p.6)	Transfers have been happening between funds on a monthly basis. This is very important as ODA is a small agency and tedious cash flow monitoring is integral to the successful operation of the agency.	Ongoing process that needs to be continually monitored.
17	ODA does not regularly or consistently collect tie down fees, fuel flowage fees from airport users and lacks proper controls to ensure that every Oregon aircraft and pilot are registered and have paid the appropriate fees (p.6)	Aggressive pursuit of revenue from all sources, fuel flowage, access fees, lease payment including CPI lease increases coordinated with DAS SCS. Pilot and Aircraft registration database improved. Regular spot checks of pilot and aircraft at airports. 30-60-90 day aging reports now generated.monthly.	Increase education via posters, flyers to Fixed base operators, Flight instructors, airport managers is in process.
18	ODA dedicates a substantial amount of central resources and assets to maintaining its 28 airports. ODA should refocus one or more staff to perform duties that increase fee collections, outsource some tasks and have ODA staff issue citations to delinquent payees. Such changes would allow ODA to eliminate at least one heavy truck, trailer and mower, and potentially one FTE. (p.7)	OPS personnel are focusing on leases and systematically updating for CPI increases. OPS personnel spot check aircraft at airports for compliance with registration. SB 54 submitted to legislature for civil penalty authority to deter nonpayment of fees. Mowing outsourced to ODOT. One airport contracted out (Joseph) for mowing , snow plowing, fuel tank oversight.	Pending equipment inventory to surplus. One maintenance FTE was deleted. Requesting adding it back as a safety issue. One maintenance person for 28 airports provides insufficient safety margin in event he is hurt. Could work with seasonal position.
19	ODA lacks sufficient communication among its managers and staff. Strained relations exist between ODA managers, managers and their subordinates and between employees (p.4 & 7)	Weekly all staff and management meetings now scheduled every Monday. Current management staff communicate well. All staff are engaged in day to day communication.	
20	ODA needs to provide an update on the financial position of the agency on a	Beginning in July, 2010 ODA began providing the State Board of Aviation a	

8/29/2011	Key Issues	Actions Taken	Actions Yet Needed
	monthly basis and any other new information about the organization to management staff and the State Board of Aviation. (p.7)	detailed financial position report as well as upcoming budget progress and timelines.	
21	ODA does not charge federal projects for allowable project management expenses as well as other direct and indirect expenditures to federal grants and thereby reduce expenditures charged to the operational portion of the agency. (p.7)	ODA does charge contract management time where permitted. (I.e. staff time is allocated to the FAA System Planning grant for time spent on a statewide Capital Improvement Plan.)	ODA needs to develop a cost allocation model and work with DAS and FAA to implement. ODA is investigating the practices of other state agencies to assist with the development of an appropriate model.
22	ODA's process of reviewing grant payments and invoices is fraught with errors. One person approves grant payments; another person completes data entry, double checks, and reviews invoices. Even with two reviewers, DAS reported a high number of errors.(p.9)	This process has been put into place and is satisfactorily followed. The Project Manager approves invoices to be paid and codes them, the FA1 double checks coding and completes the accounting of the grant invoices and the Federal draw downs associated with them. The Fiscal Manager approves the invoice and the drawdown and the Director approves the invoices and federal draw downs.	
23	ODA has not followed the process required by the Legislative Fiscal Office to gain approval to apply for federal grants.(p.7)	Since this issue was identified, ODA has been following the official BAM rules for gaining approval to apply for a Federal grant and also seeing approval for spending it once it has been received.	
24	ODA has limited tools for financial reporting and planning. (p.8)	ODA has used excel spreadsheets for financial reporting purposes as well as BRIO and SFMA via Shared Client Services. Transition of fiscal services to ODOT brings new capability for	Ongoing transfer of financial services to ODOT will improve financial reporting and planning.

