CHICAGO ROCKFORD INTERNATIONAL AIRPORT

Annual Budget & Appropriation Ordinance

2027

GREATER ROCKFORD AIRPORT AUTHORITY
FOR THE FISCAL YEAR OF 2027

ROCKFORD, ILLINOIS

Fiscal Year 2027
Annual Budget and Appropriations Ordinance

For the period of May 1, 2026 - April 30, 2027

Greater Rockford Airport Authority

Chicago Rockford International Airport

Rockford, Illinois

Board of Commissioners

Michael Schablaske, Chairman

Jake Castanza, Vice Chairman

Paul R. Cicero, Treasurer

Pat Agnew, Secretary

Dianne Parvin, Assistant Secretary

Leslie West, Commissioner

Al Caruana, Commissioner

Senior Management

Zachary Oakley, Executive Director

Michelle Cassaro, Deputy Director of Finance and Administration

Tracey Halbrader, Finance Director

Our Mission

Create regional opportunities through global aviation.

Our Vision

Be innovative in aviation; maximizing assets to create opportunity, growth, convenience, and customer satisfaction.

Our Values

Integrity
Trustworthy, honest, and always do the right thing.

Respect
Open to the opinions, thoughts, and values of others.

Dedicated
Loyal and committed to organizational goals.

Resourceful
Innovative; use creativity and imagination to find ways to achieve results.

Reliable
Available, dependable, and consistent.

Table of Contents

TRANSMITTAL LETTER

Budget Objectives 1
Overview and Economic Conditions 2
Budget Overview 5
Long-Range Financial Plan 5
Organization 6
Strategic Plan 7
Financial Policies 10
Budget Document 15
Budget Process 15
Distinguished Budget Presentation Award 16
Revenues 18
Expenditures 20
Debt Service 22
Capital Improvement Program 24
Net Assets 25
Designated Assets 26
Acknowledgement 27

BUDGET SUMMARY

Summary 29

OPERATING REVENUE

Summary 30
Budget 31

OPERATING EXPENSES

Summary 32
Combined Departmental Budgets 33

Finance and Administration Department

Summary 35
Performance Measures 37
Budget 38

Facilities and Maintenance Department

Summary 39
Performance Measures 40
Budget 41

Operations Department

Summary 43
Performance Measures 45
Budget 46

Marketing and Development Department

Summary 47
Performance Measures 49
Budget 50

Terminal Service Department

Summary 51
Performance Measures 52
Budget 53

NON-OPERATING REVENUES AND EXPENSES
Budget 54

CAPITAL IMPROVEMENT PROGRAM
Summary 55
CIP Operating Budget Cost Impact 58
Five-Year Capital Improvement Projects 59

EXHIBITS
Exhibit 1 Tentative Budget and Appropriation Ordinance 60
Exhibit 2 Rates & Charges Ordinance 62
Exhibit 3 Statistics 65
Exhibit 4 Fiscal Year 2027 Budget and Appropriation Ordinance 70
Exhibit 5 Acronyms and Glossary of Terms 75

All Page Numbers are Linked to the Page

CHICAGO ROCKFORD INTERNATIONAL AIRPORT

September 30, 2026

The Honorable Chairman and Board of Commissioners
Greater Rockford Airport Authority
60 Airport Drive
Rockford, IL 61109

Dear Mr. Chairman and Commissioners:

Respectfully presented is the annual budget of the Greater Rockford Airport Authority (Authority) as approved by the Board of Commissioners on April 23, 2026. The Authority operates the Chicago Rockford International Airport (RFD).

The budget includes plans and resources to move toward the Authority's strategic goals. This includes continued efforts to grow passengers, work to develop underutilized areas of the airport and make RFD cargo capabilities known across the globe.

The capital budget includes funds for key infrastructure upgrades to support the expansion and growth of aviation development. Highlights of the capital improvement plan include phase five of the northwest air cargo apron expansion, phase two of the airfield lighting and signage construction, runway safety area grading and cargo warehouse improvements.

The budget strategically directs the allocation of resources to best enable the Authority to operate RFD in a manner that exceeds customer expectations and meets all safety and security requirements. It funds operations, activities, infrastructure, equipment, and technology enhancements to meet the strategic goals of the Authority for the next year and into the future.

Budget Objectives

The Authority's goals for the FY2027 budget are to allocate resources to RFD programs and services to:

- Operate a safe and secure airport.
- Continue to provide exceptional customer service to RFD passengers and users of the airport.
- Operate an efficient and financially self-sustaining organization.
- Provide the necessary resources to accomplish the Authority's strategic plan.
- Meet all regulatory, legal and contractual requirements.

The strategic objectives and initiatives related to the budget are further broken down within the capital and departmental budgets for the year.

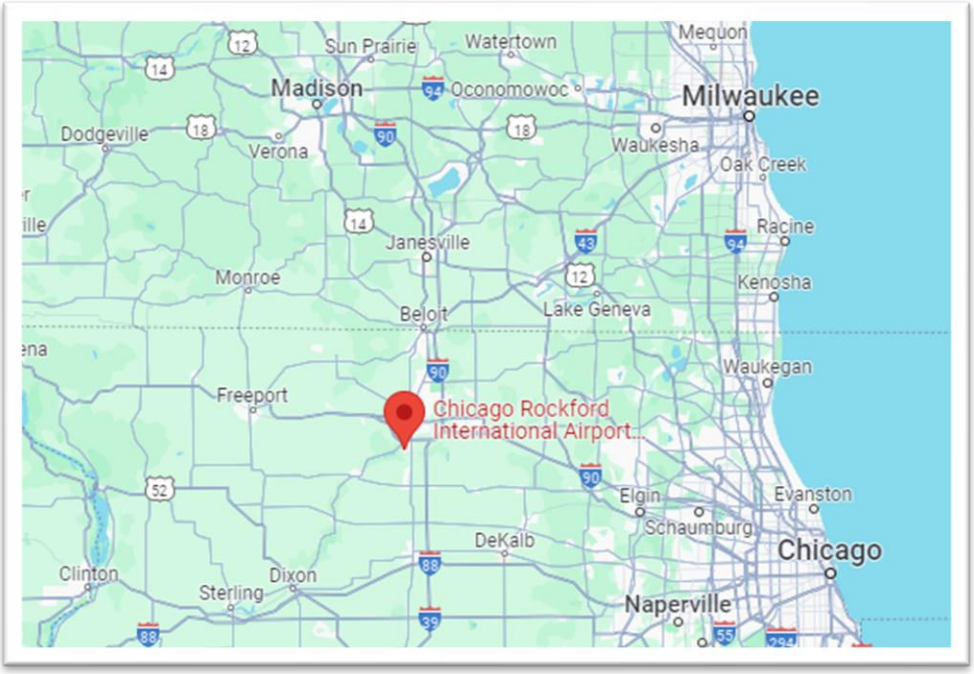
Overview and Economic Conditions

The Authority is one of the oldest airport authorities in the United States. In 1917, during World War I, RFD, then named "Camp Grant," was a U.S. Army cavalry camp. During World War II the Army transformed Camp Grant into a military training base and a prisoner of war detainment camp. In 1946, the State of Illinois adopted the Airport Authorities Act; thus, the Greater Rockford Airport Authority was created.

The Authority has four communities who appoint a seven-member Board of Commissioners. The Board of Commissioners is responsible for setting policies and ordinances governing the operations of the Authority, which are carried out or enforced by a professional staff.

We have unrestricted airspace and a seven-day 24-hour FAA Air Traffic Control Tower. There are two runways, one at 8,200 feet in length; the longest is 10,000 feet in length. The 10,000-foot runway has a Category II/III Landing System, which is a valuable landing aid for commercial and private pilots.

RFD is located in the southwest quadrant of Rockford, Illinois with easy access from five major highways. It is located approximately 85 miles northwest of Chicago, Illinois; 90 miles southwest of Milwaukee, Wisconsin; and 60 miles southeast of Madison, Wisconsin. The airport covers an area of about 3,000 acres, with 800 of those acres airfield related. RFD is geographically centered within the region.



The Metropolitan Statistical Area (MSA) includes approximately 337,000 people. The region is considered an excellent location for aerospace, manufacturing, logistics services, warehouses, and distribution centers. The number of employed individuals in the county is about 148,000. Business growth continues and employment needs are increasing. The unemployment rate decreased from 5.6% to 5.4% for Winnebago County over the last year. There is continued local collaboration to increase the quality of available workers to meet the demands of the increasingly technical and specialized job opportunities in the local area.

Overview and Economic Conditions (continued)

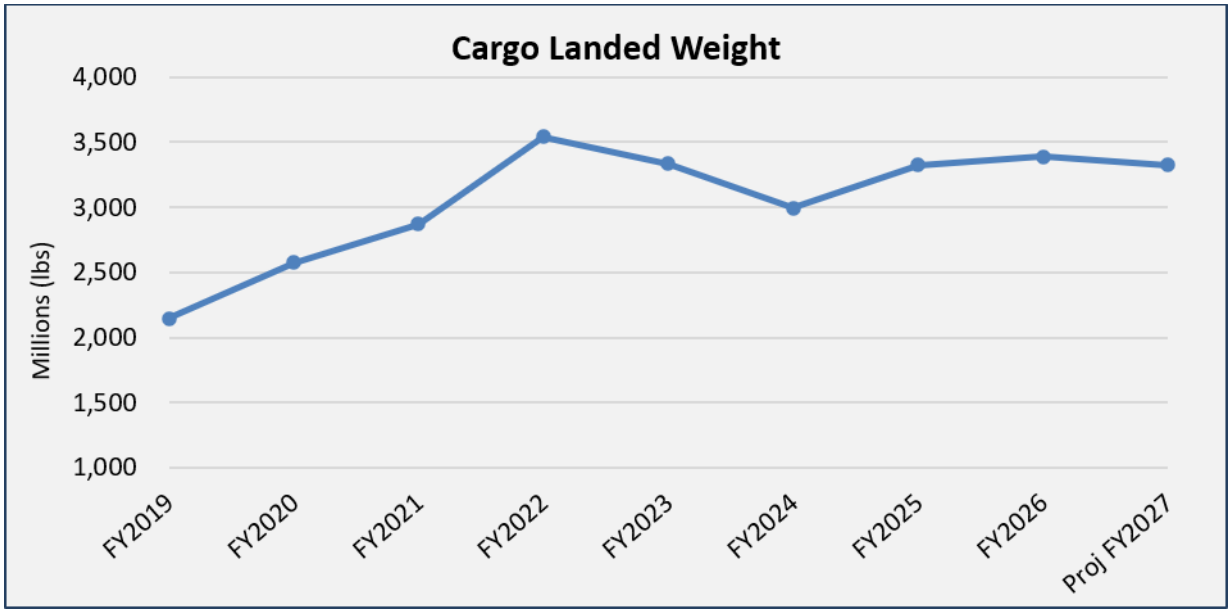
The financial condition of the Authority is primarily dependent upon the amount of aircraft utilization at RFD. That utilization, in turn, is dependent upon several factors: the amount of cargo that flows through RFD; the number of passenger airlines that service RFD; the number of passengers that use the airport; the national economy, which influences buying, and subsequent shipping habits; and the regional economy that influences the willingness of the consumer to purchase air travel.

This has been another strong year for air cargo at RFD. The most recent FAA cargo reports state that RFD is the 12th largest cargo airport in the United States. The annual total of gross landed weight for all cargo aircraft for fiscal year 2026 was up 1.89%. The uncertainty in international cargo continues industry wide with tariffs being placed on the import and export of goods. Due to the uncertainty, RFD projects a 1.87% decrease in landed cargo weight for FY2027.

RFD is the second largest UPS hub in North America. During FY2027 we expect UPS to decrease operational frequency slightly over FY2026 as they continue to modify their service related to the United States Postal Service contract. The reduced activity will result in a slight decrease in UPS landing fee revenue.

Amazon Air operates a regional gateway at RFD. Currently there are two cargo carriers, ABX and Air Transport International (ATI), serving the Amazon Air operation. In FY2027, Amazon Air operations are forecasted to remain flat with prior years activity.

International cargo remains steady at RFD. Maersk Air Cargo continues to occupy 90,000 square feet of space and has full control of building one. They continue their strong partnership with Menzies Aviation. This partnership has generated additional flights to and from China servicing an eCommerce customer. Throughout FY2027 RFD will continue to aggressively pursue international growth opportunities.

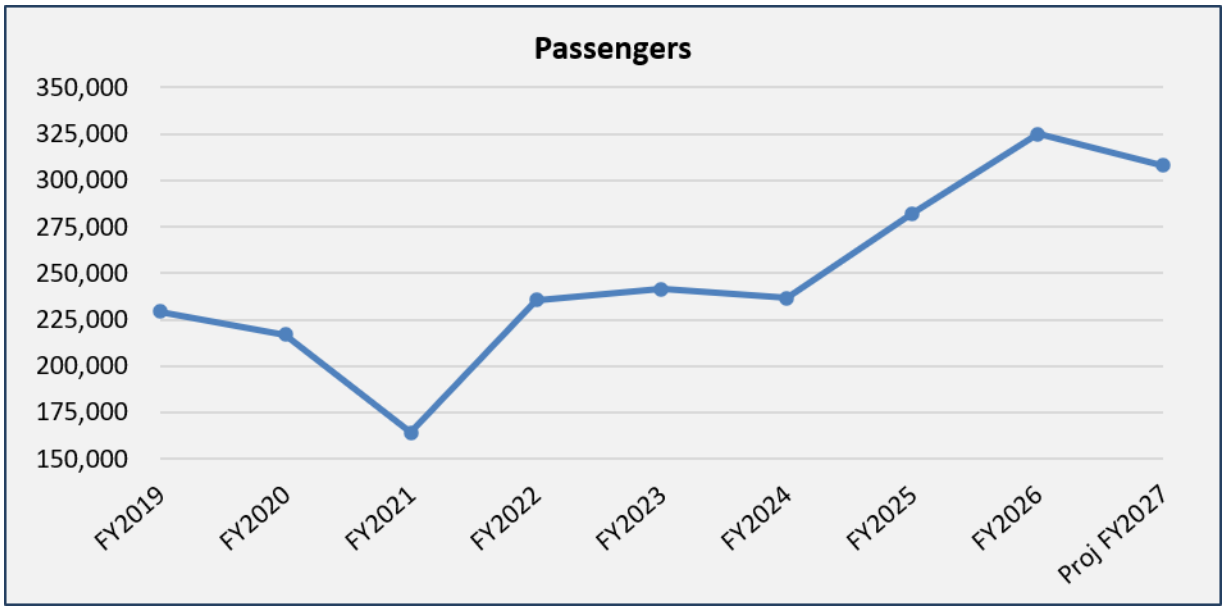


Overview and Economic Conditions (continued)

RFD is a United States Customs Port of Entry and grantee of Foreign Trade Zone (FTZ) #176. The FTZ program creates a partnership between American business and the Federal government, increasing the global market share of U.S. businesses and retaining or creating jobs at home. The FTZ program fits the mission of the Authority to expand business opportunities, create jobs and assist local companies to compete more effectively in the global marketplace. FTZ utilization is anticipated to increase during FY2027.

Passenger service is a high priority at RFD. The terminal offers five passenger gates and is home to Skyview Café concessions and two rental car agencies. Allegiant is now serving eight destinations out of RFD and accounts for 79% of all seats currently available. American Airlines introduced its Landline premium motorcoach service connecting Chicago Rockford International Airport (RFD) to the American Airlines network and the Oneworld Alliance through Chicago O'Hare International Airport (ORD). The Landline service accounts for 14% of available seats. Apple Vacations is continuing its seasonal service to international destinations with travel to Cancun, Mexico; Liberia Guanacaste, Costa Rica; and Punta Cana, Dominican Republic being offered in FY2027. Passenger service experienced a record-breaking year with an increase of 15.26% over FY2025.

Although RFD's passenger travel was up significantly from the previous year, the budget remains conservative with a 5.25% decrease budgeted over FY2026.



Budget Overview

The budget presented has many highlights discussed in subsequent sections. Operating revenue is budgeted at $17,908,309 for FY2027. This is an increase of 3.55% from the prior year's budget, mainly due to an increase in fuel flowage and landing fees related to increased cargo operations as well as increased passenger parking revenue, offset by decreases in lease revenue. Operating expenses are budgeted at $17,407,560, which is a 10.02% increase compared to the prior year's budget primarily due to increasing costs in contractual services. As anticipated, the Authority ended FY2026 with a deficit due to deferred capital projects from FY2025.

	Actual FY2025	Budget FY2026	Estimated FY2026	Budget FY2027
Operating Revenue	$ 17,952,471	$ 17,293,653	$ 17,858,341	**$ 17,908,309**
Operating Expense	(14,334,950)	(15,821,923)	(15,113,334)	**(17,407,560)**
Net Operating Revenue (Expense)	3,617,521	1,471,730	2,745,007	**500,749**
Non-Operating Revenue	18,328,696	19,209,904	24,353,064	**26,402,856**
Debt Service Principal Payments	(3,138,849)	(3,185,983)	(3,138,849)	**(3,238,702)**
Capital/Operating Reserve	1,300,000	2,500,000	-	**6,200,000**
Net before Capital	20,107,368	19,995,651	23,959,222	**29,864,904**
Capital Improvement Program	(16,870,589)	(19,837,533)	(26,804,843)	**(29,625,769)**
Excess (Deficit) Funds	$ 3,236,779	$ 158,118	$ (2,845,621)	**$ 239,135**

Long-Range Financial Plan

A multi-year projection has been prepared of The Authority's financial operations based on projected revenue and expense to assist in analyzing future performance. Projections are made based on the strategic plan and historical performance with adjustments made based on anticipated future changes. Projections help with future planning, especially related to capital improvements and how to best prioritize projects. Current projections indicate that revenues will continue to support expenses for the next five years, including capital improvements. FY2028's capital improvements include a significant amount of self-funded projects and local funds for large Airport Improvement Program (AIP) projects. Projections include the issuance of bonds to offset the increased expense. Some of the expenses are offset by equipment reserves being held for that purpose. The Authority will continue to prioritize future projects and shift some of the FY2028 projects into FY2029, FY2030 and FY2031 to preserve the reserve funds for future needs.

	Budget FY2027	*Projected FY2028*	*Projected FY2029*	*Projected FY2030*	*Projected FY2031*
Operating Revenue	**$ 17,908,309**	*$ 20,594,555*	*$ 23,683,738*	*$ 27,236,299*	*$ 31,321,744*
Operating Expense	**(17,407,560)**	*(18,618,330)*	*(19,927,732)*	*(21,344,628)*	*(22,878,718)*
Net Operating Revenue	**500,749**	*1,976,225*	*3,756,006*	*5,891,671*	*8,443,025*
Non-Operating Revenue	**26,402,856**	*71,173,300*	*45,016,121*	*50,368,422*	*38,843,707*
Debt Service	**(3,238,702)**	*4,698,173*	*(3,366,914)*	*(3,443,056)*	*(3,443,056)*
Capital Reserve	**6,200,000**	*8,000,000*	*2,000,000*	-	-
Net before Capital	**29,864,904**	*85,847,698*	*47,405,213*	*52,817,037*	*43,843,676*
Capital Improvement Program	**(29,625,769)**	*(85,486,233)*	*(46,752,245)*	*(51,140,552)*	*(36,672,000)*
Excess Funds	**$ 239,135**	*$ 361,465*	*$ 652,968*	*$ 1,676,485*	*$ 7,171,676*

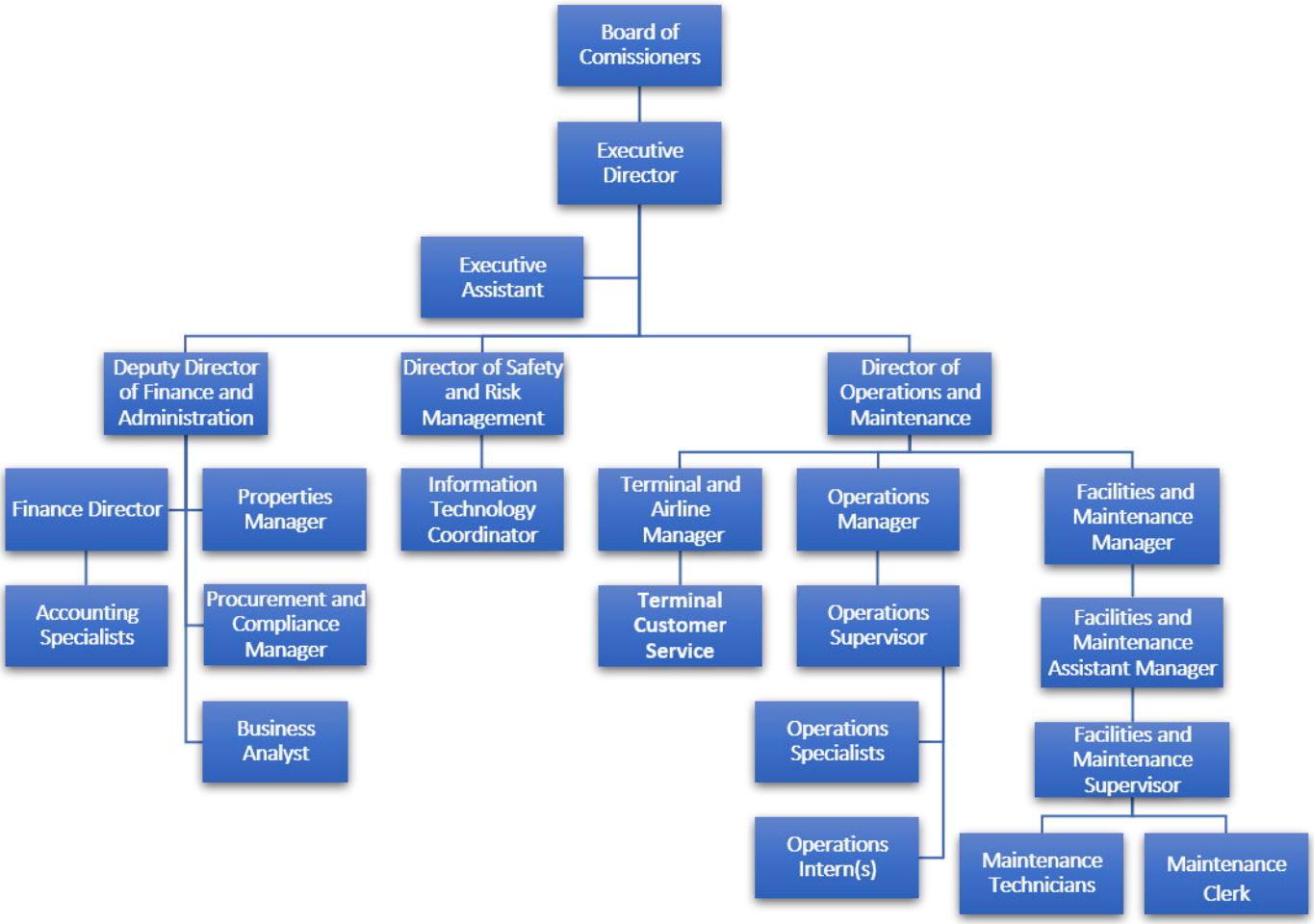
Organization

The Board of Commissioners continues its aggressive stance to further grow all areas of airport development. The Authority is governed by a seven-member Board of Commissioners. The members are appointed as follows:

- The Mayor of the City of Rockford, 3 members;
- Winnebago County Board Chairman, 2 members;
- The Mayor of the City of Loves Park, 1 member; and
- The Village President of Machesney Park, 1 member.

The Board members serve five-year terms, except that any person appointed to fill a vacancy will be appointed to serve the unexpired term. Members of the Board of Commissioners are eligible for reappointment. The Board selects an Executive Director to staff the respective departments and oversee the day-to-day operations.

Organizational Chart



Organization (continued)

The Executive Director of the Authority reports to the Board of Commissioners. In FY2027, airport staff is expected to increase to 59 employees (including seven Commissioners). The growth in Operations staff from FY2025 Budget is due to the increasing interest in our summer internship program. This program has been successful in teaching skills necessary to become a full-time operations specialist.

Department	FY2025 Budget	FY2026 Budget	FY2027 Budget
Airport Commissioners	7	7	7
Administration and Finance	9	10	11
Facilities and Maintenance	26	26	26
Operations	11	15	15
Total Organization	**53**	**58**	**59**

Strategic Plan

The Greater Rockford Airport Authority's strategic plan is a tool to guide the organization to deliver our vision. The plan is driven by our mission and values. The strategic planning process ensures the most effective use is made of the Authority's resources by focusing on key priorities. We identify targets for each goal, allowing board and staff to monitor RFD's continuing progress. The budget incorporates the resources necessary to accomplish the goals of the strategic plan.

The Authority reviewed our progress on prior initiatives, the current aviation environment, and our opportunities for future growth during FY2024 and developed a three-year Strategic Plan. All departments participated in developing the strategic plan aligned with our mission, vision, and values. The Strategic Planning Process is outlined on the following page.

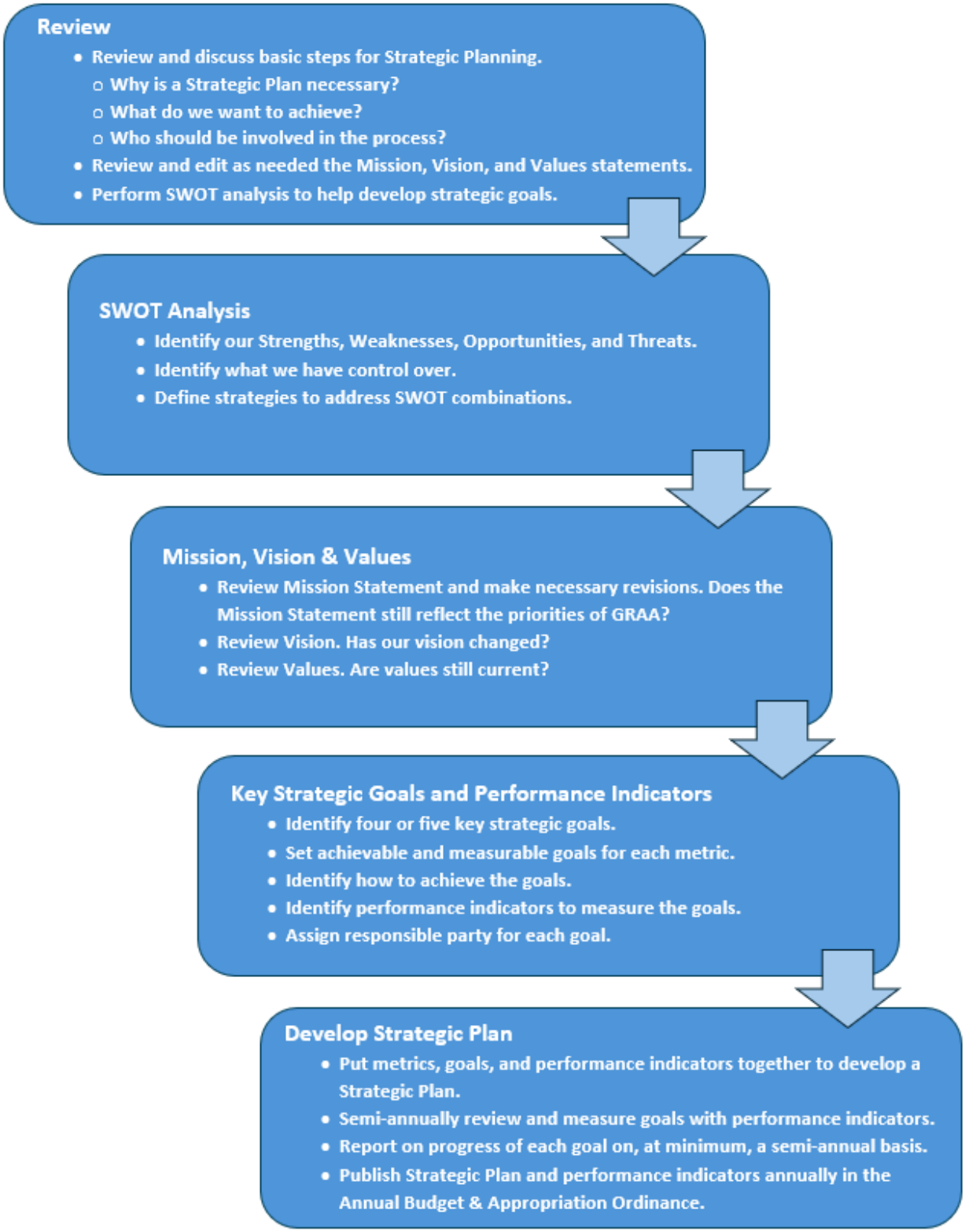
The Strategic Plan consists of six strategic goals. Associated with each goal is the performance indicator and desired target. The plan also includes the strategic initiatives that will drive the targeted outcome. The six strategic goals are as follows:

- Financial Health
- Air Service Development
- Operational Sustainability
- Business Development
- Marketing & Community Engagement
- Organizational Development

A progress report on initiatives outlined in the FY2026 adopted budget and goals for the FY2027 adopted budget are included within each department's report in the Operating Expenses section of this document. The department initiatives include specific steps staff has undertaken to achieve the strategic goals included in the strategic plan.

Strategic Plan (continued)

Strategic Planning Process



Strategic Plan (continued)

Strategic Plan Summary Fiscal Year 2025-2027

Strategic Goals	Performance Indicator	Fiscal Year	Target	Strategic Initiative
Financial Health	Growth in Operating Revenue over the prior year.	2025	10.5% increase over prior year	-Annual rate increases -year-long operational growth
		2026	11.2% increase over prior year	
		2027	15.0% increase over prior year	
Air Service Development	Increased Customer Base – Passenger	2025	Increased enplanements over prior year by 7%	-new provider incentives -additional carrier or new destination
		2026		-work with existing carriers for growth -marketing -additional incentives
		2027		-evaluate success of years one and two
	Increased Customer Base – Cargo	2025	3% more rotations in based carriers Two additional international operators	
		2026	3% more rotations in based carriers 10% growth in international	
		2027	3% more rotations in based carriers 10% growth in international	
Operational Sustainability	Safety Security Business Continuity	2025	Zero incidents Quarterly Safety Committee Meetings	-add additional staff member who will establish future metrics -expand mass communication system -implement safety response plan for every facility including cyber, natural disaster, active shooter
		2026		-continue implementation of safety response plan for every facility -finish anything from FY25 not complete
		2027		-review fire contract -determine next level needs
Business Development	Footprint Management & Change	2025	Targets to be determined during strategic initiative processes	-add staff person -perform structure analysis to assist in development of future targets -develop Safety Management System (SMS) over next 24 months -establish sustainable master plan
		2026		-evaluate real estate purchase probability -evaluate current real estate development opportunities
		2027		-implement SMS plan -evaluate next steps
Marketing & Community Engagement	Community Engagement & Branding	2025	20 tours 7 external events 1 open house	-determine process for formal marketing plan
		2026		
		2027	Establish/strengthen one local partnership Expand airport ambassador program	
Organizational Development	Internal Focus on Staffing, Compensation, and Benefits	2025	Maintain strong union relationship Two employee events per year with increased participation	-continue focus on training and development at all levels -define and implement processes and standard operating procedures -shore-up onboarding and offboarding processes
		2026		-refine processes and standard operating procedures
		2027	Continue with 2025 & 2026 targets 80% time worked recorded in CityWorks	-conduct structure analysis -establish monthly work plans -grow quality and focus of training

Financial Policies

The Authority's long-range goal is growth with balanced self-sufficiency, efficient debt use, and the means to these goals are sound fundamental financial policies. The financial policies that lay the groundwork for the budget are as follows:

Basis of Accounting
Basis of accounting refers to "when" transactions are recorded regardless of the measurement focus applied. The Authority's basic financial statements are presented using the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recorded when the liability/deferred inflow is incurred or economic asset used. Revenues, expenses, gains, losses, assets/deferred outflows, and liabilities/deferred inflows resulting from exchange and exchange-like transactions are recognized when the exchange takes place.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the Authority are charges to customers for services. Operating expenses include the cost of services, administrative expenses, and depreciation and amortization on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

Basis of Budget
The Authority prepares its budget partially on a cash basis. This basis is a departure from accounting principles generally accepted in the United States of America in that capital expenditures, including capital outlays and improvements, debt service and grant service, are entirely recognized in the year purchased or paid. Therefore, depreciation is not budgeted. All other revenues and expenses are budgeted on an accrual basis.

The budget process begins each November. Authority management has long recognized the importance of proper and accurate budgeting. Management annually creates a comprehensive line-item budget that is adopted by the Board of Commissioners in a public meeting before the beginning of each fiscal year. The budget narratives are detailed projections of the expected financial operation over the next year in accordance with the Authority's long-range financial plans. The budget is created using zero-based budgeting techniques in which each expenditure line item is evaluated on its own merit each year.

Management's control of the budget is maintained at the department level. It is the responsibility of each department to administer its operations in such a manner as to ensure that the use of funds is consistent with the goals and programs authorized by the Board of Commissioners.

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

Operating Revenues and Expenses
The Authority distinguishes operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services in connection with the Authority's operations. The principal operating revenues of the Authority are airport fees (primarily landing fees and fuel flowage fees) and lease revenue. The Authority also recognizes certain other revenues as operating revenues including airport service fees, foreign trade zone fees, storm water retention fees, fuel permits, etc.

Financial Policies (continued)

Operating expenses for the Authority include personnel and benefit costs, contractual services costs, commodities and others. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

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

Investments are stated at fair value. Fair value is determined primarily on the basis of quoted market prices. Interest income is recorded as earned.

Interest Rate Risk: Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. The Authority does not have a policy on interest rate risk; however, investments are structured so funds are available to meet ongoing operations, and those funds intended for longer term purposes are invested to maturity dates to reflect potential future uses with limited maturity lengths.

Concentration of Credit Risk: Concentration of credit risk is the risk of loss attributed to the magnitude of a government's investment in a single issuer. The Authority's investment policy allows for no more than 40% of the total investment portfolio, exclusive of U.S. Treasury securities held in safekeeping to be held at one financial institution. The Authority does not have any investments exposed to concentration of credit risk.

Credit Risk: The Greater Rockford Airport Authority may invest public funds in certain types of security as allowed by the Public Funds Investment Act, 30 ILCS 235 et seq. "Public Funds" are defined as current operating funds, special funds, interest and sinking funds, and funds of any kind belonging to or in the custody of the Greater Rockford Airport Authority. While the Public Funds Investment Act allows the investment of public funds in a wider range of possible securities, it is the policy of the Greater Rockford Airport Authority that its investments be limited to the allowed securities as identified hereof.

Allowable securities are as follows:

- Bonds, notes, certificates of indebtedness, treasury bills, or other securities, which are guaranteed by the full faith and credit of the United States of America.
- Bonds, notes, debentures, or other similar obligations of the United States of America or its agencies.
- Any interest-bearing account, deposit (including certificates of deposit), or any other investment constituting direct obligations of any bank, collateralized per the investment policy, and as defined by the Illinois Banking Act and only those insured by the Federal Deposit Insurance Corporation (FDIC).
- Any repurchase agreement not to exceed 330 days as provided for in 30 ILCS 235/2 (h) so long as such repurchase agreements comply with said statute and are supported by the full faith and credit of the United States of America.

Custodial Credit Risk – Deposits: Custodial credit risk is the risk that in the event of bank failure, the Authority's deposits may not be returned to it. The Authority has a policy regarding custodial credit risk which requires that funds on deposit in excess of FDIC or FSLIC limits be secured by either securities guaranteed by the full faith and credit of the United States of America or obligations of the United States of America or its agencies. The Authority's policy also requires that the amount of collateral provided shall

Financial Policies (continued)

not be less than 105% of the fair market value of the funds secured. Pledged collateral shall be held by the Authority or in safekeeping, evidenced by a safekeeping agreement. Collateral in safekeeping must be held by a third party or by an escrow agent of the pledging institution. At year-end, the entire amount of the bank balance of deposits was covered by collateral, federal depository or equivalent insurance.

Custodial Credit Risk – Investments: For an investment, custodial credit risk is the risk that, in the event of the failure of the counterparty, the Authority will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. The Authority's investment policy addresses custodial credit risk, as applicable, as detailed under *Custodial Credit Risk – Deposits*.

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

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

Designated Assets
Designated assets include all deposits and receivables either legally restricted or Board designated for specified purposes. Designated assets are segregated, by purpose, as follows:

- Operating account – These assets are unrestricted and utilized primarily for operating activities.
- Debt service – These assets are used to fund current maturities for the outstanding bond payments.
- Capital projects – These assets are used to fund capital improvements items.
- Trust Fund account – These assets are used for the repair, maintenance and monitoring of the stormwater retention pond, for the estimated landfill closure costs, and funds held for operating reserves and equipment reserve.

When expenses are incurred for which both designated and unrestricted resources are available, it is the Authority's policy to first apply designated resources. The Authority understands the need to replace capital items. In order to minimize the impact of future capital expenses, staff has planned for capital replacements with the use of designated assets, and they are funded by annual deposits from excess funds available.

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

	Years
Buildings	20
Infrastructure	20
Machinery, equipment and vehicles	5-10
Furniture, fixtures and computer equipment	3-5

Routine maintenance and repairs are expensed as incurred. Significant betterment and improvements are capitalized and depreciated over their estimated useful lives. Interest incurred during the construction phase of capital assets is reflected in the capitalized value of the assets constructed, net of interest earned on the invested proceeds over the same period.

Financial Policies (continued)

Deferred Charges and Unamortized Premium on Bonds
All costs associated with the issuance of bonds and other long-term debts are capitalized. Amortization is calculated by the straight-line half-year (bonds outstanding) method over the term of the debt. Bond premiums are amortized in the same manner. This method does not differ significantly from the effective interest method.

Compensated Absences
The Authority follows the requirements of GASB Statement 101, Compensated Absences, effective May 1, 2024. Compensated absences, (i.e. paid absences for employee vacation leave) are accrued as expenses when leave is earned. The Authority accrues vacation and sick pay benefits as earned by its employees. Employees are expected to use their accrued vacation in the calendar year in which it is accrued. An employee whose employment terminates will be paid for accrued unused vacation days. Sick leave not used in a calendar year can be carried over to subsequent years up to a maximum of 100 days. Upon termination of employment, an employee may receive payment in the amount of 25% of accrued sick time.

Use of Estimates
The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Net Assets
The Authority classifies its net assets in three categories as follows:

- Invested in capital assets, net of related debt consists of capital assets, net of accumulated depreciation and reduced by outstanding balances for bonds and other debt that are attributable to the acquisition, construction or improvement of those assets.
- Restricted net assets result when constraints placed on assets used are either externally imposed by creditors, grantors, and the like, or imposed by law through constitutional provisions or enabling legislation. The Authority has no restricted net assets.
- Unrestricted net assets consist of all other net assets that do not meet the criteria above.

Operating Reserves
The Authority maintains operating reserve funds to protect against the need to reduce service levels, staff, or raise fees due to temporary revenue shortfalls or unprecedented one-time expenditures. A reserve was established as a target minimum level to be maintained for exposure to natural disasters, severe unforeseen emergencies and economic uncertainties. The reserve policy will mitigate any future revenue fluctuations, where revenues generated are interrupted or otherwise insufficient to offset the operating expenditure.

To ensure sound fiscal management, preserve Authority Board discretion in its resource allocation decisions, and minimize the impact to the community and airport users the Authority establishes the following operating reserve funding targets:

- Retain a 3-5 month reserve of the annual operating and non-operating expenses using a three-year trend to project the actual amount.
- Transfer all types of revenue exceeding expenses, after the payment of debt service and on-going capital project costs, into the reserve account until the target is met.
- Maintain reserves in approved investment accounts that allow for projected needs of reserves as well as the ability to earn interest income where appropriate.

Financial Policies (continued)

The target amounts are based on recommendations from rating agencies and established best practices utilized by other municipalities.

Legal Debt Margin
Pursuant to the Airport Authorities Act, the Authority is given the right to issue tax secured bonds without the approval of voters within its boundaries for construction and development of an airport, provided that:

- The total of the bonds previously issued or to be issued does not exceed three-quarters percent (0.75%) of the total assessed valuation of all taxable properties within the Authority's boundaries, and
- The plans and specifications are submitted to the State of Illinois Department of Transportation, Division of Aeronautics for approval.

The Authority may issue additional bonds; however, voter approval is required. The total amount of the bonds may not exceed two and three tenths percent (2.30%) of the total assessed valuation. The 2.30% debt limit is calculated as of the time of issuance of the bonds and includes all Authority indebtedness. The Authority is also subject to a 2.875% debt limitation with respect to all outstanding indebtedness. This limit is calculated as of the date of issuance of any debt, except tax anticipation notes, tax anticipation warrants and revenue bonds.

Tax Rate
The current tax rate for the Authority is budgeted at $.075 per $100 of assessed value.

Risk Financing
The Authority purchases commercial insurance coverage for the various risks the Authority may encounter in its operations. Such risks of loss relate to torts; theft of, damage to and destruction of assets; errors and omissions; and worker's compensation.

The Authority established a partial self-insurance program beginning January 1, 2008 to cover the risks of health claims and has retained the services of an outside agency to administer its self-insurance claims. The Authority does not assume unlimited liability for health claims as it maintains stop-loss coverage, which covers medical expenses when they are incurred for amounts in excess of $3,500 annually for each participant. As of January 1, 2025, The Authority transitioned away from the partial self-insurance plan. The new plan places full responsibility for claim coverage with the employee. Claims related to the prior coverage continued to be paid throughout the current fiscal year. At year end, the liability was reduced to zero.

Rates and Charges
The Authority periodically approves a Rates and Charges Policy by resolution. The charges incorporated therein are determined by examining costs associated with the revenue stream. Rates and Charges were reviewed and amended in October 2024 and are included in Exhibit 2. Rates and Charges are based on a combination of both residual and compensatory methods.

Internal Controls
The Authority's internal control structure is an important and integral part of its entire accounting system. The current structure in place is designed to provide reasonable, but not absolute assurance that: (1) assets are safeguarded against loss from unauthorized use or disposition; (2) transactions are executed in accordance with management's authorization; (3) financial records are reliable for preparing financial statements and maintaining accountability for assets; (4) there is compliance with applicable laws and

Financial Policies (continued)

regulations; and (5) there is effectiveness and efficiency of operations. The concept of reasonable assurance recognizes that the cost of control should not exceed the benefits that are likely to be derived from them, and that the evaluation of cost and benefits requires estimates and judgment by management.

One duty of the Finance Director is to perform internal and external auditing functions. In the course of this assignment, the Finance Director is authorized to have full, free and unrestricted access to all records relating to the audit.

We believe that the Authority's internal control framework adequately safeguards assets and provides reasonable assurance and proper recording of financial transactions.

All financial policies have been formally adopted by the Board of Commissioners. The Authority is in compliance with all financial policies. The Authority reviews policies on a regular basis to make sure they are current and meet compliance requirements.

Budget Document

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

The Authority uses zero-based budgeting (ZBB) techniques, which requires staff to provide justification and support for all expenditures. This allows for evaluation of expenditures to ensure that each item supports and contributes to the goals of the organization. ZBB results in a more meaningful document that has the support of staff for implementation and utilization. This budget is divided into six components: transmittal letter, revenue budget, operating expenses budget, non-operating budget, capital budget, and exhibit section. The operating expense budget is further broken down into departmental budgets.

Budget Process

Budget Adoption. The Authority's budget is adopted by ordinance to comply with the provisions of State of Illinois Statute 50 ILCS 330/3, which requires a governing body to approve a budget within or before the first quarter of the fiscal year. In accordance with that same statute, the budget serves as the annual appropriations ordinance. The budget is prepared on a cash basis, whereby all revenues and expenses are recognized in the period in which cash is received and/or paid.

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

Budget Process (continued)

Description	Responsible Party	Deadline
Review Capital Needs for Next Five Years	Finance/Management	11/25/2025
Review Current Year Budget and YTD	Finance/Management	11/25/2025
Distribute Budget Worksheets	Finance	11/25/2025
Meet with Individual Departments on Budgets	Finance/Management	12/11/2025
Completed Budget Worksheets Returned to Finance	Management	01/16/2026
Capital Budget Finalization – Current Year Funding	Finance	01/23/2026
Finance Review and Compilation of Budget Worksheets	Finance	01/29/2026
Final Review of Budget Reports	Finance/Management	02/05/2026
Draft Budget presented at Planning and Finance Meeting	Finance	02/19/2026
Approval of Tentative Budget by Board of Commissioners	Finance	02/26/2026
Notice Published for Public Hearing	Finance	03/02/2026
Meet with Departments to Review/Update Goals	Finance/Management	03/12/2026
Review Long Range Financial Plan	Finance	03/13/2026
Public Hearing of Budget	Board of Commissioners	04/23/2026
Final Approval of Budget by Board of Commissioners	Board of Commissioners	04/23/2026

In the fall, department heads review six-month financial reports and review current budget performance with finance staff. Planning for the next fiscal year's major initiatives and objectives is part of the budget process. Managers begin creating draft budgets and capital recommendations and then submit the recommendations to the Finance Department for review in February. The draft budgets are reviewed with each department head and the Director and then coordinated against the available resources and any edits or modifications are made to align the goals and plans for the coming year. With staff recommendation, the budget is finalized and presented during a Public Hearing to the Board of Commissioners for review and approval.

Budget Amendment. The Budget is amended only upon the occurrence of an extraordinary event, as deemed by the Executive Director, with concurrence by a majority of the Board of Commissioners and then only if funds are available. There have been no budget amendments for the previous five fiscal years.