8/29/2011	Key Issues	Actions Taken	Actions Yet Needed
		financial reporting and planning to ODA.	
25	ODA's inability to stay within budget on various projects is a major point of contention among stakeholders and regulatory entities (p.8)	Very detailed conversations are happening at ODA regarding projects (Capital Construction and GA Entitlement) in order to ensure that there is proper cash, limitation and grant approval processes followed. Clear communication between the project and budget managers has ensured sufficient limitation is available for current future projects.	
26	ODA has shifted responsibility for construction project management and the active administration of the services under the construction contracts to consultants. This puts the person responsible for the design providing active direction to onsite construction personnel instead of serving as the consultant who advises ODA and follows ODAs direction.	ODA has shifted responsibility for construction contract project management to DAS and site construction administration services to project design/engineering consultants, and as required third party special inspectors. This allows the design professional of record to be responsible for the construction and ensures the work is in general compliance with contract document and applicable codes. This function is being transferred to ODOT in accordance with SB 939	ODA is transferring this function to ODOT in accordance with SB 939.
27	ODA staff lack skills that are equal to the complexity of anticipated projects (construction project management, coordinating and managing consultants, and task-related training creating personal and professional liability for the employee and Oregon state government. The additional	ODA has entered into an Interagency Agreement (IAA) with DAS Facilities for project management assistances services. ODA has hired a new project manager. . This IAA also allows for procurement assistance services and ODA has coordinated with DAS	ODA has hired a new project manager. We are also coordinating with ODOT to strengthen our project management skill sets and capitalize on their depth and expertise.

8/29/2011	Key Issues	Actions Taken	Actions Yet Needed
	responsibility of acting as a construction project manager for maintenance and public improvement projects, appears to have exceeded his training, and had stretched the ability of a talented person. (p.10)	Facilities for review of consultant and contractor procurement efforts to ensure compliance with applicable laws.	
28	ODA should be freed from the challenges and daily details inherent in capital improvement and capital construction projects (p.10)	As noted in #26 above, ODA is coordinating with DAS Facilities with construction projects. This function is being transferred to ODOT in accordance with SB 939.	ODA is developing this working relationship with ODOT.
29	ODA Planning and Projects Manager needs additional training, especially in the area of procurement statues and rules.	ODA has hired an experienced Project Manager.	New project manager is working with ODOT to develop working relationship and establish bench strength.
30	None of ODAs current staff oversees development of administrative rules nor has any staff been through the process by which the state files and adopts administrative rules. ODA should establish a rules advisory committee.	Preliminary review of Rules revisions was completed. ODA is working with ODOT rules coordinator for systematic updates to ODA rules.	ODA is in ongoing process of rules update in coordination with ODOT.
Actions taken prior to publication of this report:		**Actions Taken**	**Actions Yet Needed**
	Monitoring utility charges	Action Completed	
	Migrating to a new server	Action Completed	
	Creating a grant close-out process	Action Completed	
	Creating a process for federal grant draw-downs to match expenditures	Action Completed	
	Beginning to use the state's financial management system for accounts receivables	Action Completed	
	Improving accounts payable processes	Transferring accounts payable to ODOT	Transfer accounts payable to ODOT
	Activating a safety committee	Action Completed	
	Performing monthly reviews of ODA	Developing systematic review. DAS	Continue policy reviews.