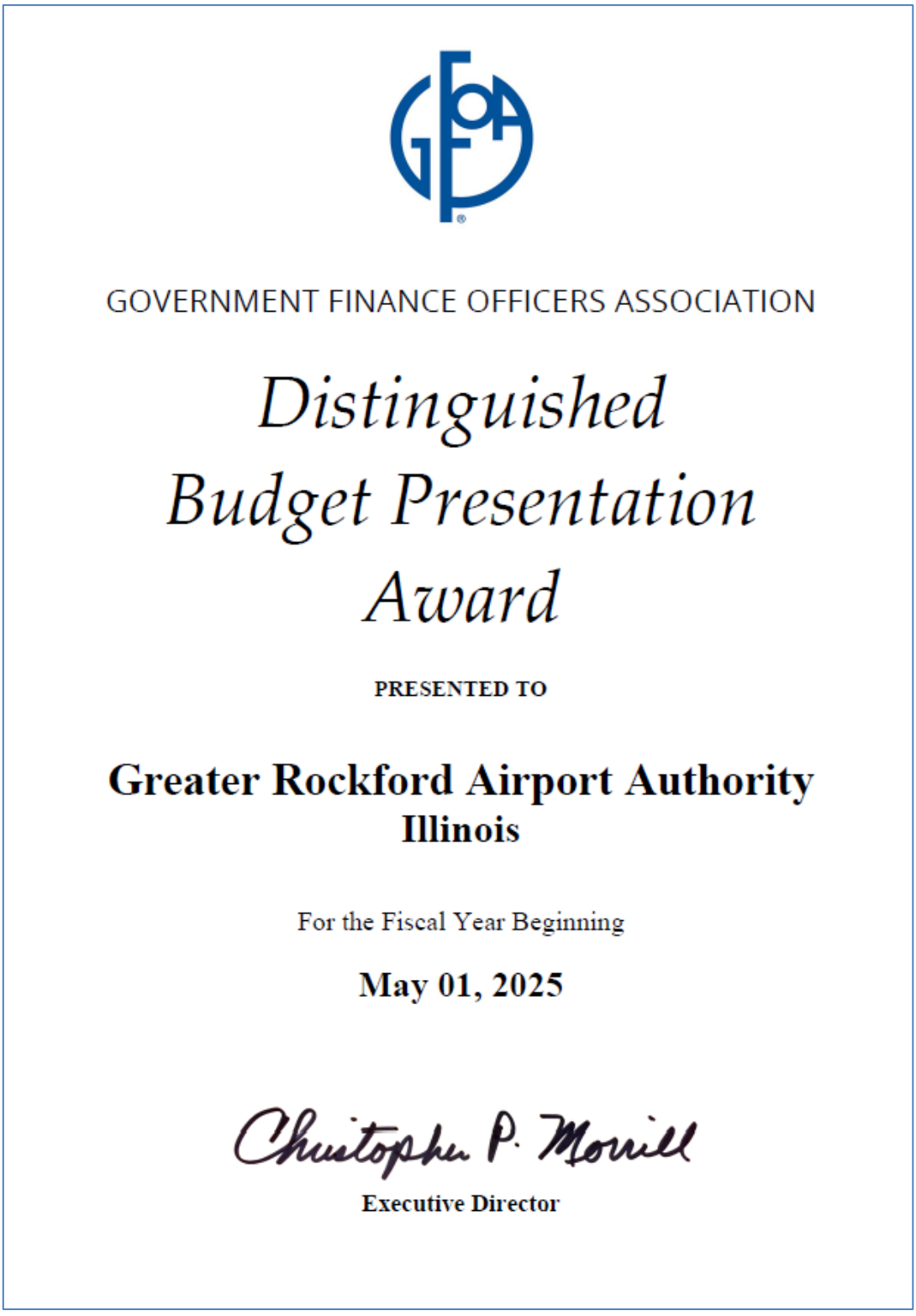
Budget Monitoring. The independent monitoring of the budget continues throughout the fiscal year for management control purposes. Monthly financial statements comparing actual to budget are presented to all Senior Staff and Board Members for review. A Planning and Finance Committee comprised of the same meets monthly to discuss and review any significant items or changes.

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Greater Rockford Airport Authority for its annual budget for the fiscal year beginning May 1, 2025. This was the twenty-seventh in as many years that the Authority has been awarded this prestigious award. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan, and a communications device.

This award is valid for a period of one year. It is believed the current budget continues to conform to program requirements; therefore, it will be submitted to GFOA to determine its eligibility for award. A copy of the award is found on the following page.

Distinguished Budget Presentation Award (continued)



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Greater Rockford Airport Authority
Illinois

For the Fiscal Year Beginning

May 01, 2025

Christopher P. Morrill

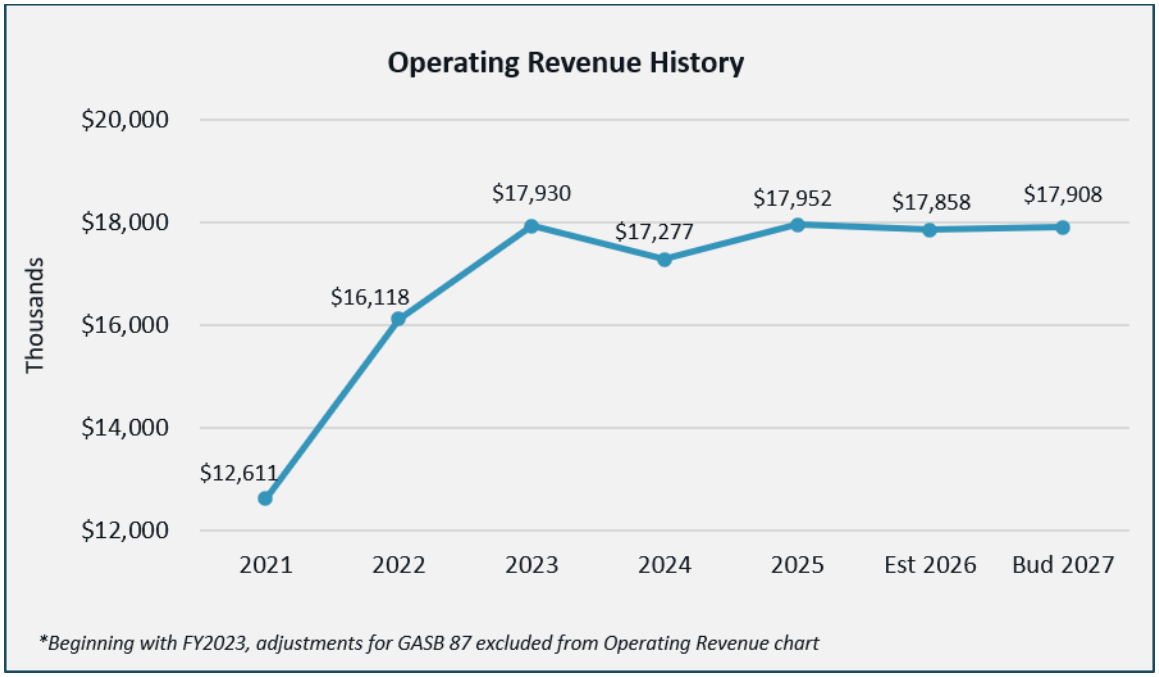
Executive Director

Revenues

Two types of revenues are budgeted, operating and non-operating. Operating revenue is derived from the day-to-day operations of the airport and includes landing fees, fuel flowage fees, hangar leases, land leases, building leases, aircraft parking fees, airport service fees, operating grants, and FTZ fees. Non-operating revenue is a consequence of operating the airport, e.g., tax levy and interest income.

The airport services fee includes fees charged for services performed by our staff, which includes badging, training, escorts, snow removal, deicing chemical application, international service, fuel permitting and any other maintenance fees.

Shown below are the historical annual operating revenues. The Authority continues to build on its cargo operations and continues to see record numbers in passenger service. The FY2027 budget includes a 0.28% increase in operating revenue. This slight increase is the result of increased passenger parking revenue offset by a reduction in cargo landing fees as international cargo services expected to be down slightly from FY2026.

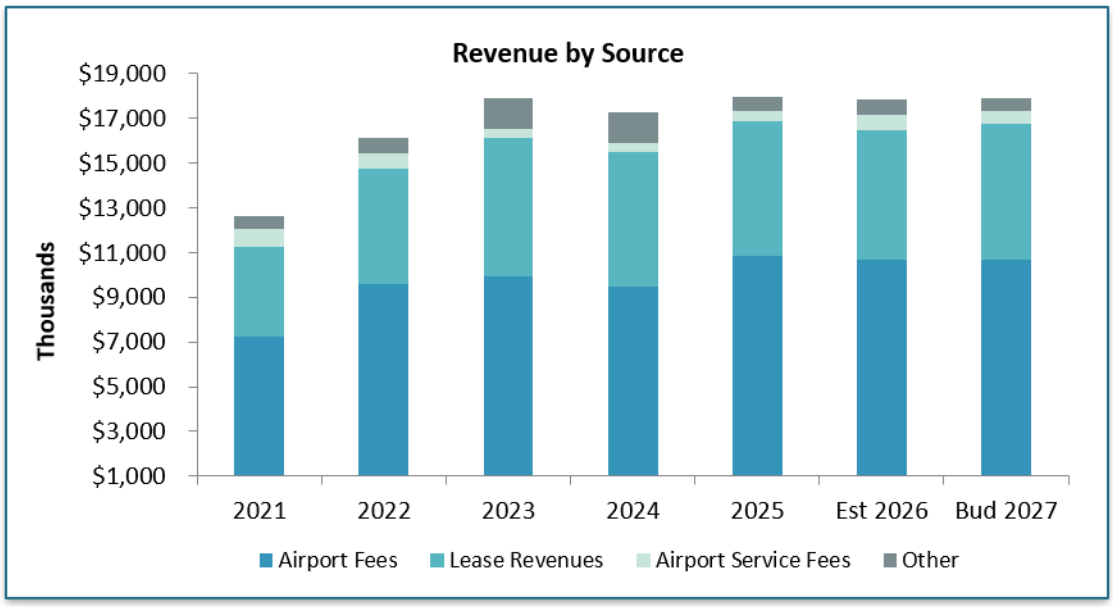


Non-operating revenues consist predominantly of the property tax levy but also include replacement taxes and interest income collected on Authority deposits. Property taxes are levied to cover certain operating expenses. The total levy is approximately $.075 per $100 of assessed valuation and the projected increase is the result of assessed valuations. Replacement taxes are budgeted to decrease based on prior years amounts trending downward. Airport Improvement Program (AIP) funds and passenger facility charges are considered non-operating revenues. Passenger facility charges project an increase based on enplanement growth for the next year.

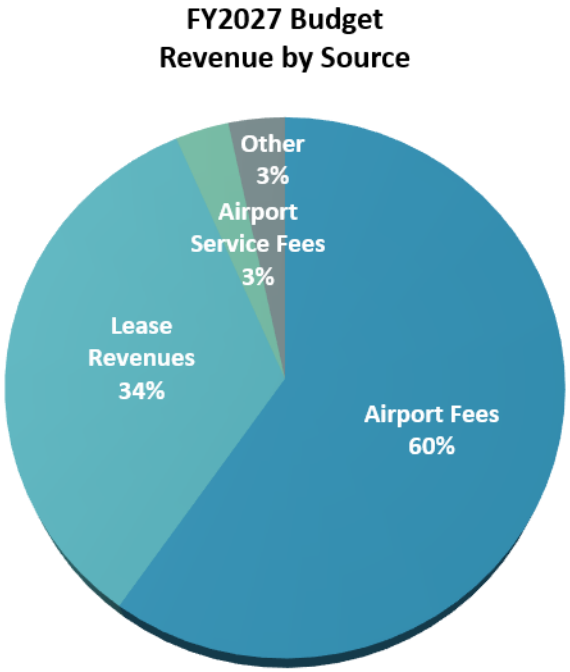
Revenues (continued)

RFD's goal is to increase the amount of fixed revenue over variable revenue as a high percentage of variable revenue could be financially catastrophic in an airport economic downturn. Lease revenue and other revenue (fixed revenue) will serve as a hedge in possible future economic downturns. As shown on the table below, airport fees remain flat over the prior year's results and lease revenues increase slightly.

Revenue sources are grouped into four distinct categories: airport fees, lease revenues, airport service fees, and other. Each category is then broken down into subcategories. This breakdown allows a comparison of variable revenues (airport fees) vs. fixed revenues (lease revenue).



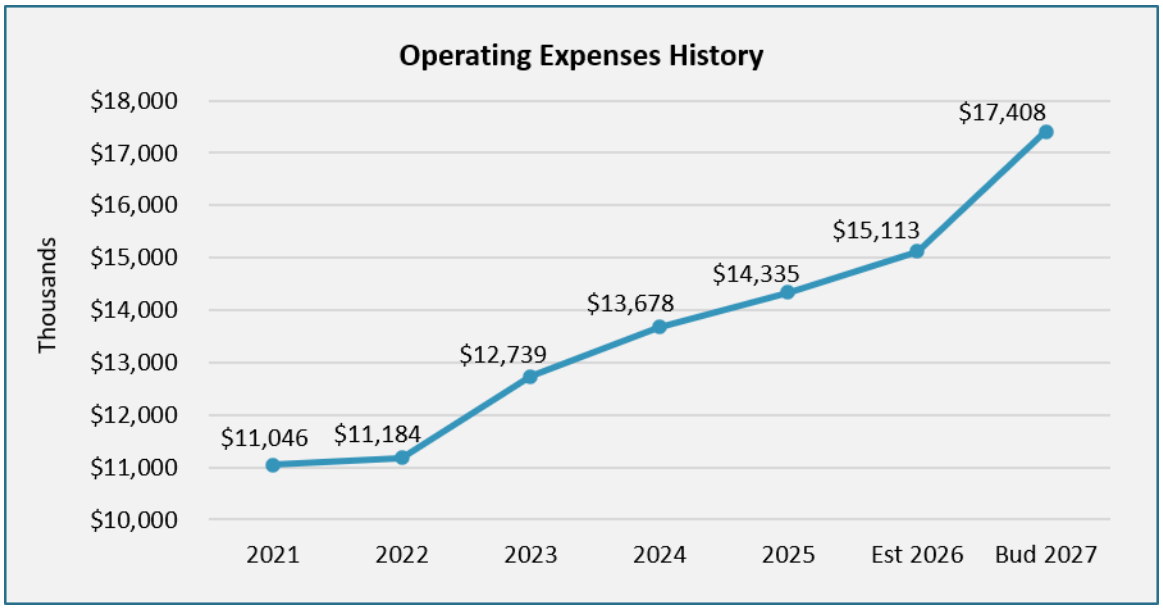
The chart below shows the FY2027 revenue budget by source. The primary source of the revenue is derived from Airport Fees.



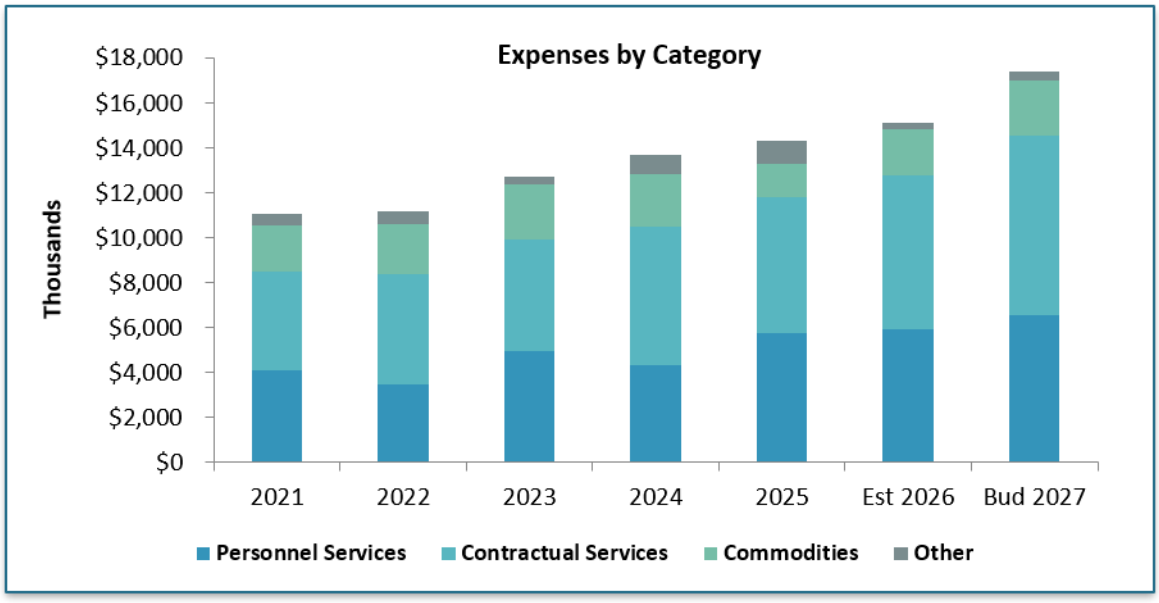
Expenditures

Expenditures are also categorized between operating and non-operating. Operating expenditures are those expenditures that are incurred as a result of the direct operation of the airport and are further broken down by operating departments: Finance and Administration, Facilities and Maintenance, Operations, Marketing and Development, and Terminal Services. Non-operating expenditures include expenditures for debt service interest.

The graph below shows the historical annual operating expenses. The total budgeted increase in operating expenses for FY2027 is 15.18%. Increases are primarily in contractual services with new contracted services budgeted to start in FY2027, and in salaries and benefits, for the addition of new positions.

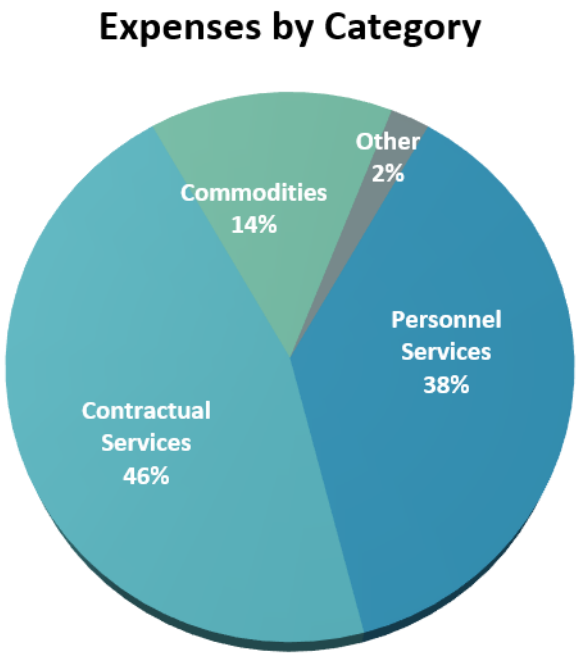


Operating expense by category for the past five years are as follows. A majority of expenses are related to Contractual Services followed closely by Personnel Services.



Expenditures (continued)

Operating expenses are categorized into four areas: personnel service, contractual service, commodities, and other. Below is a chart showing the breakdown of FY2027 expenses by category.



Personnel Services accounts for 38% of operating expenses and is traditionally one of the largest costs for the Authority. The Authority views the employees as its most important asset and works to hire the best, most highly qualified and motivated people.

Contractual services is 46% of total operating expenses and includes all contracted services and utilities. Commodities make up only 14% of total expenses. The Other category of 2% is for those expenses not included in the other sections and include the glycol retention treatment facility, landfill and environmental costs.

Non-operating expenditures consist predominantly of interest expense for debt. The budget remains consistent to prior year with no new debt anticipated in FY2027.

Debt Service

The primary objective of debt management is to keep the level of indebtedness within available resources and comply with legal debt limitations as established by the Airport Authorities Act. The Authority's outstanding debt at the end of FY2026 is $52.4 million in revenue bonds.

The Authority issued a series of bonds totaling $17 million in FY2016 for the purpose of funding the costs of acquiring, constructing, equipping, and improving two aircraft maintenance, repair, and overhaul (MRO) hangars. Intergovernmental agreements with the City and County provide for payments of $5,000,000 and $8,000,000 throughout the term of the bonds plus interest from each agency, respectively.

The Authority issued a series of bonds totaling $4.75 million in FY2017 for certain improvements related to the terminal expansion project. The bonds are secured with future PFC revenue.

The Authority issued a series of bonds totaling $50 million in FY2022 to construct an air cargo building, related ramp space, parking lot and roadway. A portion of the bond was used to refund the outstanding 2018 bond and an existing promissory note. The bonds are secured by revenues derived from landing fees.

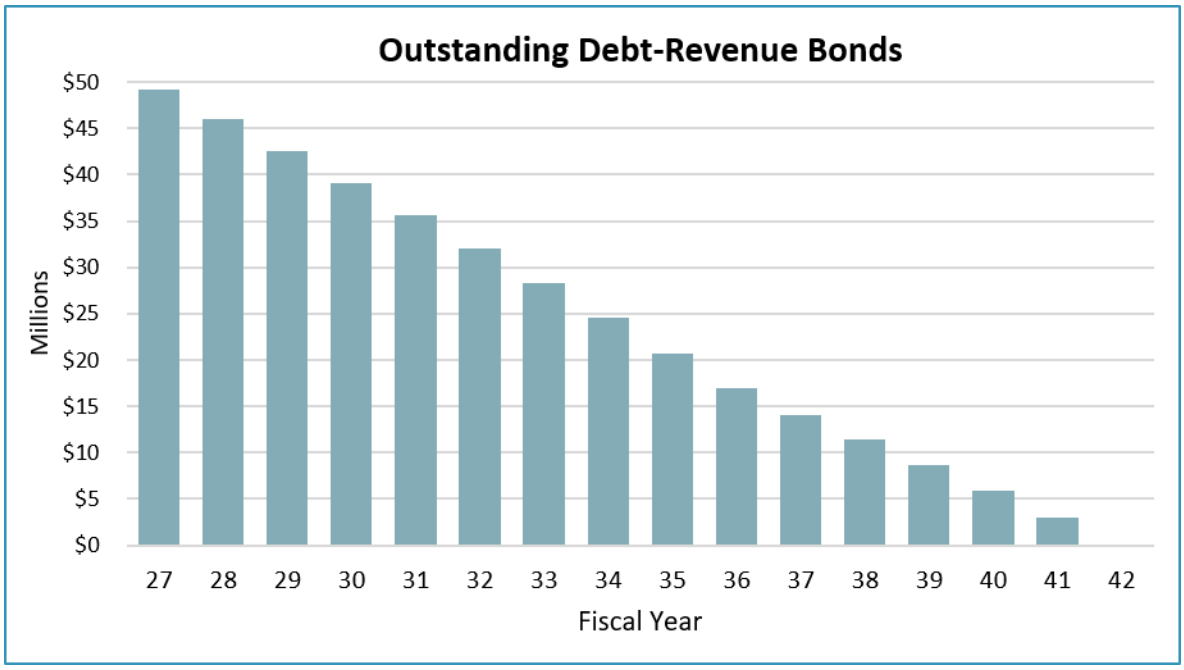
FY2027 bond debt repayment related to principal totals $3,238,702. Interest payments will total $1,330,072. Of this amount, $881,858 will be received through intergovernmental contributions by the City and County based on the intergovernmental agreements related to the MRO bonds.

FY2027 Debt Schedule

	Principal	Interest	Total
GO alternative revenue bond - 2015A	426,551	120,653	547,204
GO alternative revenue bond - 2015B	260,515	74,139	334,654
GO alternative revenue bond - 2015C	208,342	59,322	267,664
GO alternative revenue bond - 2017	228,294	118,806	347,100
GO alternative revenue bond - 2021	2,115,000	957,152	3,072,152
Total	3,238,702	1,330,072	4,568,774
Less City and County Contributions	(687,066)	(194,793)	(881,858)
Total Authority Debt Payments	$ 2,551,636	$ 1,135,279	$ 3,686,916

Debt Service (continued)

The Authority manages debt with the goal of only incurring debt where it economically has a benefit. The following table shows the future of the outstanding debt.



In 2021, Moody's reviewed and assigned the Authority a bond rating of Aa3. The rating reflects the Authority's stable and consistently well-managed financial operations. The Authority will continue to maintain a balance sheet that will allow for favorable rating in the future when necessary to issue ratable debt.

Currently, the Authority does not have any issued debt subject to legal debt margins. All outstanding debt is in the form of alternate revenue bonds secured by future revenue sources. Current debt levels obligate revenue sources for repayment. In most cases, the revenues are from new revenue sources not previously relied on for operations. The Authority has maintained level funding for coverage of ongoing operating expenses. The current debt levels have no impact on airport operations.

The legal debt margins as of April 30, 2026 are summarized as follows which shows the Authority is within the legal debt margin.

	Without Voter Approval	*With Voter Approval*	*Total Debt Limitation*
Assessed valuation at April 30, 2025	$ 5,013,476,118	$ 5,013,476,118	$ 5,013,476,118
Debt limit percentages	0.75%	2.30%	2.875%
	37,601,071	115,309,951	144,137,438
Total debt applicable to debt limit	-	-	-
FY26 Legal debt margins	$ 37,601,071	$ 115,309,951	$ 144,137,438

Capital Improvement Program

The Capital Improvement Program (CIP) is a five to ten year program that provides for critical improvements and asset preservation. The program includes projects that address federal security requirements, airfield safety, enhanced revenue potential, and rolling equipment replacement.

Funding Sources

Funding sources for the projects and replacements include Airport Improvement Program (AIP) grants, Passenger Facility Charges (PFC), allocated reserve funds, the balance of the capital accounts, operating revenues and short-term borrowings where appropriate. The current year's budget does not include any short-term borrowings. Each year the Authority updates the five-year equipment program and the ten-year infrastructure program. The ten-year plan is updated in conjunction with the Transportation Improvement Plan and the Master Plan when updated.

Airport Improvement Program (AIP) grants are offered from the Federal Aviation Administration (FAA) to provide funding assistance for eligible capital projects that meet the criteria of the federal program. The Authority meets annually with the FAA and Illinois Department of Transportation to review the 10-year plan and discuss the upcoming year's projects as well as any changes or additions to the plan. This is done prior to the FAA giving approval of each fiscal year plan.

Title 49 of the United States Code (USC) authorizes the AIP program. The objective of this federal program is to assist in the development of a nationwide system of public use airports, to ensure the safe and secure operation of the airport and airway system, and to meet the projected needs of the public. The program is funded by aviation use fees, which are collected and deposited into the Airport and Airway Trust Fund that generates the revenues in support of the AIP. The US Congress authorizes expenditures from this dedicated fund on an annual basis each year. The AIP program includes entitlement and discretionary funding. Entitlement funds are awarded to eligible sponsors through a formula based on the number of passengers boarding and cargo aircraft tonnage. Discretionary funds are set aside to provide the FAA the flexibility to fund various high-priority programs.

Passenger Facility Charges (PFC) were initially authorized through the Aviation Safety and Capacity Expansion Act of 1990. The Act allowed public agencies, which manage commercial airports, to charge each enplaning passenger a facility charge in accordance with FAA requirements. The PFC is levied on the passenger tickets collected by the airline and forwarded to the airport (less a handling fee charged by the airline). The revenues collected are to preserve or enhance safety, security, and capacity, to reduce noise or to enhance competition.

In October 1992, the Authority received approval from the Federal Aviation Administration (FAA) to impose a PFC of $3.00 per enplaned passenger. In April 2007, the FAA approved the Authority's request to increase the PFC level to $4.50 on all remaining reimbursements. The new collection rate commenced on June 1, 2007. The total approved collectible amount is $7,452,340 and the Authority has collected PFCs, including interest earned totaling $7,429,565.

In 2016, the Authority received FAA approval to continue to impose a PFC until March 1, 2038. PFC collections will be utilized to support the costs of the terminal expansion project including bond principal and interest payments. The total approved collectible amount is $8,627,885 and the Authority has collected PFCs, including interest earned totaling $4,097,387.

Current Capital Improvement Projects

Capital improvement projects (CIP) currently in progress at the Airport include the rehabilitation of Taxiway F, Phase 1 of the Construction of Airfield Lighting and Signage, Pavement Modifications to South Cargo Apron Taxi Lane, and Runway 7/25 and Runway 1/19 Intersection Panel Replacement.

It is projected that FY2027 will include $21.6 million in AIP eligible projects for airport improvements. The AIP program typically provides funding for 90% to 95% of eligible project costs. The AIP program budget generally will include potential projects if discretionary funding becomes available. If the funding is not available during the year, the project will carry forward to the next year. The current year budget includes the Authority's share of $10.4 million of the $29.6 million in projects.

Projected FY2027 CIP expenditures are summarized as follows and a specific list of the projects is outlined in the Capital Improvement section of the booklet.

Airside Projects	$ 21,550,000
Maintenance Projects	6,030,299
Landside Projects	815,000
Operations Projects	764,619
Terminal Projects	338,351
Administrative Projects	127,500
Total Capital Improvements	$ 29,625,769

Net Assets

The following is a summary of changes in net assets. The information is presented on a GAAP full accrual basis. The summary of net assets does account for these items and cannot be tied to other balances in this document. Income or loss before capital contributions is the net income or loss from the statement of revenue and expenses. Capital contributions are from Federal, State and grant programs for non-cash transfer of assets. The budget includes the net operating expense and net non-operating revenue which will combine with the depreciation for the year to make up the balance of the projected income before Capital Contributions.

Summary of Changes in Net Position

	FY2023	FY2024	FY2025	FY2026	Budgeted FY2027
Net Position, Beginning of Year	$ 174,629,382	$ 180,376,780	$ 182,234,800	$ 196,325,973	$ 201,367,666
Income(loss) before Capital Contributions	(3,729,852)	(6,645,029)	(3,215,487)	(4,801,966)	(7,771,154)
Capital Contributions	9,477,250	8,503,049	10,252,865	9,843,659	19,174,759
Error Correction	-	-	7,053,795	-	-
Net Position, End of Year	$ 180,376,780	$ 182,234,800	$ 196,325,973	$ 201,367,666	$ 212,771,271

During FY2025 an error correction was made as the result of an adjustment related to GASB 87. In FY2025, the Authority implemented new accounting software relevant to the accounting for leases in accordance with GASB 87. During the implementation, management identified an error with the way the legacy process identified regulated leases. As a result, the Authority determined that a correction to the previously reported net position was necessary.

Designated Assets

The Authority's intent is to become a self-supporting entity and, therefore, is accounted for as a proprietary fund. In a proprietary fund, the Authority accounts for its financial transactions similar to those of a private business enterprise. As a result, the Authority has set up multiple bank accounts and investments for the four different types of sources and uses: operating, debt service, capital and trust funds for future expenditures. All expenses are paid with the appropriate resources. Since some capital expenditures have no funding source, other than those funded by FAA sources, it is necessary to transfer excess net operating proceeds from the Operating Account to these other accounts. This is generally done at year-end when the amount of excess funds is known. All excess funds earned in the current year will fund the Capital Fund for the next year.

Operating account. The operating account is unrestricted and predominantly all operating monies (operating revenue and operating tax levy) are received and expended from this account (operating fund).

Debt service account. The debt service account is to support the principal and interest payments for the Alternate Revenue Bond which are then funded from this account.

Capital projects account. This fund pays for all capital improvements and capital programs unless accounted for specifically through a trust fund. Funding for this account is derived from excess operating monies from the previous year and AIP funds reimbursement.

Trust fund account. Trust funds were established to fund future expenditures for the following purposes:

- Landfill closure fund,
- Glycol retention/treatment facility fund,
- Operating reserve fund, and
- Equipment reserve fund.

The landfill closure fund balance is $394,743. The balance is reasonable based on the environmental engineer's review. There will be no contributions to the fund during the year.

The glycol retention/treatment facility fund is for future repairs and upgrades to this facility. This facility purifies the wastewater that is collected from de-iced aircraft. The glycol treatment fund has a balance of $1,085,671 and is funded by monthly installments from Amazon and the interest earned.

The operating reserve fund is established to protect against the need to reduce service levels, staff, or raise fees due to temporary revenue shortfalls or unprecedented one-time expenditures. The goal is to have 3-5 months of operating and non-operating expenses reserved. Currently, the fund balance is $8,238,451 and is sufficient to cover up to 5 months of expense.

The equipment and capital reserve funds are established to cover large equipment and vehicle purchases such as snow removal equipment or firefighting vehicles and to cover extensive repairs or improvements that may be needed for current equipment. The funds currently have a combined balance of $11,712,860.

Designated Assets (continued)

A summary of the beginning balances, sources, uses, and ending balances for the segregated accounts are as follows.

	Operating Account	Operating Reserves	Debt Service Account	Capital Proj. Account	Trust Accounts	Total
Balance, 1 May 2026	**$ 2,594,150**	**$ 19,951,310**	**$ 6,965,649**	**$ -**	**$ 1,480,414**	**$ 30,991,523**
Sources						
Operating revenue	17,860,309	-	-	-	48,000	17,908,309
Non-operating revenue	954,761	559,300	116,700	-	14,200	1,644,961
Tax levy-operating	3,765,157	-	-	-	-	3,765,157
Equipment trust funds	-	-	-	-	-	-
Debt issue	-	-	-	-	-	-
PFC	-	-	676,007	-	-	676,007
AIP fund reimbursement	2,282,211	-	-	-	-	2,282,211
Capital contributions	-	-	-	19,174,759	-	19,174,759
Intergovernmental contributions	-	-	176,322	-	-	176,322
Total Sources	24,862,438	559,300	969,029	19,174,759	62,200	45,627,726
Uses						
Operating expenses	17,407,560					17,407,560
Non-operating expenses			1,316,561			1,316,561
Debt service payments			3,238,702	(2,500,000)		738,702
Capital expenditures				29,625,769		29,625,769
Total Uses	17,407,560	-	4,555,263	27,125,769	-	49,088,591
Net Sources (Uses)	**7,454,878**	**559,300**	**(3,586,233)**	**(7,951,010)**	**62,200**	**(3,460,865)**
Balance before transfers	10,049,028	20,510,610	3,379,416	(7,951,010)	1,542,614	27,530,658
Transfers	(1,751,010)	(6,200,000)		7,951,010		-
Balance, 1 May 2027	**$ 8,298,018**	**$ 14,310,610**	**$ 3,379,416**	**$ -**	**$ 1,542,614**	**$ 27,530,658**

Acknowledgement

The leadership and the commitment of the Authority's management team and Board are critical to the presentation of a comprehensive budget document. The entire organization is acknowledged for their efforts in the preparation of this document. The time and effort by all Deputy Directors, Managers and Support Staff is greatly appreciated. The end result of this process will be increased ownership for a dynamic and evolving document.

Sincerely,

Michelle Cassaro
Deputy Director, Finance and Administration

ROCKFORD
RFD

Budget Summary

The budget presented has many highlights discussed in previous sections. Operating revenue is budgeted at $17,908,309 for FY2027. This is an increase of 3.55% from the prior year budget mainly related to increases in airport fees, which were offset by decreases in lease revenues. Operating expenses are budgeted at $17,407,560, which is a 10.02% increase compared to the prior year's budget primarily due to an increase in contractual services as new contracted services are budgeted to start in FY2027.

	Actual FY2025	Budget FY2026	Estimated FY2026	Budget FY2027	Budget % Change
Operating Revenue					
Airport fees-airside	$ 8,865,034	$ 7,972,929	$ 8,723,264	**$ 8,465,812**	
Airport fees-landside	1,966,527	1,879,252	1,949,107	**2,236,965**	
Lease revenue-on airport	5,145,083	5,253,810	4,773,888	**4,935,463**	
Lease revenue-off airport	870,877	1,026,501	1,013,227	**1,096,063**	
Airport service fees	475,494	582,850	675,205	**572,850**	
Other	629,455	578,311	723,650	**601,155**	
Total Operating Revenue	17,952,471	17,293,653	17,858,341	**17,908,309**	3.55%
Operating Expense					
Personnel services	(5,752,824)	(6,144,696)	(5,951,708)	**(6,546,775)**	
Contractual services	(6,060,637)	(7,222,665)	(6,841,160)	**(7,965,845)**	
Commodities	(1,461,474)	(2,108,061)	(2,031,294)	**(2,492,530)**	
Other	(1,060,015)	(346,500)	(289,171)	**(402,410)**	
Total Operating Expense	(14,334,950)	(15,821,923)	(15,113,334)	**(17,407,560)**	10.02%
Net Operating Revenue (Expense)	3,617,521	1,471,730	2,745,007	**500,749**	
Non-operating Revenue (Expense)					
Property tax levy-operating	3,503,284	3,695,456	3,644,349	**3,765,157**	
Replacement tax	874,057	700,000	825,646	**800,000**	
Interest income	1,349,649	925,478	925,478	**779,961**	
Interest income-GASB 87	595,744	-	-	**-**	
Passenger facility charges	655,430	603,849	603,849	**676,007**	
Gain/(Loss) on disposal of assets	23,258	10,000	869	**65,000**	
Current capital contributions	10,252,865	12,170,583	17,248,125	**19,174,759**	
Reimbursement Grant	2,282,211	2,282,000	2,282,211	**2,282,211**	
Intergovernmental contributions	212,947	194,793	194,793	**176,322**	
Interest expense	(1,420,749)	(1,372,255)	(1,372,255)	**(1,316,561)**	
Total Non-operating Revenue (Expense)	18,328,696	19,209,904	24,353,064	**26,402,856**	37.44%
Debt Service, Sinking Fund Deposits & Other Uses					
Debt service principal payments	(3,138,849)	(3,185,983)	(3,138,849)	**(3,238,702)**	
Capital/Operating reserve	1,300,000	2,500,000	-	**6,200,000**	
Total Debt Service and Sinking Fund Deposits	(1,838,849)	(685,983)	(3,138,849)	**2,961,298**	-531.69%
Net before Capital	20,107,368	19,995,651	23,959,222	**29,864,904**	
Capital Improvement Program					
Airside projects	(12,807,035)	(10,764,846)	(18,516,852)	**(21,550,000)**	
Landside projects	(272,856)	-	(685,132)	**(815,000)**	
Terminal projects	(162,011)	(1,733,125)	(1,836,343)	**(338,351)**	
Administration projects	(179,550)	(28,400)	(70,577)	**(127,500)**	
Maintenance projects	(1,715,133)	(7,140,807)	(5,418,397)	**(6,030,299)**	
Operations projects	(1,734,004)	(170,355)	(277,542)	**(764,619)**	
Total Capital Improvements	(16,870,589)	(19,837,533)	(26,804,843)	**(29,625,769)**	49.34%
Excess Funds	$ 3,236,779	$ 158,118	$ (2,845,621)	**$ 239,135**	

Operating Revenue Summary

Revenue sources for FY2027 are grouped into four main categories: airport fees, lease revenues, airport service fees, and other. Some of the categories are broken down even further. The information below is the budgeted revenue amounts for each of the categories as well as a description of the category.

Airport fees – airside, $8,465,812. Airport fees – airside revenue is comprised of landing fees, ramp fees, and fuel flowage fees. These fees are generated on the runways, taxiways, aprons, and in areas of the terminal. They are variable in nature and dependent upon an aircraft landed weight, number of aircraft seats or gallons of fuel pumped. Fuel flowage fees were calculated using the prior year estimated fueling and economic indicators. Operations are budgeted with an anticipated increase from the prior year.

Landing fees for cargo are projected based on 3.3 billion pounds of landed weight, which is a 2.05% increase over prior year budget. The increase is anticipated as a result of UPS flights increasing over prior the prior year budget.

Terminal fees are related to usage by airlines of the jetway to the terminal and baggage claim area. The Authority has a common use terminal. All users pay one fee for use of jetway, baggage claims, and counter space. All gates and counter space in the terminal are common use. The terminal fee is budgeted with an increase of 375.51% over the prior year's budget based on the American Airlines Landline service that was new and unbudgeted in the prior year.

Aircraft parking fees are charged to all commercial aircraft. The fee is based on the length of time they are parked on the ramp. The aircraft parking fee is budgeted with a decrease of 43.93% over the prior year's budget due to an anticipated decrease in international cargo activity.

Airport fees – landside, $2,236,965. The revenue in this category includes passenger parking and rental car commissions. As in the previous category, these revenues are also variable in nature. Revenues are expected to increase in FY2027 with an expected increased in passenger parking revenues.

Lease revenue – on airport, $4,935,463. Lease revenue is fixed over time and includes building, terminal, concessions/counters/office and land. These sources of revenue are not dependent upon an independent variable (except for time), and are recurring from year-to-year, with the exception of rental increases. Because of their nature, these revenues are easily and more accurately budgeted than variable revenues. The revenues in this category are all on the airport or within the perimeter fence. Building lease revenues in FY2027 will decrease from prior year budget due to cargo warehouse facilities that are expected to remain vacant.

Lease revenue – off airport, $1,096,063. Sources of revenue include building and land leases. These sources are also fixed and do not vary much over time and are outside the perimeter fence and are largely considered an industrial park. Lease revenue–off airport is planned to increase in FY2027.

Airport service fees, $572,850. Airport service fees include badging, training, escorting, international related fees, snow removal, deicing chemical application and any other services provided. Badging is budgeted based on estimated activity levels. The snow and deicing fees are based on our regional averages. The budget has decreased for FY2027 due to an expected reduction in badging and fingerprint services.

Other – $601,155. Other revenue sources include commercial operating agreement fees, foreign trade zone (FTZ) fees, stormwater fees and other miscellaneous income. Most of these revenues are incidental to the operation. The increase in the budget is related to an anticipated increase in FTZ fees.

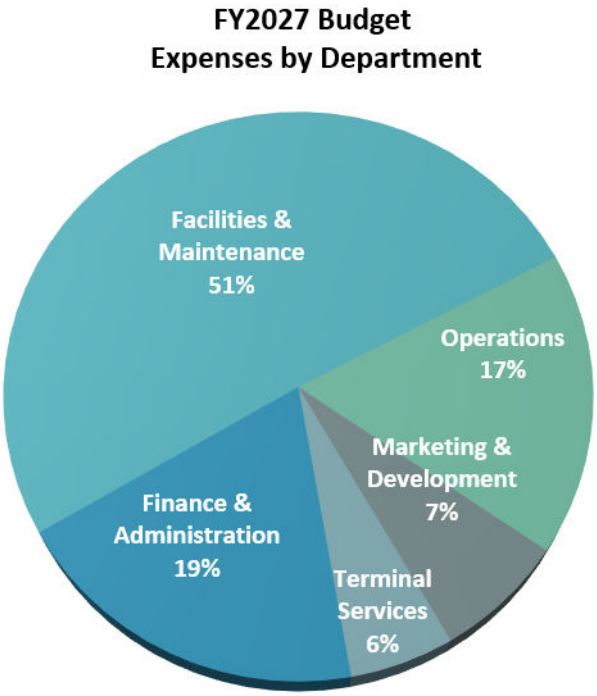
Operating Revenues Budget

ACCOUNT/LINE ITEM		ACTUAL FY2024	ACTUAL FY2025	BUDGET FY2026	ESTIMATE FY2026	BUDGET FY2027
AIRPORT FEES-AIRSIDE						
4120	Fuel flowage fees	$ 923,934	$ 884,106	$ 954,000	$ 938,535	$ 1,098,000
4140	Landing fees - cargo	6,093,952	6,886,647	6,299,715	6,613,392	6,428,890
4141	Landing fees - non cargo	252,547	278,744	257,861	316,680	293,033
4142	Landings - terminal fees	78,024	88,892	83,592	236,000	397,490
4143	Landings - MRO	53,262	50,423	41,760	53,523	60,000
4144	Aircraft parking fees	444,436	676,222	336,000	565,133	188,400
	TOTAL FEES-AIRSIDE	7,846,157	8,865,034	7,972,929	8,723,264	8,465,812
AIRPORT FEES-LANDSIDE						
4250	Parking revenue	1,351,728	1,633,600	1,528,812	1,529,527	1,829,255
4270	Rental car commissions	302,066	332,927	350,440	419,579	407,710
	TOTAL FEES-LANDSIDE	1,653,794	1,966,527	1,879,252	1,949,107	2,236,965
LEASE REVENUE-ON AIRPORT						
4330	Building	4,372,181	4,289,033	4,349,529	3,595,055	4,025,599
4360	Land	605,762	765,161	790,769	1,065,320	794,565
4380	Terminal	89,145	90,889	113,513	113,513	115,299
	TOTAL LEASE-ON AIRPORT	5,067,088	5,145,083	5,253,810	4,773,888	4,935,463
LEASE REVENUE-OFF AIRPORT						
4430	Building	165,937	177,821	176,055	177,164	179,031
4460	Land	739,542	821,887	850,446	836,063	917,033
4461	Lease Revenue Adjustment-GASB 87	(6,556,548)	(843,514)		-	-
4462	Lease Revenue-GASB 87	1,340,928	714,683		-	-
	TOTAL LEASE-OFF AIRPORT	(4,310,140)	870,877	1,026,501	1,013,227	1,096,063
AIRPORT SERVICE FEES						
4950	Fuel permits	3,225	2,850	2,850	2,850	2,850
4971	International Service Related Fees	-	139,860	140,000	140,000	140,000
4972	Deicing chemical application fee	338,780	251,751	350,000	428,832	350,000
4975	Other airfield service fees	85,855	81,033	90,000	103,523	80,000
	TOTAL AIRPORT SERVICE FEES	427,860	475,494	582,850	675,205	572,850
OTHER						
4910	Video Entertainment Revenue	11,001	12,307	13,000	12,530	13,000
4930	Commercial operating agreement	163,338	166,723	151,811	151,738	151,155
4940	Foreign trade zone fees	108,288	115,781	102,500	147,000	120,000
4960	Quarry fees	37,500	-	-	-	-
4980	Stormwater fees	246,000	246,000	246,000	246,000	246,000
4990	Miscellaneous	810,176	88,645	65,000	166,382	71,000
	TOTAL OTHER	1,376,303	629,455	578,311	723,650	601,155
	TOTAL OPERATING REVENUE	$12,061,061	$17,952,471	$17,293,653	$17,858,341	$17,908,309

Operating Expenses Summary

The Authority was broken down into five departments with respective Directors or Managers responsible for each independent budget. In the following pages, you will have the opportunity to better understand the goals and objectives of the organization and how the various expenses align with our strategic plan. The five departments included Administration and Finance, Facilities and Maintenance, Operations, Marketing and Development, and Terminal.

As the chart below shows, a majority of the costs are related to directly operating the airport and maintaining all the infrastructure and buildings.



Each departmental budget is presented in the subsequent sections. This includes a summary of the department, goals for the coming year, performance measures based on goals and the budget. Each department is directly related to all revenue sources. Without the staff in each of these departments working together the revenue sources would not continue to evolve and strengthen.

The following pages are a combined report by department comparing to the prior year's budget. The report allows for a better understanding of how certain costs are allocated.