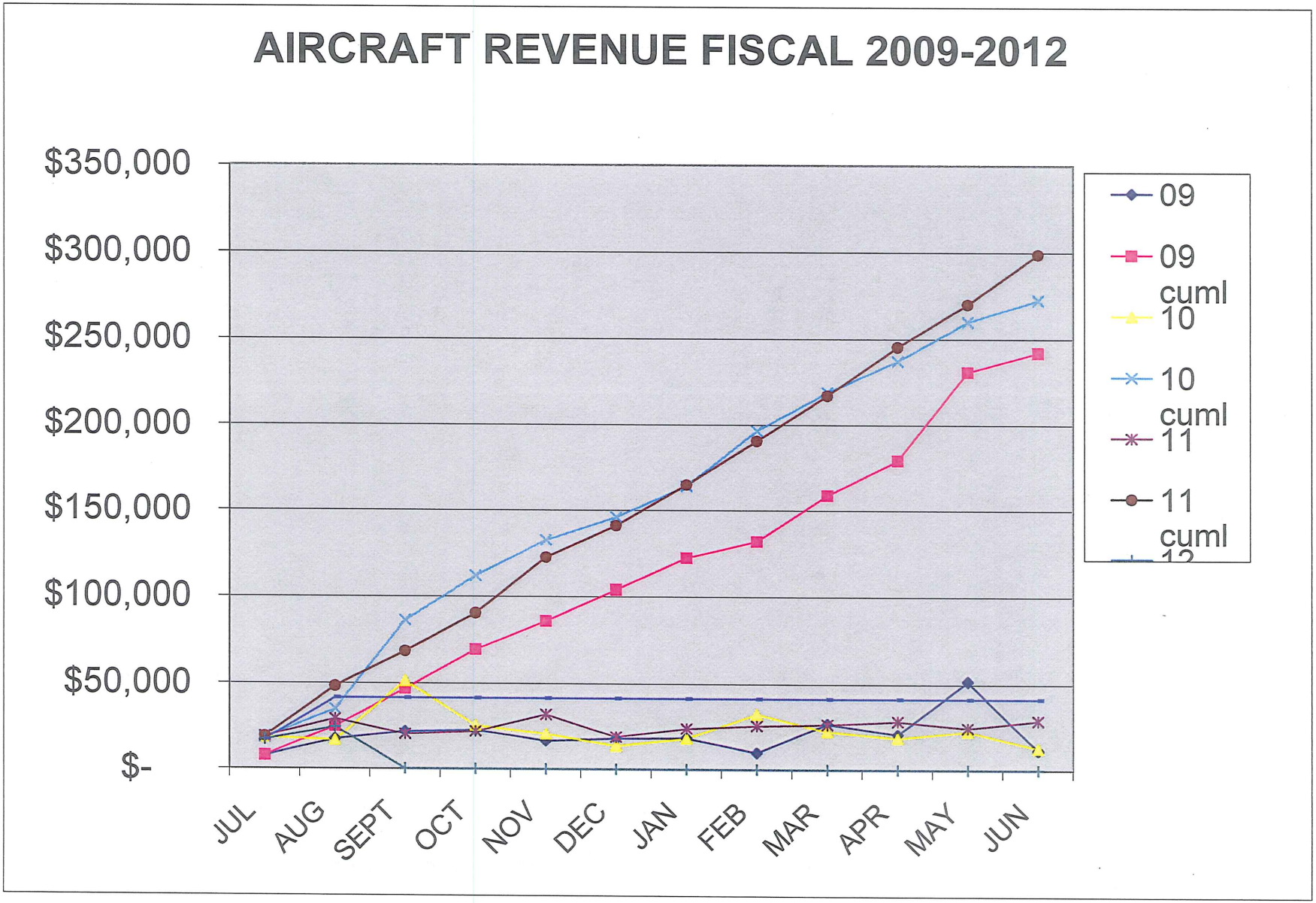
DEPARTMENT OF AVIATION MANAGEMENT REVIEW MAY 2010

8/29/2011	Key Issues	Actions Taken	Actions Yet Needed
	policies	personnel reviewing Employee Expectations.	
	Training staff on new tools such as Brio	ODOT identifying beneficial training for ODA staff. .	Working with ODOT for required training
	Beginning to develop a project tracking system	This has been done via a very detailed and complicated spreadsheet.	We need to look at future simplifying of this process for others to be able to use.
	Working with the Department of Revenue to improve ODA's revenue collections	Working with collections for delinquent payments. Working with tenants with long term leases to get best use and reimbursement. Have aging reports for overdue bills and have met bimonthly with DAS SCS to raise awareness and improve collections. Transferring this process to ODOT per SB 939	Transferring this function to ODOT per SB 939.

Address Issues of Pilot/aircraft registration?