Operating Expenses Combined Departmental Budget

CODE/LINE ITEM, All Departments	Dept 4 Fin/Admin	Dept 5 Fac/Maint	Dept 6 Operations	Dept 7 Market/Dev	Dept 8 Terminal	BUDGET FY2027	BUDGET FY2026	$ Change	% Change
PERSONNEL SERVICES									
5400 Insurance	$ 225,731	$ 327,846	$ 159,650	$ -	$ -	$ 713,228	$ 829,426	$ (116,199)	(14.01%)
5401 Insurance-retirees	36,772	-	-	-	-	36,772	26,129	10,643	40.73%
5450 Overtime	-	156,312	63,142	-	-	219,455	217,575	1,880	0.86%
5451 Double time	-	31,832	28,011	-	-	59,844	58,395	1,449	2.48%
5500 Payroll taxes	107,284	196,207	78,836	-	-	382,327	356,146	26,182	7.35%
5560 Pension contribution	90,923	165,721	65,961	-	-	322,605	214,013	108,592	50.74%
5600 Salaries/wages	1,511,538	2,218,800	868,971	-	-	4,599,309	4,262,556	336,753	7.90%
5610 Pager pay	-	5,200	-	-	-	5,200	7,800	(2,600)	(33.33%)
5700 Tool allowance	-	2,700	-	-	-	2,700	1,800	900	50.00%
5750 Training	4,249	68,110	6,940	-	-	79,299	48,783	30,517	62.56%
5800 Workers compensation insurance	1,999	67,632	26,058	-	-	95,689	90,821	4,868	5.36%
5900 Uniforms	2,000	11,847	2,000	-	-	15,847	17,202	(1,355)	(7.88%)
5901 Uniforms-lost,damaged,replaced	-	1,000	-	-	-	1,000	1,000	-	0.00%
5903 Uniforms-protective clothing	-	10,350	3,150	-	-	13,500	13,050	450	3.45%
TOTAL PERSONNEL SERVICES	1,980,497	3,263,558	1,302,720	-	-	6,546,775	6,144,696	402,079	6.54%
CONTRACTUAL SERVICES									
6021 Ad-Television	-	-	-	222,000	-	222,000	122,000	100,000	81.97%
6025 Ad-Promotions	-	-	-	60,600	-	60,600	67,700	(7,100)	(10.49%)
6027 Ad-Internet/web	-	-	-	25,000	-	25,000	3,000	22,000	733.33%
6050 Audit	44,285	-	-	-	-	44,285	43,305	980	2.26%
6040 Airfield repair	-	136,820	-	-	-	136,820	91,400	45,420	49.69%
6100 Building repair	-	97,150	-	-	19,300	116,450	40,250	76,200	189.32%
6110 Building repair - MRO	-	67,825	-	-	-	67,825	126,790	(58,965)	(46.51%)
6121 Miles Ahead	-	-	-	3,000	-	3,000	3,000	-	0.00%
6140 Conferences & meetings	18,535	14,150	13,715	40,370	-	86,770	85,330	1,440	1.69%
6150 New airline service support	-	-	-	300,000	-	300,000	300,000	-	0.00%
6160 Consulting services	256,280	-	85,105	408,900	-	750,285	927,640	(177,355)	(19.12%)
6161 ARFF contractual services	-	-	897,500	-	-	897,500	850,000	47,500	5.59%
6163 LEO contractual services	-	-	1,500	-	240,000	241,500	107,000	134,500	125.70%
6300 Engineering services	156,000	-	-	-	-	156,000	132,000	24,000	18.18%
6321 Equip maint-repairs/services	-	41,765	9,723	-	53,400	104,888	101,415	3,474	3.43%
6322 Equip maint-service contracts	26,527	977,641	491,699	-	281,851	1,777,718	1,234,997	542,721	43.95%
6350 Equipment rental	2,651	213,650	945	-	1,000	218,246	278,237	(59,991)	(21.56%)
6360 Fingerprinting Services	-	-	18,755	-	-	18,755	22,621	(3,866)	(17.09%)
6400 Insurance	559,797	-	-	-	-	559,797	497,030	62,767	12.63%
6402 Insurance deductible	10,000	-	-	-	-	10,000	10,000	-	0.00%
6410 Landscaping	-	32,500	-	-	13,100	45,600	22,800	22,800	100.00%
6440 Legal notices	3,300	-	-	-	-	3,300	3,250	50	1.54%
6451 Legal services-general	50,000	-	-	-	-	50,000	75,000	(25,000)	(33.33%)
6452 Legal services-personnel	15,000	-	-	-	-	15,000	15,000	-	0.00%
6453 Legal services-other	-	-	-	-	-	-	-	-	0.00%
6480 Licenses,titles & inspections	-	1,800	-	-	8,379	10,179	13,129	(2,950)	(22.47%)
6510 Medical exams	350	1,535	742	-	200	2,827	2,710	118	4.34%
6540 Membership dues	12,946	550	4,866	11,815	-	30,177	24,753	5,424	21.91%
6600 Other	2,000	-	-	-	-	2,000	2,600	(600)	(23.08%)
6625 Fuel Farm-Management Fee	-	78,000	-	-	-	78,000	156,000	(78,000)	(50.00%)
6630 Parking - Management Fee	-	110,098	-	-	-	110,098	106,891	3,207	3.00%
6635 Parking - Operations and Maint	-	823,513	-	-	-	823,513	739,056	84,457	11.43%
6640 Payment services	15,600	-	-	-	-	15,600	17,259	(1,659)	(9.61%)
6670 Permits & testing	-	11,105	-	-	-	11,105	5,582	5,523	98.94%
6700 Postage	1,350	-	-	-	-	1,350	1,450	(100)	(6.90%)
6730 Printing	750	-	-	2,500	-	3,250	3,250	-	0.00%
6750 Telephone	42,200	4,000	1,000	-	9,300	56,500	44,685	11,815	26.44%
6751 Telephone-cellular	4,500	15,000	3,000	400	500	23,400	27,650	(4,250)	(15.37%)
6800 Travel & transportation	48,750	29,375	14,831	98,250	-	191,206	159,276	31,930	20.05%
6850 Utilities-electric	25,000	225,000	-	-	207,000	457,000	505,000	(48,000)	(9.50%)
6851 Utilities-natural gas	14,000	45,000	-	-	32,000	91,000	109,000	(18,000)	(16.51%)
6852 Utilities-water	2,600	26,300	-	-	19,800	48,700	38,000	10,700	28.16%
6900 Vehicle maintenance	-	66,000	-	-	-	66,000	80,300	(14,300)	(17.81%)
6950 Waste removal	-	25,000	-	-	7,600	32,600	26,311	6,289	23.90%
TOTAL CONTRACTUAL SERVICES	1,312,421	3,043,778	1,543,382	1,172,835	893,430	7,965,845	7,222,665	743,179	10.29%

Operating Expenses Combined Departmental Budget

CODE/LINE ITEM, All Departments	Dept 4 Fin/Admin	Dept 5 Fac/Maint	Dept 6 Operations	Dept 7 Market/Dev	Dept 8 Terminal	BUDGET FY2027	BUDGET FY2026	$ Change	% Change
COMMODITIES									
7100 Building repair	-	27,900	-	-	13,000	40,900	35,900	5,000	13.93%
7110 Building repair - MRO	-	20,000	-	-	-	20,000	50,000	(30,000)	(60.00%)
7140 Conferences & meetings	16,730	21,000	1,300	2,500	3,120	44,650	39,770	4,880	12.27%
7200 Equipment	1,000	31,500	16,750	8,000	11,000	68,250	69,700	(1,450)	(2.08%)
7201 ARFF Equipment	-	-	17,736	-	-	17,736	28,327	(10,590)	(37.39%)
7271 Fuel-diesel	-	301,500	-	-	-	301,500	119,577	181,923	152.14%
7272 Fuel-unleaded	-	59,230	-	-	-	59,230	34,000	25,230	74.21%
7273 Fuel-other	-	2,900	-	-	-	2,900	2,600	300	11.54%
7300 Landscaping	-	7,000	-	-	5,000	12,000	11,400	600	5.26%
7400 Pavement marking	-	261,500	-	-	-	261,500	375,315	(113,815)	(30.33%)
7440 Pavement repair	-	75,000	-	-	-	75,000	109,600	(34,600)	(31.57%)
7500 Raw materials	-	11,500	-	-	-	11,500	5,000	6,500	130.00%
7501 Raw materials-deicing only	-	773,000	-	-	-	773,000	661,040	111,960	16.94%
7540 Signage	-	3,000	-	-	1,300	4,300	5,000	(700)	(14.00%)
7580 Software	40,393	-	-	0	-	40,393	33,308	7,085	21.27%
7600 Subscriptions	10,148	18,091	79,492	46,595	6,811	161,137	60,971	100,166	164.29%
7690 Supplies-lighting(airfield)	-	150,000	-	-	-	150,000	129,500	20,500	15.83%
7720 Supplies-mechanical (airfield)	-	115,000	-	-	-	115,000	29,000	86,000	296.55%
7755 Supplies-Badging/Fingerprinting	-	-	3,200	-	-	3,200	2,800	400	14.29%
7780 Supplies	13,687	47,841	34,500	6,000	39,706	141,734	131,454	10,280	7.82%
7901 Maint-licensed vehicles	-	26,100	-	-	-	26,100	23,200	2,900	12.50%
7902 Maint-equipment	-	162,500	-	-	-	162,500	150,600	11,900	7.90%
TOTAL COMMODITIES	81,959	2,114,562	152,978	63,095	79,936	2,492,530	2,108,061	384,469	18.24%
OTHER									
8400 Glycol retention treatment facility	-	133,000	-	-	-	133,000	140,500	(7,500)	(5.34%)
8410 Landfill environmental costs	-	119,410	-	-	-	119,410	106,000	13,410	12.65%
8415 Property Taxes	-	150,000	-	-	-	150,000	100,000	50,000	50.00%
TOTAL OTHER	-	402,410	-	-	-	402,410	346,500	55,910	16.14%
FISCAL YEAR TOTALS	$ 3,374,876	$ 8,824,308	$ 2,999,080	$ 1,235,930	$ 973,366	$ 17,407,560	$15,821,923	$ 1,585,637	10.02%

Finance and Administration Department Summary

The Finance and Administration Department is responsible for establishing and maintaining efficient administrative systems and procedures to support the operations of the Authority. The department includes the Executive Director who sets the strategic goals and leads long-term planning.

The department is led by the Deputy Director of Finance and Administration. Department functions include financial planning and analysis, risk management, procurement, property management and grant administration. The department manages leases for approximately 100 Authority tenants. The department issues fuel permits, commercial operating agreements, and prepares several annual compliance reports. Other areas of responsibility include all human resource functions including policies and procedures, hiring, labor union negotiation issues, personnel files, and insurance related issues.

Strategic plan objectives, initiatives, goals, and prior year results are as follows:

Strategic Objectives

To ensure the operation and maintenance of a high quality, customer service oriented, financially self-sufficient airport system. To support the Authority by providing exceptional financial and administrative management. Increase and diversify revenue sources. Attract and retain a qualified and talented workforce.

FY2027 Initiatives and Goals

- Growth in operating revenue over prior year.

  Goal: Periodic review of airport rates and fees with the goal of remaining competitive in the market.

  Goal: Create revenue generating space in the terminal for advertising or sponsorship.

- Provide a work environment that supports professional development, employee advancement and retention.

  Goal: Continue to develop individual department training programs and pathways to internal promotion opportunities.

  Goal: Track all employee development and training in payroll system.

- Improvement of onboarding and offboarding processes.

  Goal: Work with department management to develop processes to improve onboarding of new employees and offboarding processes for terminated employees.

- Host employee events to assist in building relationships amongst staff.

  Goal: Continue relationship with UW Health to offer wellness educational sessions throughout the year.

  Goal: Increase employee engagement with wellness sessions offered through UW Health's Better Life Wellness program.

  Goal: Host two employee events during the year with increased participation each year

Finance and Administration Department Summary (continued)

FY2026 Initiatives and Results

- Growth in operating revenue over prior year.

  Goal: Periodic review of airport rates and fees with the goal of remaining competitive in the market.

  Result: Rates and charges last changed on October 1, 2024. No additional changes made in FY2026.

  Goal: Create revenue generating space in the terminal for advertising or sponsorship.

  Result: A new common use passenger portal will be live in FY2027. This system will allow the airport to sell advertising space on all displays throughout the terminal.

- Provide a work environment that supports professional development, employee advancement and retention.

  Goal: Continue to develop individual department training programs and pathways to internal promotion opportunities.

  Result: All required FAA, OSHA, and HR-related training courses are now scheduled and tracked annually for all employees. Individual training plans are being developed.

  Goal: Track all employee development and training in payroll system.

  Result: Additional progress made in FY2026. Still working towards full implementation.

  Goal: Utilize payroll system to develop performance appraisals that include individual goals.

  Result: Paylocity's Performance Management module has been implemented and in use for performance appraisals and individual goals.

- Improvement of onboarding and offboarding processes.

  Goal: Work with department management to develop processes to improve onboarding of new employees and offboarding processes for terminated employees.

  Result: New onboarding and offboarding checklists have been developed. Additional engagement with new employees is part of the onboarding process.

- Host employee events to assist in building relationships amongst staff.

  Goal: Continue relationship with Swedish American Hospital to offer wellness educational sessions throughout the year.

  Result: Lunch & Learns were held every other month during calendar year 2025. An exercise class was offered for one month in the spring. Wellness screenings were also completed in the spring.

  Goal: Host two employee events during the year while encouraging increased participation

  Result: Staff enjoyed a day with each other and their families at a Beloit Sky Carp baseball game last summer. Our annual Christmas party was an opportunity for staff to share some holiday spirit.

Finance and Administration Performance Measures

GOALS	TARGET	ACTUAL FY2024	ACTUAL FY2025	ESTIMATE FY2026	BUDGET FY2027
Increase Non-Aeronautical Revenue annually	5.0%	9.3%	-3.4%	-3.2%	3.4%
Non-Aeronautical Revenue at least 50% of total revenue	50.0%	43.7%	40.8%	40.6%	41.2%
Growth in Operating Revenue over the prior year	15.0%	-3.6%	3.9%	-0.5%	0.3%

Finance and Administration Department Budget

ACCOUNT/LINE ITEM, Department 4		ACTUAL FY2024	ACTUAL FY2025	BUDGET FY2026	ESTIMATE FY2026	BUDGET FY2027	$Chg/FY26 Budget	%Chg/FY26 Budget
PERSONNEL SERVICES								
5400	Insurance	$ 183,325	$ 164,536	$ 210,887	$ 212,083	$ 225,731		
5401	Insurance-retirees	27,303	24,420	26,129	26,379	36,772		
5403	Insurance-OPEB	3,024	(76,353)	-	-	-		
5500	Payroll taxes	83,224	86,719	92,842	88,125	107,284		
5560	Pension contribution	55,235	54,065	56,691	68,347	90,923		
5562	Pension contribution-GASB 68	(791,942)	448,365	-	-	-		
5600	Salaries/wages	1,190,581	1,164,517	1,330,899	1,203,423	1,511,538		
5750	Training	3,204	1,848	6,740	5,200	4,249		
5800	Workers compensation insurance	2,125	4,642	1,731	2,659	1,999		
5900	Uniforms	1,674	1,914	1,800	1,579	2,000		
	TOTAL PERSONNEL SERVICES	757,754	1,874,673	1,727,718	1,607,795	1,980,497	252,779	14.63%
CONTRACTUAL SERVICES								
6050	Audit	35,805	34,405	43,305	45,133	44,285		
6140	Conferences and meetings	11,415	13,105	19,840	18,619	18,535		
6160	Consulting services	264,997	364,683	377,480	266,404	256,280		
6300	Engineering services	154,204	(152,549)	132,000	113,413	156,000		
6322	Service contracts	55,736	40,418	37,728	36,952	26,527		
6350	Equipment rental	2,107	2,800	2,611	2,663	2,651		
6360	Fingerprinting Services	14,413	-	-	-	-		
6400	Insurance	366,551	426,483	497,030	429,883	559,797		
6402	Insurance deductible	-	-	10,000	-	10,000		
6440	Legal notices	2,212	3,502	3,250	3,250	3,300		
6451	Legal services-general	40,357	36,136	75,000	35,822	50,000		
6452	Legal services-personnel	2,667	1,113	15,000	45,304	15,000		
6453	Legal services-other	-	8,996	-	-	-		
6510	Medical exams	146	170	200	461	350		
6540	Membership dues	6,308	11,728	10,453	10,453	12,946		
6600	Other	1,191	2,528	1,600	3,344	2,000		
6640	Payment services	15,565	18,032	17,259	17,800	15,600		
6700	Postage	1,956	1,360	1,450	1,128	1,350		
6730	Printing	1,046	516	750	1,007	750		
6750	Telephone/Internet	14,032	11,807	10,900	14,449	42,200		
6751	Telephone-cellular	3,768	4,641	4,400	4,315	4,500		
6800	Travel and transportation	24,603	21,280	50,650	46,749	48,750		
6850	Energy-electric	19,060	20,949	26,000	24,485	25,000		
6851	Energy-natural gas	8,615	13,075	10,000	12,103	14,000		
6852	Utilities-water and sewer	2,007	2,084	2,300	2,322	2,600		
	TOTAL CONTRACTUAL SERVICES	1,048,762	887,262	1,349,206	1,136,060	1,312,421	(36,785)	-2.73%
COMMODITIES								
7140	Conferences and meetings	19,659	15,915	14,020	19,387	16,730		
7200	Equipment	2,042	581	1,500	67	1,000		
7380	Other	153	-	-	-	-		
7580	Software	2,869	4,448	32,808	32,808	40,393		
7600	Subscriptions	3,198	4,357	4,543	8,543	10,148		
7750	Supplies-office	6,683	-	-	-	-		
7755	Supplies-Badging/Fingerprinting	2,012	-	-	-	-		
7780	Supplies	-	8,233	16,650	15,611	13,687		
	TOTAL COMMODITIES	36,615	33,534	69,520	76,415	81,959	12,438	17.89%
OTHER								
8420	Bad Debt	13,560	756,845	-	-	-		
	TOTAL OTHER	13,560	756,845	-	-	-		
	DEPARTMENT TOTAL	$ 1,856,690	$ 3,552,314	$ 3,146,444	$ 2,820,271	$ 3,374,876	$ 228,432	7.26%

Facilities and Maintenance Department Summary

The Facilities and Maintenance Department is responsible for maintaining 19 million square feet of runways, taxiways, aprons, and roadways, including keeping them free of snow, ice and debris, pavement repair, pavement markings as well as maintaining the airfield lighting system consisting of 3500 plus lighting fixtures and miles of electrical circuits. This also includes maintaining over 30 buildings and properties owned by the Airport Authority as well as a large fleet of snow removal equipment and vehicles; directing and coordinating construction projects; and oversight of the glycol retention/treatment facility.

Strategic plan objectives, initiatives, goals, and prior year results are as follows:

Strategic Objectives

Provide a safe and secure airport. Improve and upgrade infrastructure conditions. Protect and enhance the environment.

FY2027 Initiatives and Goals

- Provide a work environment that supports professional development, employee advancement and retention.

  Goal: Provide training and development opportunities to all Maintenance employees.

- Improve workplace efficiency through training and planning.

  Goal: Continue to provide annual SRE in-depth training for all OPS/Maintenance staff in-house and expand upon in-house equipment training.

  Goal: Seek opportunities to co-host training courses with other industry partners to reduce expenses.

- Improve workplace safety.

  Goal: Develop basic, safe-operating procedures and techniques of general maintenance equipment to give current and new employees the basics on how to operate the various maintenance equipment they will use. Implement Standard Operating Procedures (SOPs) to guide employees.

- Utilize the existing facilities capital plan.

  Goal: Continue working with RFD Procurement, Properties Manager, Engineering, and other vendors to finalize a ten-year capital plan for GRAA owned facilities.

FY2026 Initiatives and Results

- Provide a work environment that supports professional development, employee advancement and retention.

  Goal: Provide training and development opportunities to all Maintenance employees.

  Result: Three Maintenance Department personnel were sent to the 2026 Snow Symposium. Airport staff attended the Chicago Build Expo over the winter to engage with a variety of vendors who offered solutions for some of the department's problems. Additionally, mechanics were sent for two-week training sessions on the new Stryker ARFF truck to learn how to properly maintain it. Staff also attended the World of Concrete convention in Las Vegas, NV.

Facilities and Maintenance Department Summary (continued)

- Improve workplace efficiency through training and planning.

  Goal: Provide annual SRE in-depth training for all OPS/Maintenance staff in-house and add additional equipment training in-house.

  Result: Maintenance staff were given the opportunity to participate in the 2nd annual Snow Rodeo. Management staff hosted several snow removal dry runs in late fall of 2025 to familiarize newer staff with different formations and snow removal techniques. A staff member completed "train the trainer" courses to provide aerial lift training to employees.

  Goal: Seek opportunities to co-host training courses with other industry partners to reduce expenses.

  Result: Rockford hosted the Illinois Airport Maintenance Association (IAMA) conference in fall of 2025. This enabled the airport to send significantly more staff compared to such an event hosted offsite.

- Improve workplace safety.

  Goal: Develop basic, safe-operating procedures and techniques of general maintenance equipment to give current and new employees the basics on how to operate the various maintenance equipment they will use. Implement Standard Operating Procedures (SOPs) to guide employees.

  Result: During the Illinois Airport Maintenance Association conference last fall, the crew was given the opportunity to practice and test techniques during the snow rodeo and excavator challenge. SOPs have also been added for equipment operations along with hands-on training. Leading up to winter many dry runs on the airfield were completed with different formations of equipment.

- Utilize the existing facilities capital plan.

  Goal: Continue working with RFD Procurement, Properties Manager, Engineering, and other vendors to finalize a ten-year capital plan for GRAA owned facilities.

  Result: In progress. The department initiated a contract with a drone operator to survey and provide recommendations on airport-owned buildings. A plan exists to forecast capital needs; however, it does not yet stretch out to the 10-year mark as of the end of the fiscal year.

Facilities and Maintenance Performance Measures

GOALS	TARGET	ACTUAL FY2024	ACTUAL FY2025	ESTIMATE FY2026	BUDGET FY2027
Annual reduction in energy usage	-3%	3%	-7%	-10%	-3%
Develop 10 year facilities capital plan	Complete	In progress	In progress	In progress	Complete

Facilities and Maintenance Department Budget

ACCOUNT/LINE ITEM, Department 5	ACTUAL FY2024	ACTUAL FY2025	BUDGET FY2026	ESTIMATE FY2026	BUDGET FY2027	$Chg/FY26 Budget	%Chg/FY26 Budget
PERSONNEL SERVICES							
5400 Insurance	$ 391,783	$ 358,910	$ 440,602	$ 396,286	$ 327,846		
5450 Overtime	116,325	95,992	153,810	105,788	156,312		
5451 Double time	25,139	7,042	31,042	71,239	31,832		
5500 Payroll taxes	149,115	163,342	191,038	191,038	196,207		
5560 Pension contribution	96,071	103,957	114,598	114,598	165,721		
5600 Salaries/wages	1,807,587	1,959,343	2,149,064	2,149,064	2,218,800		
5610 Pager pay	7,800	7,200	7,800	5,200	5,200		
5700 Tool allowance	1,800	1,800	1,800	1,800	2,700		
5750 Training	7,908	16,359	22,843	22,843	68,110		
5800 Workers compensation insurance	59,061	66,016	65,551	67,441	67,632		
5900 Uniforms	11,217	13,488	12,702	12,611	11,847		
5901 Uniforms-lost,damaged,replaced	950	-	1,000	-	1,000		
5903 Uniforms-protective clothing	6,342	7,177	9,900	7,121	10,350		
TOTAL PERSONNEL SERVICES	2,681,098	2,800,626	3,201,751	3,145,029	3,263,558	61,807	1.93%
CONTRACTUAL SERVICES							
6040 Airfield repair	30,475	12,685	91,400	91,400	136,820		
6100 Building repair	63,476	18,287	20,000	39,717	97,150		
6110 Building repair - MRO	109,155	78,289	126,790	131,790	67,825		
6140 Conferences and meetings	595	3,785	20,410	15,789	14,150		
6321 Equip maint-repairs/services	35,341	43,670	41,200	34,485	41,765		
6322 Service contracts	404,732	400,632	592,006	566,006	977,641		
6350 Equipment rental	137,364	401,975	272,433	272,433	213,650		
6410 Landscaping	11,470	12,370	10,300	19,500	32,500		
6480 Licenses, titles and inspections	1,669	13,435	1,800	1,800	1,800		
6510 Medical exams	2,878	3,345	1,579	3,907	1,535		
6540 Membership dues	320	35	445	445	550		
6600 Other	749,471	(617)	1,000	975	-		
6625 Fuel Farm - management fee	140,487	154,629	156,000	156,000	78,000		
6630 Parking - management fee	100,750	103,772	106,891	106,090	110,098		
6635 Parking - operations and maintenanc	687,200	732,804	739,056	749,233	823,513		
6670 Permits and testing	4,638	1,100	5,582	5,582	11,105		
6750 Telephone/Internet	12,437	8,286	5,800	11,909	4,000		
6751 Telephone-cellular	16,675	17,425	18,000	14,667	15,000		
6800 Travel and transportation	3,505	10,227	20,865	15,686	29,375		
6850 Utilities-electric	195,047	188,143	241,000	235,949	225,000		
6851 Utilities-natural gas	62,903	39,496	64,000	41,054	45,000		
6852 Utilities-water	13,932	17,499	16,700	26,671	26,300		
6900 Vehicle maintenance	34,020	31,855	80,300	53,486	66,000		
6950 Waste removal	20,313	21,961	19,300	25,957	25,000		
TOTAL CONTRACTUAL SERVICES	2,838,852	2,315,088	2,652,856	2,620,533	3,043,778	390,921	14.74%
COMMODITIES							
7100 Building repair	36,456	33,498	23,700	15,813	27,900		
7110 Building repair - MRO	473,178	253,934	50,000	14,082	20,000		
7140 Conferences and meetings	15,000	16,414	19,800	19,800	21,000		
7200 Equipment	40,049	29,366	32,500	34,016	31,500		
7240 Fence/gate	1,233	-	-	-	-		
7271 Fuel-diesel	124,362	97,309	119,577	166,437	301,500		
7272 Fuel-unleaded	50,398	62,176	34,000	66,367	59,230		
7273 Fuel-other	3,420	3,919	2,600	5,784	2,900		
7300 Landscaping	6,810	3,421	6,400	5,676	7,000		

Facilities and Maintenance Department Budget

ACCOUNT/LINE ITEM, Department 5		ACTUAL FY2024	ACTUAL FY2025	BUDGET FY2026	ESTIMATE FY2026	BUDGET FY2027	$Chg/FY26 Budget	%Chg/FY26 Budget
7380	Other	22	-	-	-	-		
7400	Pavement marking	90,912	4,782	375,315	375,315	261,500		
7440	Pavement repair	37,354	52,780	109,600	64,649	75,000		
7500	Raw materials	760	4,616	5,000	-	11,500		
7501	Raw materials-deicing only	784,793	420,963	661,040	621,200	773,000		
7540	Signage	4,612	2,752	3,800	3,996	3,000		
7580	Software	198	-	500	-	-		
7600	Subscriptions	4,456	9,768	9,338	7,105	18,091		
7660	Supplies-janitorial	6,981	-	-	-	-		
7690	Supplies-lighting/electrical (airside)	149,701	84,396	129,500	116,064	150,000		
7720	Supplies-snow removal wafers, blade	163,258	2,060	29,000	20,820	115,000		
7750	Supplies-office	1,550	-	-	-	-		
7780	Supplies	19,771	40,881	44,985	60,891	47,841		
7782	Supplies-hardware	10,587	-	-	-	-		
7830	Supplies-steel stock	1,450	-	-	-	-		
7880	Supplies-welding	7,940	-	-	-	-		
7901	Maint-licensed vehicles	28,789	23,472	23,200	13,186	26,100		
7902	Maint-equipment	131,690	132,534	150,600	165,369	162,500		
	TOTAL COMMODITIES	2,195,730	1,279,041	1,830,455	1,776,572	2,114,562	284,107	15.52%
OTHER								
8400	Glycol retention treatment facility	124,670	116,303	140,500	140,500	133,000		
8410	Landfill and environmental costs	546,563	42,255	106,000	48,671	119,410		
8415	Property taxes	166,092	144,612	100,000	100,000	150,000		
	TOTAL OTHER	837,326	303,170	346,500	289,171	402,410	55,910	16.14%
	DEPARTMENT TOTAL	$8,553,005	$6,697,925	$8,031,563	$7,831,305	$8,824,308	$ 792,745	9.87%

Operations Department Summary

The Operations Department has overall responsibility for the safe and secure operation of the airport and is also responsible for passenger service. This includes monitoring and ensuring compliance with all FAA, TSA, Federal, State and Local regulatory requirements; ensuring that all air carriers, general aviation aircraft and airport tenants operate in a safe manner; administrating the airport's badging, background check and security systems; wildlife control, inspection, and oversight of all fueling operations and numerous other responsibilities as defined by FAR 139 and TSA 1542 regulations. Additional duties also include addressing any passenger complaints, questions, and overall customer service within the terminal.