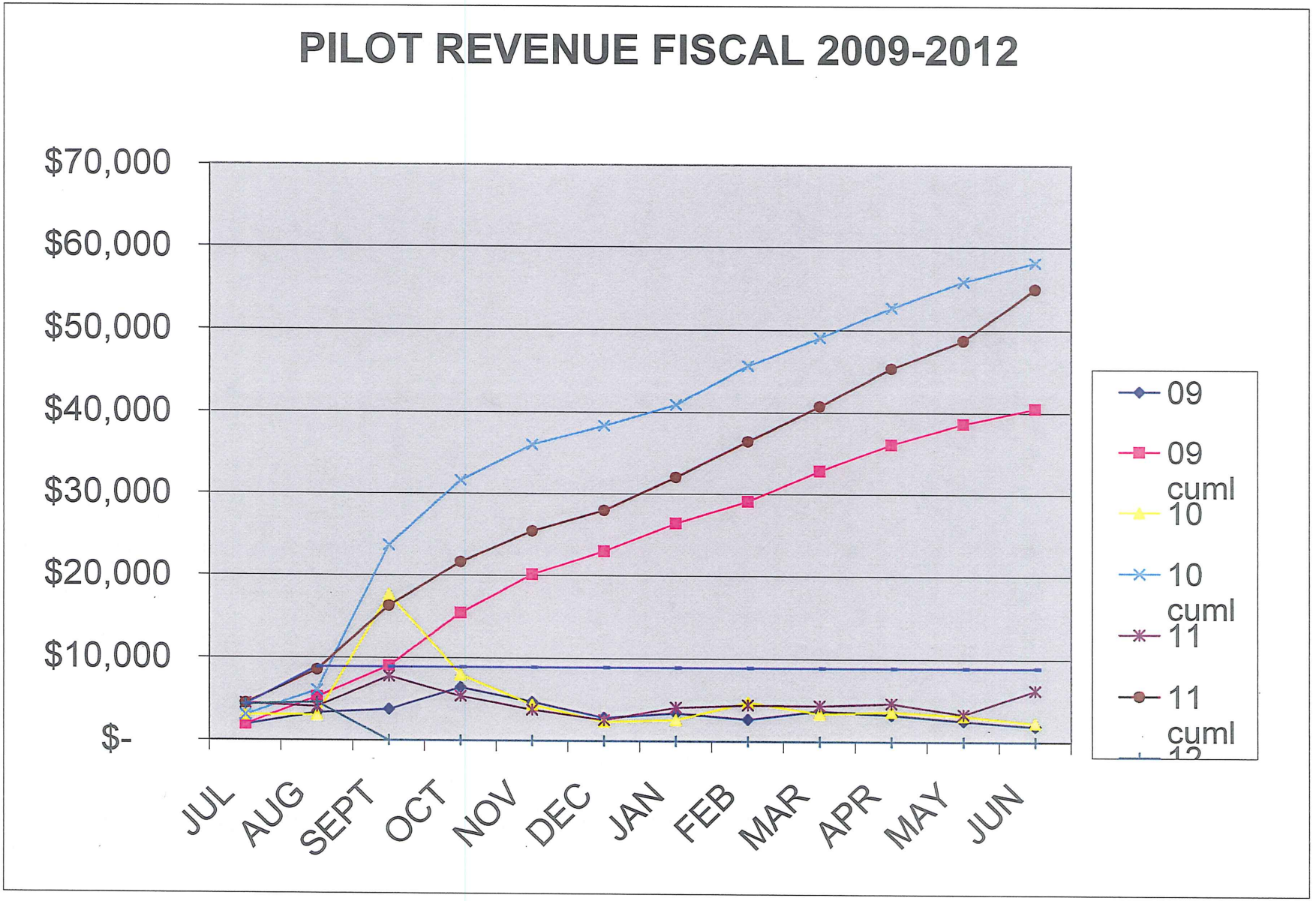
- New database
- Thorough scrub of duplicates/old data
- Public outreach and education
- Aggressive pursuit of revenue and registration renewals
  - Aging report (30/60/90 day past due letters)
  - Visual spot checks of aircraft/pilots
- Pursue bill to allow ODA to issue civil penalties
  - *Deterrent and incentive effect vice revenue generator*
- **See handout on pilot and aircraft registration metrics/revenue**

AIRCRAFT REVENUE FISCAL 2009-2012



AIRCRAFT REGISTRATION REVENUE 08-11												
AC	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
08	$ 17,392	$ 17,429	$ 9,895	$ 10,740	$ 17,406	$ 27,188	$ 20,445	$ 20,206	$ 19,723	$ 17,539	$ 21,604	$ 18,401
08 cuml	$ 17,392	$ 34,821	$ 44,716	$ 55,456	$ 72,862	$ 100,050	$ 120,495	$ 140,701	$ 160,424	$ 177,963	$ 199,567	$ 217,968
09	$ 7,543	$ 17,253	$ 21,759	$ 22,803	$ 16,465	$ 17,904	$ 18,239	$ 9,744	$ 26,814	$ 20,638	$ 51,460	$ 11,337
09 cuml	$ 7,543	$ 24,796	$ 46,555	$ 69,358	$ 85,823	$ 103,727	$ 121,966	$ 131,710	$ 158,524	$ 179,162	$ 230,622	$ 241,959
10	$ 18,273	$ 16,524	$ 51,277	$ 25,494	$ 20,610	$ 13,585	$ 18,150	$ 32,425	$ 22,335	$ 18,467	$ 22,525	$ 12,640
10 cuml	$ 18,273	$ 34,797	$ 86,074	$ 111,568	$ 132,178	$ 145,763	$ 163,913	$ 196,338	$ 218,673	$ 237,140	$ 259,665	$ 272,305
11	$ 18,930	$ 29,155	$ 20,291	$ 21,880	$ 31,951	$ 18,735	$ 23,820	$ 25,595	$ 26,435	$ 28,305	$ 24,560	$ 28,965
11 cuml	$ 18,930	$ 48,085	$ 68,376	$ 90,256	$ 122,207	$ 140,942	$ 164,762	$ 190,357	$ 216,792	$ 245,097	$ 269,657	$ 298,622
12	$ 16,915	$ 24,435	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
12 cuml	$ 16,915	$ 41,350	$ 41,350	$ 41,350	$ 41,350	$ 41,350	$ 41,350	$ 41,350	$ 41,350	$ 41,350	$ 41,350	$ 41,350

PILOT REVENUE FISCAL 2009-2012



PILOT REGISTRATION REVENUE 08-11												
PILOT	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
08	$ 3,522	$ 3,334	$ 1,851	$ 2,018	$ 2,826	$ 3,304	$ 2,910	$ 2,657	$ 3,386	$ 2,642	$ 2,997	$ 3,142
08 cuml	$ 3,522	$ 6,856	$ 8,707	$ 10,725	$ 13,551	$ 16,855	$ 19,765	$ 22,422	$ 25,808	$ 28,450	$ 31,447	$ 34,589
09	$ 1,902	$ 3,317	$ 3,751	$ 6,421	$ 4,717	$ 2,845	$ 3,428	$ 2,696	$ 3,719	$ 3,264	$ 2,560	$ 1,905
09 cuml	$ 1,902	$ 5,219	$ 8,970	$ 15,391	$ 20,108	$ 22,953	$ 26,381	$ 29,077	$ 32,796	$ 36,060	$ 38,620	$ 40,525
10	$ 3,033	$ 3,028	$ 17,581	$ 7,942	$ 4,374	$ 2,349	$ 2,624	$ 4,741	$ 3,377	$ 3,618	$ 3,150	$ 2,292
10 cuml	$ 3,033	$ 6,061	$ 23,642	$ 31,584	$ 35,958	$ 38,307	$ 40,931	$ 45,672	$ 49,049	$ 52,667	$ 55,817	$ 58,109
11	$ 4,459	$ 4,045	$ 7,754	$ 5,364	$ 3,768	$ 2,545	$ 4,080	$ 4,381	$ 4,347	$ 4,616	$ 3,334	$ 6,221
11 cuml	$ 4,459	$ 8,504	$ 16,258	$ 21,622	$ 25,390	$ 27,935	$ 32,015	$ 36,396	$ 40,743	$ 45,359	$ 48,693	$ 54,914
12	$ 4,296	$ 4,573	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
12 cuml	$ 4,296	$ 8,869	$ 8,869	$ 8,869	$ 8,869	$ 8,869	$ 8,869	$ 8,869	$ 8,869	$ 8,869	$ 8,869	$ 8,869

QUARTERLY REPORT 11-13

PILOT REGISTRATION COLLECTED Q3

	JANUARY			FEBRUARY			MARCH	
Total Renewals:	167			186			193	
Anticipated Revenue:	$ 4,008			$ 4,200			$ 4,128	
Collected:	$ 2,256			$ 2,616			$ 2,064	
% of Montly Revenue:		56%			62%			50%
30 day letters:								
Anticipated Revenue:	$ 1,752			$ 1,584			$ 2,064	
Actual Revenue:	$ 912			$ 612			$ 1,032	
% of Montly Revenue:		23%			15%			25%
60 day letters:								
Anticipated Revenue:	$ 840			$ 972			$ 1,032	
Actual Revenue:	$ 336			$ 420			$ 552	
% of Montly Revenue:		8%			10%			13%
90 day letters:								
Anticipated Revenue:	$ 504			$ 552			$ 480	
Actual Revenue:	$ 168			$ 144			$ 48	
% of Montly Revenue:		4%			3%			1%
TOTAL COLLECTED:	**$ 3,672**	**92%**		**$ 3,792**	**90%**		**$ 3,696**	**90%**
OUTSTANDING BAL:	$ 336			$ 408			$ 432	