The department is also responsible for coordinating with Properties, Facilities and Maintenance and Fire departments for maintenance, tenant concerns, emergency situations and snow removal operations performed on and around the runways, taxiways, ramps, and terminals.

Strategic plan objectives, initiatives, goals, and prior year results are as follows:

Strategic Objectives
Provide a safe and secure airport. Provide exceptional and continuously improving customer service.

FY2027 Initiatives and Goals

- Provide a work environment that supports professional development, employee advancement and retention.

  Goal: Provide training and development opportunities for all Operations employees throughout the year.

- Improve workplace safety.

  Goal: Provide applicable OSHA and other work-related safety training opportunities.

  Goal: Implement safety response plan for every facility including cyber, natural disaster, and active shooter.

- Ensure safe operational status at RFD.

  Goal: Improve our Part 139 training curriculum by adding periodic instructor-led training.

- Implement Safety Management System (SMS) based on FAA regulations.

  Goal: Develop a hazard reporting process that is readily accessible for Airport Authority employees and tenants.

  Goal: Integrate the hazard reporting process with CItyworks, which is the Airport Authority's Asset Management software.

- Improve airside and landside efficiency.

  Goal: Complete the new Operations Department office and relocate the Operations staff to the terminal.

  Goal: Complete Taxiway Signage and Lighting Phase 1 upgrade.

  Goal: Complete the Runway 19 and Taxiway Foxtrot intersection concrete panel repairs.

  Goal: Complete the Taxiway Alpha and Taxiway Delta intersection rehabilitation.

Operations Department Summary (continued)

FY2026 Initiatives and Results

- Provide a work environment that supports professional development, employee advancement and retention.

  Goal: Provide training and development opportunities for all Operations employees throughout the year.

  Result: Operations staff attended Incident Command System 300 and 400 courses in person, Trusted Agent training, Great Lakes Airports and annual conferences, IROPS Conference in Minneapolis, and in-person NFPA 407 training.

- Improve workplace safety.

  Goal: Provide applicable OSHA and other work-related safety training opportunities.

  Result: Forklift training and safety videos through JJ Keller have been assigned to all staff.

  Goal: Implement safety response plan for every facility including cyber, natural disaster, and active shooter.

  Result: Emergency Actions Plans were developed for every facility occupied by GRAA staff. Mass shooter training was assigned to all employees through the JJ Keller video series.

- Ensure safe operational status at RFD.

  Goal: Improve our airfield self-inspection process by documenting and monitoring work orders that are close to exceeding Part 139 discrepancy thresholds.

  Result: The Airport received a zero-discrepancy FAA Certification Inspection in FY26 indicating, among other things, that the airport met the standard for documenting and monitoring work orders regarding Part 139 discrepancies.

- Implement Safety Management System (SMS) based on FAA regulations.

  Goal: Develop and submit to the FAA an SMS Manual outlining the Airport's safety policy, safety risk management, safety assurance, and safety promotion.

  Result: An SMS Manual was submitted to the FAA for consideration on April 30, 2026.

- Improve airside and landside efficiency.

  Goal: Complete Taxiway F and UPS ramp rehabilitation projects.

  Result: The Taxiway F rehabilitation project concluded ahead of schedule in the Fall of 2025. The UPS ramp rehabilitation project was completed during the same time period.

  Goal: Complete the Terminal entrance road project.

  Result: The Terminal entrance road project experienced delays beyond the control of the Airport Authority. Due to staffing constraints within the Illinois Department of Transportation, the project did not occur during the FY26 year.

Operations Performance Measures

GOALS	TARGET	ACTUAL FY2024	ACTUAL FY2025	ESTIMATE FY2026	BUDGET FY2027
Ensure safe operational status with safety, security, and business continuity plans.	Zero incidents	0	0	2	0
Improve workplace safety with quarterly safety committee meetings	4	4	4	4	4

Operations Department Budget

ACCOUNT/LINE ITEM, Department 6	ACTUAL FY2024	ACTUAL FY2025	BUDGET FY2026	ESTIMATE FY2026	BUDGET FY2027	$Chg/FY26 Budget	%Chg/FY26 Budget
PERSONNEL SERVICES							
5400 Insurance	$ 120,726	$ 123,784	$ 177,937	$ 139,192	$ 159,650		
5450 Overtime	57,207	57,380	63,764	81,298	63,142		
5451 Double time	22,999	24,384	27,352	32,104	28,011		
5500 Payroll taxes	51,643	64,924	72,266	72,266	78,836		
5560 Pension contribution	30,991	35,580	42,724	43,400	65,961		
5600 Salaries/wages	585,051	742,850	782,593	782,593	868,971		
5750 Training	470	6,911	19,200	19,200	6,940		
5800 Workers compensation insurance	16,718	18,128	23,539	22,982	26,058		
5900 Uniforms	1,971	1,543	2,700	2,700	2,000		
5903 Uniforms-protective clothing	3,238	2,041	3,150	3,150	3,150		
TOTAL PERSONNEL SERVICES	891,014	1,077,525	1,215,228	1,198,884	1,302,720	87,493	7.20%
CONTRACTUAL SERVICES							
6140 Conferences and meetings	3,275	6,635	12,830	12,830	13,715		
6160 Consulting services	131,236	86,181	145,500	115,500	85,105		
6161 ARFF contractual services	808,723	828,130	850,000	860,522	897,500		
6163 LEO contractual services	49,116	959	2,000	2,000	1,500		
6321 Equip maint-repairs/services	10,818	10,441	8,815	9,140	9,723		
6322 Service contracts	131,387	341,353	383,300	211,262	491,699		
6350 Equipment rental	(255)	946	1,043	945	945		
6360 Fingerprinting Services	-	11,053	22,621	13,333	18,755		
6480 Licenses, titles and inspections	10	-	-	-	-		
6510 Medical exams	782	780	731	2,699	742		
6540 Membership dues	3,413	3,776	4,630	4,630	4,866		
6750 Telephone/Internet	6,710	3,814	2,800	4,829	1,000		
6751 Telephone-cellular	4,207	4,061	4,500	2,879	3,000		
6800 Travel and transportation	3,983	8,643	13,411	13,747	14,831		
TOTAL CONTRACTUAL SERVICES	1,153,405	1,306,772	1,452,180	1,254,317	1,543,382	91,202	6.28%
COMMODITIES							
7100 Building repair							
7140 Conferences and meetings	1,358	1,220	1,500	3,011	1,300		
7200 Equipment	12,710	2,276	15,700	4,316	16,750		
7201 ARFF Equipment	-	16,247	28,327	14,875	17,736		
7600 Subscriptions	9,645	10,925	21,652	17,404	79,492		
7750 Supplies-office	561	-	-	-	-		
7755 Supplies-Badging/Fingerprinting	-	-	2,800	3,332	3,200		
7780 Supplies	1,492	21,345	29,900	25,071	34,500		
7810 Supplies-specialty	20,446	-	-	-	-		
TOTAL COMMODITIES	46,212	52,013	99,879	68,008	152,978	53,099	53.16%
DEPARTMENT TOTAL	$2,090,631	$2,436,310	$2,767,286	$2,521,210	$2,999,080	$ 231,794	8.38%

Marketing and Development Department Summary

The Marketing and Development Department is responsible for ensuring consistent awareness to consumers and businesses regarding RFD's high-value, low-cost, hassle-free experience to grow business and revenue opportunities at the Airport. The Department identifies appropriate locations for industrial, commercial, and business development opportunities that advance long-term economic viability for the Airport and local communities. Staff are charged with actively engaging in discussions with domestic and international airlines about increasing and introducing new passenger and cargo services at RFD.

Strategic plan objectives, initiatives, goals, and prior year results are as follows:

Strategic Objectives

Enhance passenger service to respond to regional demand. Expand cargo service to increase economic impact and viability. Provide exceptional and continuously improving customer service. Excel as a community partner for the region. Increase and diversify revenue sources.

FY2027 Initiatives and Goals

- Increase sustainability through development, infrastructure, and operations, to meet the needs of the aviation industry.

  Goal: Continue to develop a sustainable Airport Master Plan to account for the increased demands and future requirements of air cargo while also supporting passenger growth.

- Increase cargo volume with existing and potential cargo operators. Increase number of international cargo carriers and operations with existing and new operators.

  Goal: Grow based operations by 3% more rotations

  Goal: Grow international operations by two additional carriers.

- Increase passenger airline activity with new destination or additional carrier.

  Goal: Grow international passenger service by adding additional seats in the market for FY27.

  Goal: Increase enplanements over prior year by 7%.

- Maintain competitive rates and charges to retain current providers and attract new passenger and cargo services.

  Goal: Continue to maintain low-cost services for airlines and continue to market ease and convenience of RFD.

- Strengthen community engagement through sponsorships, community events and social media.

  Goal: Community sponsorship and host or participate in community events.

  Goal: Develop formal marketing plan.

  Goal: Increase our social media presence and visibility with the target of 2,000,000 impressions.

Marketing and Development Department Summary (continued)

FY2026 Initiatives and Results

- Increase sustainability through development, infrastructure, and operations, to meet the needs of the aviation industry.

  Goal: Continue to develop a sustainable Airport Master Plan to account for the increased demands and future requirements of air cargo while also supporting passenger growth.

  Result: Phase one of the Airport Master Plan update is currently underway and will be completed in FY2027

- Increase cargo volume with existing and potential cargo operators. Increase number of international cargo carriers and operations with existing and new operators.

  Goal: Grow based operations by 3% more rotations

  Result: Calendar year 2025 resulted in a 9.5% increase in cargo operations year-over-year.

  Goal: Grow international operations by two additional carriers.

  Result: Added new international service with DSV that linked China and South America via RFD.

- Increase passenger airline activity with new destination or additional carrier.

  Goal: Grow international passenger service by adding additional seats in the market for FY26.

  Result: American/Landline service to over 150+ destinations domestic and international destinations began October 20, 2025.

  Goal: Increase enplanements over prior year by 7%.

  Result: Calendar year 2025 was our best year ever for passenger service with an increase of 17.5% year-over-year.

- Maintain competitive rates and charges to retain current providers and attract new passenger and cargo services.

  Goal: Continue to maintain low-cost services for airlines and continue to market ease and convenience of RFD.

  Result: We have maintained our rates to ensure we maintain our competitive advantage.

- Strengthen community engagement through sponsorships, community events and social media.

  Goal: Community sponsorship and host or participate in community events.

  Result: GRAA increased their budget for sponsorships and social media. New relationships include Stroll on State, Beloit Skycarp, and Special Olympics. We continue to seek out new community events to increase our footprint across the region.

  Goal: Develop formal marketing plan.

  Result: A marketing plan was developed and continues to evolve with a separate campaign for American/Landline start up service. Allegiant and Apple Vacations destinations are included in the overall marketing plan as well.

Marketing and Development Department Summary (continued)

Goal: Increase our social media presence and visibility with the target of 1,000,000 impressions.

Results:

Facebook: 1,914,754 impressions
Instagram: 34,581 impressions
LinkedIn: 32,254 impressions
Social media total: 1,981,589 impressions
Landline ad campaign: 429,429 impressions
Overall total: 2,411,018 impressions

Marketing and Development Performance Measures

GOALS	TARGET	ACTUAL FY2024	ACTUAL FY2025	ESTIMATE FY2026	BUDGET FY2027
Increase cargo volume with existing and new cargo operations	Increase	-10.2%	11.0%	1.9%	-1.9%
Increase customer enplanements with additional destinations	Increase	6	8	10	10
Strenghten community engagement with increased social media outreach	Increase	22.8%	14.2%	114.2%	10.0%

Marketing and Development Department Budget

ACCOUNT/LINE ITEM, Department 7	ACTUAL FY2024	ACTUAL FY2025	BUDGET FY2026	ESTIMATE FY2026	BUDGET FY2027	$Chg/FY26 Budget	%Chg/FY26 Budget
CONTRACTUAL SERVICES							
6021 Advertising-air service	$ 37,129	$ 147,010	$ 122,000	$ 122,000	$ 222,000		
6025 Promotions/sponsorships/events	23,968	28,088	67,700	74,611	60,600		
6027 Internet/web	3,800	3,107	3,000	3,000	25,000		
6121 Incentives-awareness	2,377	2,956	3,000	2,233	3,000		
6140 Conferences and meetings	32,957	23,851	32,250	37,017	40,370		
6150 New service support	30,000	250,000	300,000	300,000	300,000		
6160 Consulting services	368,527	361,460	404,660	448,731	408,900		
6540 Membership dues	15,719	7,976	9,225	11,725	11,815		
6730 Printing	98	1,627	2,500	2,500	2,500		
6750 Telephone/Internet	1,138	696	585	721	-		
6751 Telephone-cellular	1,076	695	700	392	400		
6800 Travel and transportation	38,065	52,181	74,350	75,167	98,250		
TOTAL CONTRACTUAL SERVICES	554,854	879,647	1,019,970	1,078,097	1,172,835	152,865	14.99%
COMMODITIES							
7140 Conferences and meetings	2,676	2,970	1,500	784	2,500		
7200 Equipment	-	4,548	8,000	184	8,000		
7600 Subscriptions	12,113	24,388	19,100	42,559	46,595		
7780 Supplies	-	6,451	6,000	6,084	6,000		
7796 Supplies-promotional	11,002	-	-	-	-		
TOTAL COMMODITIES	25,791	38,357	34,600	49,611	63,095	28,495	82.36%
DEPARTMENT TOTAL	$ 580,645	$ 918,004	$1,054,570	$1,127,708	$1,235,930	$ 181,360	17.20%

Terminal Services Department Summary

The Domestic and International Terminal travel areas are the responsibility of the Terminal Services department. The Terminal Service department places the customer first at RFD, ensuring that our passengers are given top priority and unprecedented service. Operations and Facilities and Maintenance departments provide support to the Terminal Services department. The Airport Terminals are essential transportation facilities in this region. It is our goal to provide a safe and efficient facility.

Strategic plan objectives, initiatives, goals, and prior year results are as follows:

Strategic Objectives

Provide exceptional and continuously improving customer service. Provide a safe and secure airport. Improve and upgrade infrastructure conditions.

FY2027 Initiatives and Goals

- Improve customer engagement opportunities to strengthen customer relationships.

  Goal: Continue growing the RFD Ambassador program.

  Goal: Provide airport tours for school groups and non-profit agencies

- Continually improve customer convenience and hospitality to welcome passengers.

  Goal: Improvement of parking flow, valet services, and landscaping at the terminal.

  Goal: Increase passenger usage of pre-paid parking through website.

FY2026 Initiatives and Results

- Improve customer engagement opportunities to strengthen customer relationships.

  Goal: Continue growing the RFD Ambassador program.

  Result: A total of 7 Ambassadors were active at the end of FY26.

  Goal: Provide airport tours for school groups and non-profit agencies

  Result: A total of 40 tours were completed in FY26. This was down slightly from FY25 when 44 were conducted.

- Continually improve customer convenience and hospitality to welcome passengers.

  Goal: Improvement of parking flow, valet services, and landscaping at the terminal.

  Result: A capital project to improve the flow of traffic into and out of the parking lot was delayed until FY27 due to staffing constraints with the Illinois Department of Transportation. The project is primarily state-funded and as such the airport was the beneficiary.

  Goal: Increase passenger usage of pre-paid parking through website.

  Result: 5,921 paid parking reservations were made in 2025, up 67% from 2024 where the airport saw just 3,529 reservations.

Terminal Services Performance Measures

GOALS	TARGET	ACTUAL FY2024	ACTUAL FY2025	ESTIMATE FY2026	BUDGET FY2027
Grow RFD Ambassador volunteer program	15	6	7	7	10
Offer airport tours for community groups and schools	20	30	44	40	20
Increase customer convenience with usage of pre-paid parking on website	Increase % of revenue	7.5%	16.9%	22.8%	25.0%

Terminal Services Department Budget

ACCOUNT/LINE ITEM, Department 8	ACTUAL FY2024	ACTUAL FY2025	BUDGET FY2026	ESTIMATE FY2026	BUDGET FY2027	$Chg/FY26 Budget	%Chg/FY26 Budget
CONTRACTUAL SERVICES							
6100 Building repair	$ 10,561	$ 8,737	$ 20,250	$ 7,434	$ 19,300		
6163 LEO contractual services	-	93,102	105,000	172,758	240,000		
6321 Equip maint-repairs/services	42,464	37,618	51,400	29,262	53,400		
6322 Service contracts	219,878	219,760	221,964	221,964	281,851		
6350 Equipment rental	5,000	11,308	2,150	2,150	1,000		
6410 Landscaping	8,221	3,344	12,500	14,404	13,100		
6480 Licenses, titles and inspections	9,049	8,465	11,329	11,329	8,379		
6510 Medical exams	-	-	200	200	200		
6750 Telephone/Internet	29,548	23,423	24,600	25,860	9,300		
6751 Telephone-cellular	45	49	50	425	500		
6806 Customer care/customer service	66	-	-	-	-		
6850 Utilities-electric	165,128	192,109	238,000	212,153	207,000		
6851 Utilities-natural gas	30,840	48,875	35,000	28,573	32,000		
6852 Utilities-water and sewer	14,509	18,863	19,000	18,455	19,800		
6950 Waste removal	5,356	6,215	7,011	7,185	7,600		
TOTAL CONTRACTUAL SERVICES	540,664	671,868	748,453	752,152	893,430	144,977	19.37%
COMMODITIES							
7100 Building repair	16,805	13,086	12,200	10,741	13,000		
7140 Conferences and meetings	2,313	2,428	2,950	3,092	3,120		
7200 Equipment	7,197	9,354	12,000	2,000	11,000		
7300 Landscaping	262	2,328	5,000	4,990	5,000		
7540 Signage	2,767	306	1,200	1,231	1,300		
7600 Subscriptions	2,651	6,011	6,338	6,375	6,811		
7660 Supplies-janitorial	19,192	-	-	-	-		
7750 Supplies-office	355	-	-	-	-		
7780 Supplies	5,069	25,016	33,919	32,259	39,706		
TOTAL COMMODITIES	56,612	58,529	73,607	60,688	79,936	6,329	8.60%
DEPARTMENT TOTAL	$ 597,277	$ 730,397	$ 822,060	$ 812,840	$ 973,366	$ 151,306	18.41%

Non-Operating Revenues and Expenses Budget

ACCOUNT/LINE ITEM		ACTUAL FY2024	ACTUAL FY2025	BUDGET FY2026	ESTIMATE FY2026	BUDGET FY2027
NON-OPERATING REVENUE						
9100	Interest income	$ 1,108,003	$ 1,275,429	$ 854,000	$ 854,000	$ 765,000
9101	Interest income-GASB 87	1,477,562	595,744	-	-	$ -
9105	Interest income-other	9,269	74,220	71,478	71,478	14,961
9200	Taxes-property (operating levy)	3,315,123	3,496,499	3,695,456	3,644,349	3,765,157
9205	Property tax interest (operating)	8,379	6,785	-	-	-
9250	Taxes-corporate replacement	1,423,576	874,057	700,000	825,646	800,000
9260	Gain on sale of assets	21,041	41,572	10,000	10,475	65,000
9270	Passenger facility charges	544,869	655,430	603,849	603,849	676,007
9281	Current capital contributions-Federal	8,056,084	9,713,324	11,943,583	16,231,832	19,174,759
9282	Intergovernmental contributions	268,741	212,947	194,793	194,793	176,322
9283	Current capital contributions-State	446,965	538,210	227,000	1,016,293	-
9284	Other capital contributions	-	1,331	-	137,141	-
9290	Reimbursement Grant-AFT	2,917,668	2,282,211	2,282,000	2,282,211	2,282,211
	TOTAL REVENUE	19,597,279	19,767,760	20,582,159	25,872,067	27,719,417
NON-OPERATING EXPENSES						
9500	Interest expense	1,464,037	1,420,749	1,372,255	1,372,255	1,316,561
9810	Loss on asset disposal	9,200	18,315	-	9,606	-
	TOTAL EXPENSES	1,473,237	1,439,064	1,372,255	1,381,861	1,316,561
	NET TOTAL	$ 18,124,042	$ 18,328,696	$ 19,209,904	$ 24,490,205	$ 26,402,856

Capital Improvement Program Summary

The Capital Improvement Program (CIP) is a program that provides for critical improvements and asset preservation. The program includes projects that address federal security requirements, airfield safety, enhanced revenue potential, rolling equipment replacement, and asset preservation.

Funding sources for the projects and replacements include Airport Improvement Program (AIP) grants, Passenger Facility Charges (PFC), allocated reserve funds, the balance of the capital accounts, operating revenues, and short-term borrowings where appropriate.