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QUARTERLY REPORT 11-13

PILOT REGISTRATION COLLECTED Q4

	APRIL			MAY			JUNE	
Total Renewals:	195			175			172	
Anticipated Revenue:	$ 4,656			$ 4,200			$ 4,128	
Collected:	$ 2,520			$ 2,376			$ 2,088	
% of Montly Revenue:		54%			57%			51%
30 day letters:								
Anticipated Revenue:	$ 2,136			$ 1,824			$ 2,040	
Actual Revenue:	$ 1,008			$ 696			$ 1,104	
% of Montly Revenue:		22%			17%			27%
60 day letters:								
Anticipated Revenue:	$ 1,128			$ 1,128			$ 936	
Actual Revenue:	$ 432			$ 576			$ -	
% of Montly Revenue:		9%			14%			0%
90 day letters:								
Anticipated Revenue:	$ 696			$ 552				
Actual Revenue:	$ 24							
% of Montly Revenue:		1%			0%			0%
TOTAL COLLECTED:	**$ 3,984**	**86%**		**$ 3,648**	**87%**		**$ 3,192**	**77%**
OUTSTANDING BAL:	$ 672			$ 552			$ 936	

Actions to improve leadership, consistent application of policies and practices?

- Improved Leadership
  - Communication flow/management team
  - New blood/expertise
  - Team building in agency/with DAS/ODOT
  - LEAN-Six Sigma/process mapping/Cost drivers
  - Board of Aviation involved/monthly board meetings

- Consistent application of policies and practices
  - Execution of audit report recommendations
  - Enhanced working relationships:
  - DOJ, SCS, DAS Leasing, Contracts, Others
  - ODOT transition of admin services (see matrix)
  - Increased volunteer organization (AIRO)

Financial condition of major programs in ODA?

- Board and Director involved in financial management.
  - Cost Drivers evaluation
  - Monthly OAB review of budget
  - Cash Reserve at $1.2 M
  - Evaluation of cost of services

- Review of major program financial condition (see attachment 3)
  - Operations
  - Pilot registration/Search and Rescue
  - General aviation entitlement
  - Pavement Maintenance Program (PMP)
  - Aircraft registration
  - Capital construction

Oregon Department of Aviation
Revenues and expenditures through July 2011 (8/26/11)

Program	2007-2009 Revenue/expenditures	2009-2011 revenue/expenditures	2011-2013 actual revenue/expenditures to date	2011-2013 projected revenues	2011-2013 projected expenditures	2009-2011 limitation	2011-2013 Limitation
Operations:						$3,981,096	$3,456,095
Beginning cash	539,631	366,488	1,237,235	1,237,235			
Other Funds Revenue	4,329,667	4,393,035	103,190	3,859,123			
Expenditures	(4,502,810)	(3,522,287)	(93,545)		3,427,753		
Ending Balance	366,488	1,237,235	1,246,880		1,668,605		
Aircraft Registration:						$388,476	$66,749
Beginning Cash	0	38,882	352,229	352,229			
Other Funds Revenue	443,884	557,896	38,510	522,484			
Expenditures	(405,002)	(244,549)	(3,325)		66,749		
Ending Balance	38,882	352,229	387,414		353,302		
Pavement Maintenance						$2,181,292	$1,908,331
beginning cash	0	924,508	1,480,525	1,480,525			
Other Funds Revenue	2,077,590	1,286,685		1,198,686			
Expenditures	(1,153,080)	(730,668)			841,735		
Ending Balance	924,508	1,480,525			1,282,959		
Search and Rescue						$76,991	$53,900
beginning cash	139,399	27,474	8,469	8,469			
Other Funds Revenue	81,259	109,674	8,136	109,104			
Expenditures	(193,184)	(128,680)	(1,545)		53,900		
Ending Balance	27,474	8,469	15,060		6,327		
General Aviation Entitlement						$111,472	$180,964
Beginning cash	412	0	0	0			
Other Funds Revenue	28,393	63,918	1,792	180,964			
Expenditures	(28,805)	63,918	(1,792)		180,964		
Ending Balance	0	0	0		0		
Operations (federal)						$250,000	$500,000
Beginning cash	0	0	324	0			
Other Funds Revenue	240,990	44,789	0	500,000			
Expenditures	240,990	(44,465)	0		500,000		
Ending Balance	0	324	0		0		
General Aviation Entitlement (federal)						$2,117,696	$2,772,055
Beginning cash	0	12,161	(23,414)	0			
Other Funds Revenue	564,349	1,153,919	0	2,772,055			
Expenditures	(552,189)	(1,189,494)	(34,043)		2,772,055		
Ending Balance	12,161	(23,414)	(57,457)		0		

Attachment (3)