Projected FY2027 CIP expenditures and detail of individual items are as follows:

#	Project Title	Project Description	Authority Share	Total Project Cost
Administration Projects				
1	ERP Software	Implementation of new ERP	70,000	70,000
2	IT Equipment Replacement	Replace switches and 9 computers	37,500	37,500
3	Standing Desks	Standing desks and storage	20,000	20,000
Total Administration Projects			**$ 127,500**	**$ 127,500**
Airside Projects				
4	Expand NW Air Cargo Apron - Phase 5	Cargo apron expansion	1,277,500	12,775,000
5	Construct Airfield Lighting & Signage - Phase 2	New airfield lighting/signage	401,000	4,010,000
6	Runway Safety Area/End Area Grading	Repair surface variations within the RSA to ensure FAA compliance	187,000	1,870,000
7	Cargo Warehouse Improvements	Make improvements to cargo buildings	2,000,000	2,000,000
8	Annual Pavement Repair	Airfield pavement repair	300,000	300,000
9	Runway 1/19 Joint Rehab	Concrete joint rehabilitation	300,000	300,000
10	South Cargo Concrete Joint Rehab	Concrete joint rehabilitation	215,000	215,000
11	Thermoplastic Hold Position Markings - 3 Sets	Replace three sets of thermoplastic hold position markings	80,000	80,000
Total Airside Projects			**$ 4,760,500**	**$ 21,550,000**
Landside Projects				
12	Expand F Lot Parking	Pave new section of F Lot	635,000	635,000
13	Asphalt Removal and Replacement	Pave retention pond roadway with asphalt	180,000	180,000
Total Landside Projects			**$ 815,000**	**$ 815,000**
Maintenance Projects				
14	Acquire Snow Removal Equipment	Acquire snow removal equipment	125,540	2,510,799
15	High Speed Front Mount Runway Broom	Replace Broom 101	810,000	810,000
16	Lease for 5 Loaders	Large loader lease for 5 years	320,000	320,000

Capital Improvement Program Summary (continued)

#	Project Title	Project Description	Authority Share	Total Project Cost
17	FIS and Terminal Ramp Joint Rehab	Joint rehab - Terminal ramp up to movement line	285,000	285,000
18	Mowing Tractor	Replace Case 280 tractor # 98	200,000	200,000
19	Pavement Sensor System	New PSS for airside pavements	180,000	180,000
20	Rehabilitate Asphalt at FIS Terminal	2" mill and overlay of asphalt located at FIS	160,000	160,000
21	HVAC Replacement	Building HVAC replacement	150,000	150,000
22	Replace Wheel Skid Loader	Small wheel loader with skid loader attachment	142,000	142,000
23	New Light Pole - South Cargo Airside	90-foot light pole	135,000	135,000
24	UPS D/E Light Line Circuit Replacement	Replace a problematic circuit at UPS D/E light line	130,000	130,000
25	Update Fuel Tank	Add 2 diesel pumps and Fuelmaster system	125,000	125,000
26	Patcher II (Mastic Pot)	Purchase of a Mastic pot	95,000	95,000
27	Crack Seal and Sealcoat Cargo Building Lots	Sealcoating and crack seals	85,800	85,800
28	Replace Batts Runway X's	Replace obsolete runway X's	78,000	78,000
29	Replace Truck 8 with Extended Cab 3/4 Ton w/ Lift Gate	Ext cab 3/4 ton with lift gate	72,000	72,000
30	Replace Truck 14 with Extended Cab 3/4 Ton	Ext cab 3/4 ton	67,000	67,000
31	Remote Trailer Yard Asphalt	Crack route and seal cracks, sealcoat and restripe	64,000	64,000
32	Asphalt Hot Box	4 ton pull behind trailer	55,000	55,000
33	Large Loader Couplers	Allow JD 824 loaders to hook to attachments	50,000	50,000
34	HVAC Replacement	Building HVAC replacement	50,000	50,000
35	Runway 19 PAPIs and REILs	Replace aging PAPIs and REILs	35,000	35,000
36	Arctic 27.5’ Ramp Hog	Purchase Ramp Hog	30,000	30,000
37	Repair of Stormwater Drainage	Hook downspouts to main lines	30,000	30,000
38	2x Roll-Up Doors for FIS Tug Tunnel	Replace roll-up doors at FIS tug tunnel	30,000	30,000
39	Light Plant	15kw LED light tower x2	28,000	28,000
40	Pull-Behind Air Compressor	Additional air compressor 185 cfm	28,000	28,000
41	Arctic 22' Ramp Hog	Purchase Ramp Hog	23,500	23,500
42	ARFF Truck Tires	Replace tires on E3	21,000	21,000
43	Fuel Tank Conversion	Convert 10,000 gal. tank to diesel	19,000	19,000
44	Car Wash Garage Doors x3	Replace 3 doors and openers at the car wash	15,000	15,000
45	Crack Seal Parking Lots	Crack seal parking lots	6,200	6,200
Total Maintenance Projects			**$ 3,645,040**	**$ 6,030,299**

Capital Improvement Program Summary (continued)

#	Project Title	Project Description	Authority Share	Total Project Cost
Operations Projects				
46	Ops Office Move to Terminal - Phase 2: Buildout	Buildout old TSA office	404,619	404,619
47	Asset Management Migration	Migrate Cityworks to Respond	120,000	120,000
48	Movement Area Vehicle Surveillance Equipment	Movement area vehicle tracking	100,000	100,000
49	Ops Office Move to Terminal - Phase 3: Furniture	Furniture purchase	55,000	55,000
50	Converting Gate N3 to an Electronic Gate	Upgrade to electronic gate for more efficient operations	50,000	50,000
51	FIS Fence Removal and Replacement	Replace fence & heaving posts	35,000	35,000
Total Operations Projects			**$ 764,619**	**$ 764,619**
Terminal Projects				
52	Terminal Entrance Sign and Landscaping	New entrance sign and landscaping	125,000	125,000
53	Paid Parking Fencing	Fencing for new entrance and F-lot	165,000	165,000
54	UPS Battery Replacement	Replace UPS batteries	36,000	36,000
55	Replace Terminal Televisions	10 LG 65" TVs, model L65UH5H	12,351	12,351
Total Terminal Projects			**$ 338,351**	**$ 338,351**
Total			**$ 10,451,010**	**$ 29,625,769**

CIP Operating Budget Cost Impact

The following table summarizes the projected annual impact of the FY2027 CIP on The Authority's operating budget. The list contains only those projects with a known and quantifiable operating impact. For the full list of projects, please see the Capital Improvement Program Summary.

FY2027 Projects	Operating Impact	Annual Amount
Airside Projects		
Thermoplastic Hold Position Markings - 3 Sets	Reduce staff time spent painting these markings every 2-3 years	1,500
Total Airside Projects		**$ 1,500**
Landside Projects		
Expand F Lot Parking	Increased revenue with parking lot expansion	15,000
Total Landside Projects		**$ 15,000**
Maintenance Projects		
Lease for 5 Loaders	Lease vs buy of 5 loaders for snow removal	1,400,000
Mowing Tractor	Sell surplus equipment	60,000
Replace Wheel Skid Loader	Save on renting the equipment	42,000
Replace Truck 14 w/ Ext Cab 3/4 Ton	Cost avoidance of major repairs on truck 14	7,000
Patcher II (Mastic Pot)	Savings on renting equipment	6,300
Update Fuel Tank	Time saved driving to/from fuel station	5,000
UPS D/E Light Line Circuit Replacement	Save staff time spent resetting the current breakers	1,500
HVAC Replacement	Savings on maintenance & repair of old units	1,500
Car Wash Garage Doors x3	Reduced maintenance on existing doors	1,500
HVAC Replacement	Save on future years' maintenance	1,000
Rehabilitate Asphalt at FIS Terminal	Save on next year's maintenance	500
Arctic 27.5' Ramp Hog	Increased plowing efficiency	500
2x Roll-Up Doors for FIS Tug Tunnel	Reduced staff time spent on repairs	500
Crack Seal Parking Lots	Extend life of pavement, reduce maintenance	500
Total Maintenance Projects		**$ 1,527,800**
Operations Projects		
Movement Area Vehicle Surveillance Equipment	Improve airfield safety. Savings only recognized if federal grant is issued to cover the cost.	234,000
Ops Office Move to Terminal - Phase 2: Buildout	Savings of operations staff time spent driving to terminal where most emergencies happen	5,000
FIS Fence Removal and Replacement	Saving on maintenance of existing fence	2,500
Convert Gate N3 to an Electronic Gate	Reduce staff time manually unlocking gate 4x daily	1,500
Total Operations Projects		**$ 243,000**
Terminal Projects		
Replace Terminal Televisions	Minor savings in energy efficiency	200
Total Terminal Projects		**$ 200**
Total Operating Budget Cost Impact		**$ 1,787,500**

Five-Year Capital Improvement Projects

Future capital improvements include all items tentatively approved in the five-year Transportation Improvement Program. Additionally, the Authority expects to commit excess funds from operations to provide for the local match requirement of federal funding. Additional funds will be used to complete capital projects that are ineligible for federal funding.

Capital projects are prioritized based on availability of federal funding, condition of assets, safety concerns and security related needs. Capital improvements are evaluated to determine the effect on operating and maintenance costs. Based on the current Transportation Improvement Program and an assessment of needs, below is a tentative schedule of the anticipated capital improvements for the next five fiscal years.

DESCRIPTION	BUDGET FY27	ESTIMATED FY28	ESTIMATED FY29	ESTIMATED FY30	ESTIMATED FY31
GRAA CONTRIBUTIONS					
Admin Projects	$ 127,500	$ 80,000	$ 20,000	$ 20,000	$ 20,000
Airside Projects	4,760,500	8,086,500	4,310,000	4,800,928	3,185,000
Landside Projects	815,000	2,539,580	90,900	-	-
Maintenance Projects	3,645,040	6,616,464	5,016,345	3,880,000	1,265,000
Operations Projects	764,619	2,228,039	55,000	122,000	1,722,000
Terminal Projects	338,351	2,238,150	-	-	-
GRAA TOTAL	**10,451,010**	**21,788,733**	**9,492,245**	**8,822,928**	**6,192,000**
FEDERAL AND STATE GRANTS					
Airside Projects	16,789,500	43,924,500	36,090,000	42,317,624	29,715,000
Landside Projects	-	14,823,000	-	-	-
Maintenance Projects	2,385,259	-	1,170,000	-	765,000
Operations Projects	-	450,000	-	-	-
Terminal Projects	-	4,500,000	-	-	-
FEDERAL TOTAL	**19,174,759**	**63,697,500**	**37,260,000**	**42,317,624**	**30,480,000**
ESTIMATED TOTAL	**$ 29,625,769**	**$ 85,486,233**	**$ 46,752,245**	**$ 51,140,552**	**$ 36,672,000**

Exhibit 1-Tentative Budget and Appropriation Ordinance

Tentative Budget and Appropriation Ordinance

GREATER ROCKFORD AIRPORT AUTHORITY
RESOLUTION NO. 26-13

WHEREAS, the Greater Rockford Airport Authority (the "Authority") is a municipal corporation located in Winnebago County, Illinois, duly created, organized, and existing under an Act of the General Assembly of the State of Illinois entitled the "Airport Authority's Act," as amended, 70 ILCS 5, et. seq., and having the powers, objects, and purposes provided under said Act;

WHEREAS, in accordance with 50 ILCS 330/3, the Authority is required to adopt a Tentative Budget and Appropriation Ordinance for the fiscal year, beginning May 1, 2026 and ending April 30, 2027;

WHEREAS, in accordance with 50 ILCS 330/3, the Authority is required to place on file at the Administrative offices of the Authority for public inspection a copy of the Tentative Budget and Appropriation Ordinance; and

WHEREAS, in accordance with 50 ILCS 330/3, 35 ILCS 200/18-50, and 35 ILCS 200/23-35, the Authority is required to call for a public hearing on the Tentative Budget and Appropriation Ordinance, and publish notice of said public hearing.

NOW, THEREFORE, be it resolved by the Chairman and the Board of Commissioners at the Authority, Winnebago County, State of Illinois, that:

1. The Authority hereby adopts the Tentative Budget and Appropriation Ordinance for the fiscal year, beginning May 1, 2026 and ending April 30, 2027 a copy of which is on file at the Administrative Offices of the Authority;

2. The Authority hereby directs its staff to place on file at the Administrative Offices of the Authority for public inspection a copy of the Tentative Budget and Appropriation Ordinance for the fiscal year, beginning May 1, 2026 and ending April 30, 2027 a copy of which shall be placed on file at least thirty (30) days prior to the date set by the Authority for the public hearing;

3. The Authority hereby directs its staff to call for and hold a public hearing on the Tentative Budget and Appropriation Ordinance on April 23, 2026 at 5:00 p.m. at the Administrative Offices of the Authority;

4. The Authority hereby directs its staff to publish in a newspaper of general circulation notice of the public hearing on the Tentative Budget and Appropriation Ordinance, provided that said notice shall be published at least thirty (30) days prior to the date set by the Authority for the public hearing.

Exhibit 1-Tentative Budget and Appropriation Ordinance (continued)

Tentative Budget and Appropriation Ordinance

RESOLUTION NO. 26-13

5. The Authority's staff is hereby authorized and directed to take any additional actions necessary to effectuate the above Resolution in accordance with applicable Illinois statutory law.

Commissioner Caruana moved, seconded by Commissioner West that Resolution Number 26-13 be adopted.

	Vote		Vote
Mike Schablaske	aye	Dianne Parvin	aye
Jake Castanza	aye	Leslie West	aye
Paul Cicero	aye	Al Caruana	aye
Pat Agnew	aye		

ADOPTED this 26th day of February 2026 by the Chairman and the Board of Commissioners of the Greater Rockford Airport Authority, Winnebago County, Illinois.

(Signed February 26, 2026)
Michael Schablaski
Chairman, Board of Commissioners
Greater Rockford Airport Authority

ATTEST:

(Signed February 26, 2026)
Thomas Myers
Vice Chairman, Board of Commissioners
Greater Rockford Airport Authority

Exhibit 2-Rates and Charges

Chicago Rockford International Airport (RFD)
Rates and Charges
Effective October 1, 2024

Terminal Usage fee *(includes use of ramps, jetway, baggage claim & public safety fee)*

Signatory and/or scheduled Airlines	$65.00
Non-Signatory and/or charter flights	$350.00

International Arrival - When per pax fee is not expected to cover the costs of the CBP Reimbursable Services Program the airline will be billed the actual costs as invoiced by CBP to The Authority. $20.00 /pax

Ticket Counter/Computer Use fee *(per enplanement)* $0.20

Passenger Facility Charge (PFC) *(per enplanement)* $4.50

Ticketing, passenger check-in and airline station services *(excludes below wing)* $2.25 /seat

Landing Fee

Landing fees apply to all aircraft except based aircraft and transient single engine piston aircraft.

Signatory

Greater than 120,000,000 pounds annual landed weight	$1.934 /1000lbs
Less than 120,000,000 pounds annual landed weight	$1.964 /1000lbs

Non-Signatory

Non-signatory rates will apply to non-based, non-tenant operators who do not provide scheduled service. 1/10 net 30 payment terms offered for payment made within 10 days $4.504 /1000lbs

A credit card fee of 3.5% will be applied to any payment made via credit card. Check, ACH and wire payments accepted.

Aircraft Turn Fee

Fee will cover the first 6 hours that a cargo aircraft is parked. At 6 hours + 1 min the remaining balance of the 24 hr parking fee will be assessed. Inclusive of CBP Reimbursable Services Program charges.

Per operation

Reduced rates may be available upon negotiation.

$0	Group 1
$50	Group 2
$250	Group 3
$600	Group 4
$600	Group 5
$600	Group 6

Aircraft Parking Fee

Fee will be charged after 6 hours to 24 hours. At 24hr +1 min a new parking fee will be assessed. Based on size of aircraft. The following fees will not apply to general aviation or corporate aircraft. See groups outlined on the following page.

Per day rates

Long-term parking rates are subject to agreement and availability.

$25	Group 1
$200	Group 2
$500	Group 3
$800	Group 4
$1,000	Group 5
$1,200	Group 6

Upgraded ARFF Index Fee $100 /hour

Exhibit 2-Rates and Charges (continued)

Fuel Flowage Fees

Class A		
Permit	$1,125.00	
Flowage Fee	$0.05	/gallon
Class B		
Permit	$600.00	
Flowage Fee	$0.05	/gallon
Class C		
Permit	$375.00	
Flowage Fee	$0.05	/gallon

Flowage fee applies to all fuel farms except any airline (FAR Part 121 or Part 135) owned and operated fuel farm that is operated for the airlines sole use.

Commercial operating permit - /per square foot	$0.28
Commercial operating permit/Non-tenant (base fee)	$500.00
Commercial operating permit/Non-tenant (additional per badge fee)	$250.00

International rubbish fee

4x4 hopper (200 gallons)	$460.00
black cart (60 gallons)	$105.00
gray cart (40 gallons)	$85.00

User is ultimately responsible for fines incurred as of the result of use (IEPA, CBP, Dept of Agriculture, etc.)

Badging Fees

Original Issue SIDA Badge	$100.00
Renewal Issue SIDA Badge	$50.00
Original Issue AOA Badge	$50.00
Renewal Issue AOA Badge	$25.00
Background Check and CHRC for Non-Issued Badge	$75.00
Testing Fee (Additional endorsements or retesting)	$25.00
No Shows	$25.00
Fee for Background Check Resubmission, over 30 days	$50.00
Upgrade to SIDA from AOA	$75.00
Badge Change/Reissue Fee (add endorsement, new company, etc.)	$25.00

Lost Badge Fees

Fee may be waived if found within 2 weeks. After 2 weeks, all fees apply.

1st Lost Badge (includes reissue)	$250.00
2nd Lost Badge (includes reissue)	$500.00
3rd Lost Badge (includes reissue)	$1,000.00

(After 3 lost badges, no badge may be reissued)

Per Company: after 5 lost badges, all reissues will be $500.00

Vehicle Registration Fees

Vehicle Registration Initial Fee (inside the fence)	$25.00
Vehicle Registration Renewal Fee	$5.00
Vehicle Registration Renewal Late Fee	$25.00

Movement/Non-Movement Area Fines

Non-Movement Area Violation Fee (speeding, stop bars, Secure Area SIDA line unauthorized entry, etc)	$50.00-$500.00
Operation of Out of Service Vehicle on RFD AOA (per occurrence)	$500.00-$5,000.00
Movement Area Violation/Incursion	$500.00-$5,000.00

The violator is also responsible for all costs/fines levied to RFD by FAA/TSA or other agencies

Exhibit 2-Rates and Charges (continued)

Security Violation Fines

Security System False Alarm – unreported 1st offense	$25.00
Security System False Alarm repeat offense	$75.00
Escort Violation	$150.00
Unauthorized SIDA entry/exit (per occurrence)	$150.00-$500.00
Improper Use of RFD ID Media (Includes revocation)	$150.00-$500.00
Lost Premise Key	$500.00-$5,000.00
TSA Violations	$500.00-$5,000.00
Rules and Regulations Violation Fines	$50.00-$5,000.00

The violator is also responsible for all costs incurred by RFD as a result of any violation.

Service Fees

Escort Fee per 1 hour minimum - billed in hour increments	$80.00 /hr
After Hours Escort Fee per 1 hour minimum - billed in hour increments	$100.00 /hr
Maintenance Fee for Snow Removal *(minimum 1 hour)*	$100.00 /hr
Equipment Usage Fee per hour plus labor fee	$35.00-$225.00 /hr
RFD Labor Fee -per hour plus parts/equipment	
Base	$80.00 /hr
Skilled	$100.00 /hr
Administration	$100.00 /hr
Irregular Operations Support Fee	$100.00 /hr

Exhibit 3-Statistics

Airport Authority Area	Located entirely within Winnebago County, Illinois, the Authority Area includes, Rockford, Machesney Park, Loves Park, Cherry Valley, Roscoe, New Milford and some unincorporated areas
Airport Location	Southwest quadrant of the City of Rockford 4 miles south of downtown Rockford, IL 80 miles WNW of O'Hare International Airport
Access	Interstate 90 and 39 U.S. Highway 20 Illinois Route 2 and 251
Area	3,000 acres
Elevation	742 ft. above sea level LAT 42 11" 36" (42 degrees, 11 minutes and 36 seconds) LNG 89 05' 50" (89 degrees, 05 minutes and 50 seconds)
Airport Code	RFD
Runways	Runway 1/19, 8,199' X 150', ILS Category I Runway 7/25, 10,004' x 150', ILS Category II/III
Tower	TRSA 24/7-365
FBOs	Emery Air, Inc., North American/Pride
MROs	Chronos Aviation LLC and AAR Corp.
Scheduled Passenger Service	Allegiant Airlines and Apple Vacations

Terminal

Airlines	2,211 sq. ft.
Tenants	4,443 sq. ft.
Public/Common	72,107 sq. ft.
Mechanical	7,714 sq. ft.
Total	86,475 sq. ft.

Number of Passenger Gates	5
Number of Loading Bridges	5
Number of Concessionaires in terminal	1
Number of rental car agencies in terminal	2

Car Rental Agencies Avis and Enterprise

Parking

Short-Term	1,750
Rental Cars	190
Employees	54

Exhibit 3-Statistics (continued)

Cargo	UPS Buildings	670,000 sq. ft.
	Amazon Cargo Facility	192,000 sq. ft.
	Midfield Cargo Building #1	90,000 sq. ft.
	Midfield Cargo Building #2	100,000 sq. ft.
	Midfield Cargo Building #3	50,000 sq. ft.
International	Customs/Immigration Federal Inspection Service Facility	
	Bonded Warehouses	
Service Area	Population within Authority Area, 337,000	
	Population within 25 miles, 740,000	
	Population within 60-minute drive, 2.5 million	
	Population within 90-minute drive, 8.4 million	

Airport Authority Area
Equalized Assessed Valuation

		% Change
2021	$3,300,168,000	
2022	$3,567,875,000	8.11%
2023	$3,995,475,701	11.98%
2024	$4,537,083,208	13.56%
2025	$5,013,476,118	10.50%

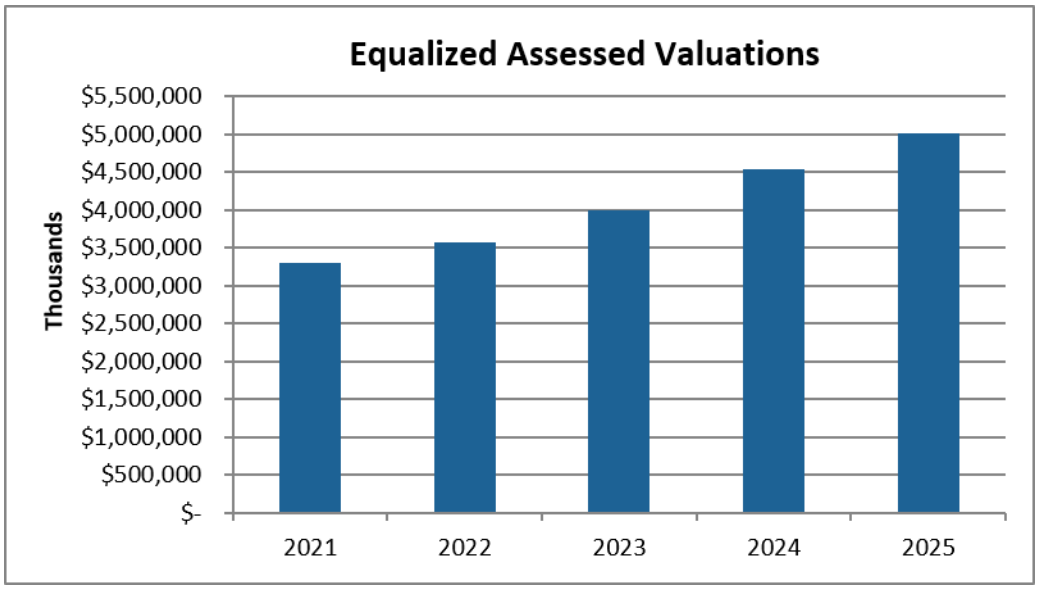


Exhibit 3-Statistics (continued)

Bond Rating

1999	A3
2000	A2
2001	A2
2002	A2
2003	A1
2021	Aa3

Based Aircraft

Single engine	69
Multi engine	17
Jet	20
Helicopters	3
Total	109

Airport Operations

	CY2021	CY2022	CY2023	CY2024	CY2025
Air Carrier	24,224	23,021	21,845	23,100	25,760
Air Taxi	1,212	1,237	1,370	1,274	1,362
GA Local	7,411	7,255	8,105	9,066	6,737
GA Itinerant	13,369	13,154	12,964	13,019	12,348
Military	1,045	535	328	451	396
Total	47,261	45,202	44,612	46,910	46,603

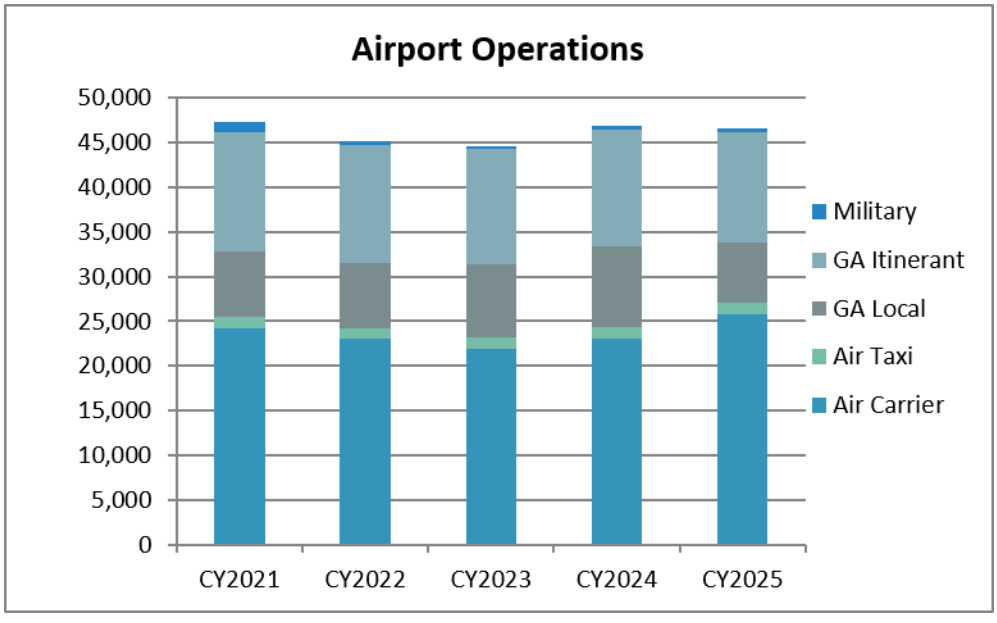
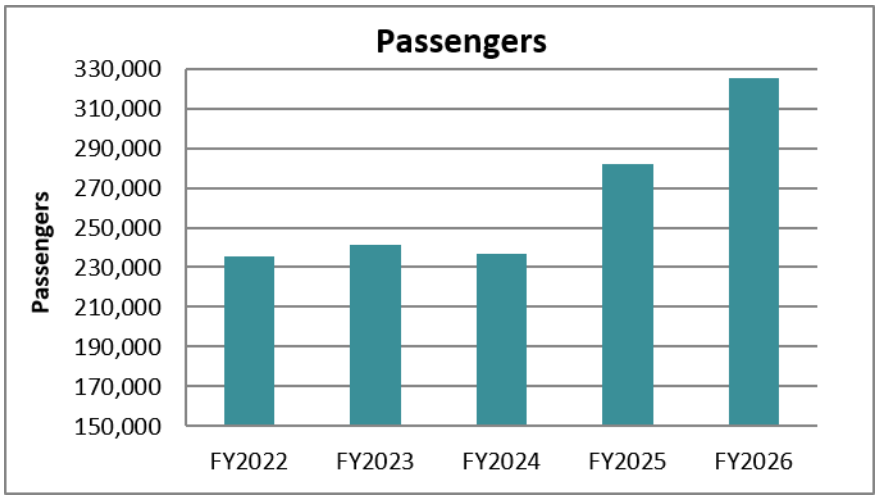


Exhibit 3-Statistics (continued)

Passengers

		% Change
FY2022	235,586	
FY2023	241,532	2.52%
FY2024	236,675	-2.01%
FY2025	282,015	19.16%
FY2026	325,038	15.26%



Cargo Aircraft Landed Weight (lbs.)

		% Change
FY2022	3,541,978,087	
FY2023	3,334,999,808	-5.84%
FY2024	2,994,613,497	-10.21%
FY2025	3,324,760,485	11.02%
FY2026	3,387,463,808	1.89%

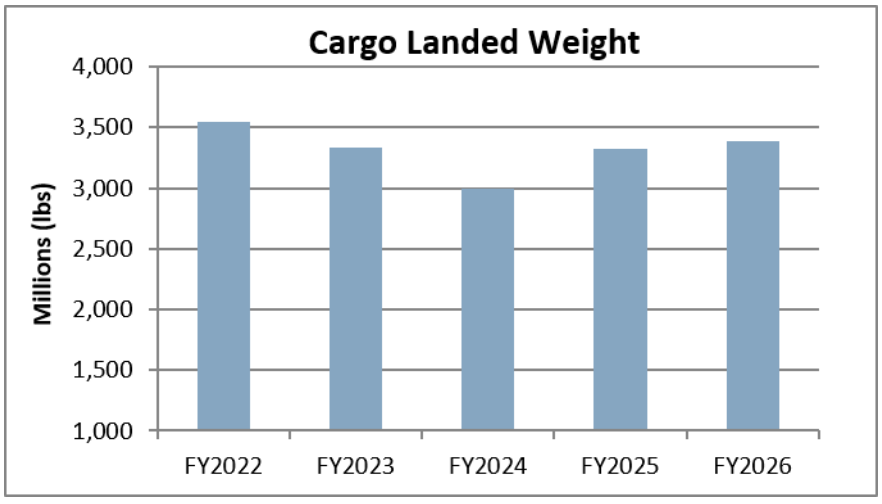
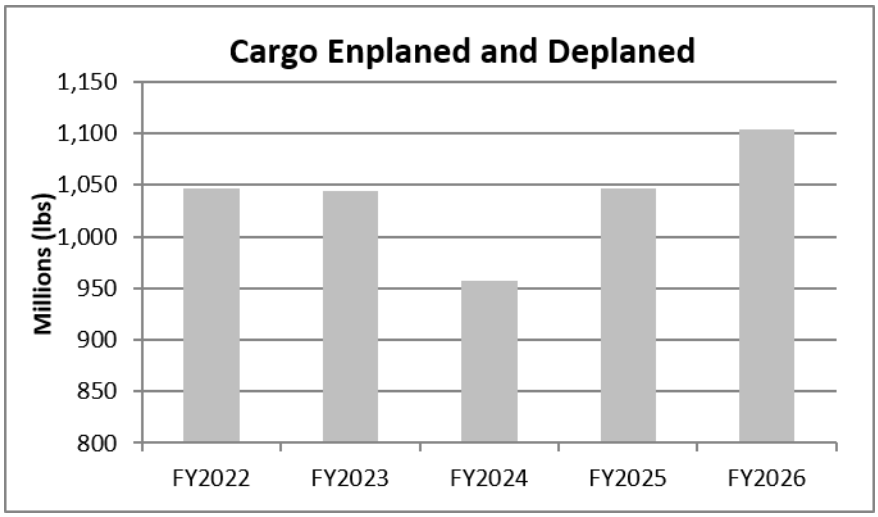


Exhibit 3-Statistics (continued)

Cargo Enplaned and Deplaned (lbs.)

		% Change
FY2022	1,046,314,202	
FY2023	1,044,597,101	-0.16%
FY2024	957,322,883	-8.35%
FY2025	1,046,942,339	9.36%
FY2026	1,103,893,636	5.44%



Fuel Flowage (gallons)

		% Change
FY2022	54,507,916	
FY2023	49,067,536	-9.98%
FY2024	36,837,952	-24.92%
FY2025	36,893,227	0.15%
FY2026	41,000,877	11.13%

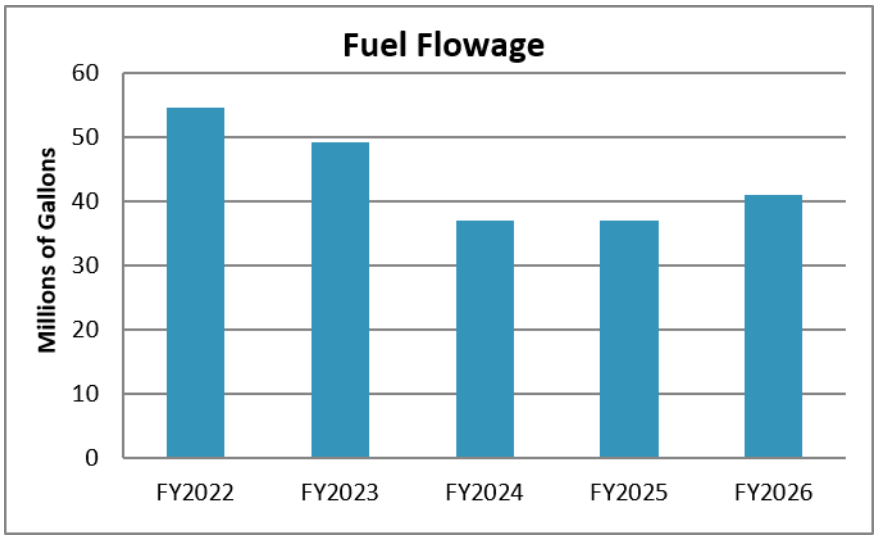


Exhibit 4-Budget and Appropriation Ordinance

ORDINANCE NO. 26-02

FISCAL YEAR 2027 BUDGET AND APPROPRIATION ORDINANCE

CERTIFICATE

I, MICHAEL SCHABLASKE, Chairman of the Board of Commissioners of the Greater Rockford Airport Authority, Winnebago County, Illinois (the **"Authority"**), a municipal corporation of the State of Illinois, certify that the attached is a true and complete copy of an Ordinance entitled:

> **"GREATER ROCKFORD AIRPORT AUTHORITY BUDGET AND APPROPRIATION ORDINANCE FOR THE FISCAL YEAR BEGINNING May 1, 2026 AND ENDING April 30, 2027,"**

unanimously passed at a regular meeting of the Board of Commissioners (the **"Board"**) of the Authority at which a quorum of the Board was present, and held at the offices of the Authority at 60 Airport Drive, Rockford, Illinois, on April 24, 2025 having complied with the provisions of the Open Meetings Act (5 ILCS 120/1 *et. seq.*).

I further certify that there have been no amendments or revisions to said Ordinance, and that it is now in full force and effect.

IN TESTIMONY WHEREOF, I have set my hand and affixed the corporate seal of the Authority this 23rd day of April 2026.

[SEAL]

(signed April 23, 2026)
Michael Schablaske
Chairman, Board of Commissioners
Greater Rockford Airport Authority

Exhibit 4-Budget and Appropriation Ordinance (continued)

ORDINANCE NO. 26-02

GREATER ROCKFORD AIRPORT AUTHORITY
BUDGET AND APPROPRIATION ORDINANCE

FOR THE FISCAL YEAR
BEGINNING May 1, 2026 AND ENDING April 30, 2027

BE IT ORDAINED BY THE BOARD OF COMMISSIONERS OF THE GREATER ROCKFORD AIRPORT AUTHORITY, WINNEBAGO COUNTY, ILLINOIS, AS FOLLOWS:

Section 1. Adoption of Budget

The Tentative Budget, as previously presented, is adopted as the Budget for the Greater Rockford Airport Authority, Winnebago County, Illinois, the "Authority," and is attached hereto and incorporated herein by reference.

The amounts specified are the maximum estimated for probable expenditure or commitment prior to April 30, 2027, and there is included in the appropriated amounts funds derived from other sources than local taxation, and which may be spent for the benefit of the Authority without actually being received and expended by it.

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

Placed on file for Public Inspection	March 20, 2026
Notice of Public Hearing Published on	March 20, 2026
Public Hearing held (at 5:00 p.m. Central Daylight Savings time, pursuant to Notice)	April 23, 2026

Section 2. Appropriations.

For the fiscal year ending April 30, 2027, there is hereby appropriated for the corporate purposes of the Greater Rockford Airport Authority the total sum of $17,908,309 which sum of money is deemed necessary to pay the costs of operating and maintaining the Greater Rockford Airport, and other expenses of the Authority, the purposes of each such appropriation being specified in the attached Budget document.

Exhibit 4-Budget and Appropriation Ordinance (continued)

Section 3. Filing with County Clerk.

That a certified copy of this Ordinance shall be filed with the County Clerk on or before June 30, 2026 by the financial officer of the Authority.

Section 4. Conflicting Orders, Resolutions or Ordinances.

That all orders, resolutions or ordinances in conflict herewith are repealed insofar as such conflict exists.

Section 5. Effective Date.

This Ordinance shall be effective following its passage by the Board and upon its approval by the Chairman of the Board.

Moved for adoption by Commissioner Castanza and seconded by Commissioner Agnew.

Roll Call

Michael Schablaske	aye	Jake Castanza	aye
Pat Agnew	aye	Dianne Parvin	aye
Leslie West	aye	Al Caruana	aye
Paul R. Cicero	aye		

Passed and approved by the Board of Commissioners of the Greater Rockford Airport Authority on April 23, 2026.

(signed April 23, 2026)
Michael Schablaske
Chairman, Board of Commissioners
Greater Rockford Airport Authority

ATTEST:

(Signed April 23, 2026)
Paul R. Cicero
Treasurer, Board of Commissioners
Greater Rockford Airport Authority

Exhibit 4-Budget and Appropriation Ordinance (continued)

ORDINANCE NO. 26-02

2026-2027 BUDGET AND APPROPRIATION ORDINANCE

CERTIFICATE

I, Paul R. Cicero, Treasurer of the Board of Commissioners of the Greater Rockford Airport Authority, Winnebago County, Illinois (the **"Authority"**), a municipal corporation of the State of Illinois, certify that I am Secretary of the Board of Commissioners of the Authority and that attached is an estimate prepared by me for the revenues, by source, anticipated to be received by the Authority during such fiscal year of the Authority, pursuant to *50 ILCS 330/3,* as amended.

IN TESTIMONY WHEREOF, I have set my hand and affixed the corporate seal of the Authority this 23rd day of April 2026.

[SEAL]

(*Signed April 23, 2026)*

Paul R. Cicero
Treasurer, Board of Commissioners
Greater Rockford Airport Authority

Exhibit 4-Budget and Appropriation Ordinance (continued)

ESTIMATED REVENUES BY SOURCE
FISCAL YEAR 2027

EXPECTED CASH FLOW DURING THE YEAR:

SOURCES		
Operating Budget Revenue	$	17,908,309
Non-Operating Revenue		1,644,961
Tax Levy		3,765,157
Passenger Facility Charges		676,007
Other Financing Services		21,633,292
Total Sources		45,627,726
Beginning Fund Balance, FY27		31,727,505
Total Sources and Fund Balance	$	77,355,231
USES		
Operating Expenditures	$	17,407,560
Non-Operating Expenditures		1,316,561
Debt Service		(2,961,298)
Capital Expenditures		29,625,769
Total Uses		45,388,592
Ending Fund Balance, FY27		31,966,639
Total Uses and Ending Fund Balance	$	77,355,231

Exhibit 5-Acronyms and Glossary of Terms

AAAE - American Association of Airport Executives

ACI-NA - Airports Council International – North America

Accrual Basis of Accounting- This basis of accounting attempts to record financial transactions in the period they occur rather than recording them in the period they are paid.

AD&D - Accidental Death and Dismemberment

AFR - Annual Financial Report

Aircraft Operation- The landing or take-off of an aircraft.

Airline Load Factor – The percentage of seats occupied on an aircraft.

Airport – Refers to the Chicago Rockford International Airport.

Airport Improvement Program (AIP) – A Federal Aviation Administration program periodically reauthorized by Congress which distributes the proceeds of the federal tax on airline tickets to airports through grants for eligible construction projects and land acquisition.

Airport Layout Plan (ALP) – A blueprint of an airport required by the Federal Aviation Administration which shows current and future airport development.

Airport Master Plan – An airport master plan represents the approved actions to be accomplished for phased development of the airport. Master plans address the airfield, terminal, landside access improvements, modernization and expansion of existing airports and establish the premises for site selection and planning for a new airport.

Airport Operation - One landing or takeoff

Airside – The airfield side of an airport used by aircraft, runways, taxiways, and aircraft parking aprons.

Amortization – (1) The gradual reduction of a debt by means of equal periodic payments sufficient to meet current interest and liquidate the debt at maturity. (2) The process of spreading the costs of an intangible asset over the expected useful life of the asset. (3) The deduction of capital expenses over a specific period of time. Similar to depreciation, it is a method of measuring the “consumption” of the value of long-term assets like equipment and buildings.

AOA – Airport Operations Area

ARFF – Aircraft Rescue and Fire Fighting.

Audit – An official inspection of organization's accounts, typically by an independent body.

The Authority – Refers to the Greater Rockford Airport Authority

Exhibit 5-Acronyms and Glossary of Terms (continued)

Balanced Budget – a budget where the revenues equal expenditures.

BOD - Biochemical Oxygen Demand

Bond – A written promise to pay a specified sum of money, called principal, at a specified maturity date along with periodic interest paid at a specified percentage of the outstanding principal. They are usually used for long-term debt.

Bond Premium – The difference between the price an investor pays for a bond and its face value.

Budget – A financial plan for a specified period of time (fiscal year) that matches planned expenses and revenues with planned services.

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

BFY – Budgeted Fiscal Year

Capital Asset - Expenditures for capital improvements, capital outlay, debt service and grant service that are in excess of $2,000 and have a life expectancy in excess of one year.

Capital Improvement Program – A rolling, near-term five-year program that provides for critically needed improvements and asset preservation. The program includes projects that address federal security requirements, improve airfield safety and enhance revenue potential.

Cash Equivalent – In the context of cash flows reporting, short term highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates.

Cost Per Enplanements – The airlines' airport cost, landing fees and rents, divided by the total number of passengers enplaned at the airport.

CPE - Continuing Professional Education

CPI-W - Consumer Price Index – Urban Wage Earners & Clerical Workers

CY – Calendar Year

Departments – An area of the Airport to which a revenue or expense is attributed, e.g., airfield, terminal, etc.

Deplaning Passenger – An arriving passenger.

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

Enplaning Passenger – A departing passenger.

Exhibit 5-Acronyms and Glossary of Terms (continued)

Enterprise Fund – Established to account for operations, including debt service that are financed and operated similarly to private businesses. The intent is that the service is self-sufficient, with all costs supported predominantly by user charges.

FAR – Federal Aviation Regulations

FAS - Fixed Asset Schedules

FASB – Financial Accounting Standards Board

Federal Aviation Administration (FAA) – A component of the Department of Transportation with primary responsibility for the safety of civil aviation.

Federal Grants – FAA's Airport Improvement Program provides both entitlement and discretionary grants for eligible airport projects. Entitlement funds are determined by a formula according to enplanements at individual airports. The authority applies for discretionary grants from the FAA through a Letter of Intent (LOI) process. Each LOI represents an intention to obligate funds from future federal budget appropriations. The issuance of a Letter of Intent is subject to receipt of Congressional appropriations for grants to airports and does not itself constitute a binding commitment of funds by the FAA. For planning purposes, the amounts in approved LOI from FAA are used by the Authority as the estimate of federal discretionary grants to be received.

FIS - Federal Inspection Service

Fiscal Year – A 12-month period, other than a calendar year, used for financial reporting purposes. The GRAA's fiscal year begins May 1st and ends April 30th.

Fixed Base Operator (FBO) - Businesses on airports that sell fuel to private plane owners, provide aircraft parking, as well as aircraft maintenance and mechanical services.

Flight Information Displays (FID) – Electronic displays to inform passengers of the status of their flight, such as arrival time, and terminal building gate number.

FOD – Foreign Object Debris or trash on the airfield.

FTZ - Foreign Trade Zone

FYE - Fiscal Year End

GAAP – General Accepted Accounting Principles are uniform minimum standards and guidelines for accounting and financial statement reporting.

GASB – Governmental Accounting Standards Board, the body responsible for establishing GAAP for governmental entities.

General Aviation (GA) – The activities of privately owned aircraft that are not used for commercial purposes, such as the movement of passengers or freight.

Exhibit 5-Acronyms and Glossary of Terms (continued)

GFOA - Government Finance Officers Association

GO - General Obligation (Bonds)

GRAA - Greater Rockford Airport Authority

ILS - Instrument Landing System

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

Infrastructure - Airport runways, taxiways, aprons and utility systems

INS - Immigration and Naturalization Service

IPAA - Illinois Public Airports Association

Jet Bridge – A mechanical tunnel used by passengers to pass from the terminal building to an aircraft.

Landed Weight – The maximum gross certificated landed weight of an aircraft, or all aircraft landing at an airport in a fiscal year, which is not dependent on the number of passengers on board.

Landing fee – The rate charged by an airport to commercial aircraft operators per thousand pounds of landed weight.

Landside – All areas of land owned and maintained by the GRAA outside of the airfield areas perimeter fence.

M&I - Meals and Incidentals

MRO – Maintenance, Repair and Overhaul

MSA – Metropolitan Statistical Area

Non-Airline Revenue – Airport revenue earned from sources other than airlines, such as concessions revenues: Merchandise, Food and Beverage, Rental Car, etc. Airports try to maximize non-airline revenue to help reduce the amounts they collect from the airlines.

Non-Signatory Airline – Airlines that have not signed an agreement with an airport committing to rent an airport leasehold for a fixed period of time.

OTC/DDEC - Oshkosh Training Center/Diesel Diagnostic Electronic Components

Part 107 – A section of the Federal Aviation Regulations having to do with an airport operator's responsibilities for airport security.

Part 139 – A section of the Federal Aviation Regulations having to do with the certification of an airport's airfield.

Exhibit 5-Acronyms and Glossary of Terms (continued)

Part 150 Study – A noise study defined by a section of the Federal Aviation Regulations, that when completed, makes an airport eligible for noise insulation and related land acquisition grants. The Study produces two documents, the Noise Exposure Map and the Noise Compatibility Program.

Passenger Facility Charge (PFC) – A $4.50 charge (net $4.39 to Airport) attached to each ticketed passenger that boards an airplane at the Airport. Certain types of passengers, including military, are excluded from the Passenger Facility Charge.

PEBSCO - Public Employees Benefit Services Corporation, optional 457 deferred compensation for employees.

Proprietary Fund – One of three Fund classifications established by the GAAP standards. This Fund is used to account for funds for operations which are managed in a manner similar to private business. Unlike governmental funds, net income is determined in Proprietary Funds. The two types of Proprietary Funds are Enterprise and Internal Service Funds.

RFD – The FAA three letter identifier for the Chicago Rockford International Airport.

RFP – Request for Proposal

RWY – Runway

Security Identification Display Area (SIDA) – Secure areas of the airport in which identification badges are required to be displayed.

Signatory Airline – Airlines that have signed an agreement with an airport committing to rent an airport leasehold for a fixed period of time.

SMS – Safety Management System

SRE – Snow Removal Equipment

T-Hangar – A small hangar that resembles a "T" when viewed from above. T-hangars are placed next to each other, and interlocked back-to-back, to maximize the number that can be placed in an area which minimizes the land rental component of their cost.

Transportation Security Administration (TSA) – A component of the Department of Transportation with primary responsibilities for the security of civil aviation.

TXY – Taxiway

UPS - United Parcel Service

Greater Rockford Airport Authority
60 Airport Drive
Rockford, Illinois 61109-2902
Phone: 815-969-4000
www.FlyRFD.com