

BOCA RATON AIRPORT AUTHORITY

OPERATING AND CAPITAL BUDGETS



 BOCA RATON
AIRPORT

FISCAL YEAR

2021



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Boca Raton Airport Authority

Executive Summary

As required in the Special Act, the Boca Raton Airport Authority (BRAA) adopts an operating and capital budget by September 30th of each year. The 2021 Operating, Capital Outlay, and Capital Improvement Plan Budgets were developed to meet the priorities identified in the Airport Authority's Strategic Plan and cover the operation, maintenance, and improvement costs necessary to operate the Boca Raton Airport.

The Airport Authority sustains the Airport's operations by generating revenue from land leases, fuel fees and other user fees. The 2021 Budget reflects a decrease in revenues resulting from sustained, unexpected impacts from the global pandemic that occurred in spring of 2020 and reduced fuel sales and US Customs clearings. Due to the uncertainty surrounding the pandemic and the timing of an economic recovery, Airport Management has taken a conservative approach in forecasting revenues in 2021, while ensuring the Airport can meet all its expected service levels and contractual obligations.

Operating revenues are budgeted at \$5,003,700. This is a decrease of \$435,800 or 8% compared with the 2020 budget and a \$192,400 or 3.7% decrease compared with 2020 projected. The decrease is based on anticipated reductions in fuel sales and US Customs clearings.

Total operating expenses before depreciation are budgeted at \$4,649,700. This is an increase of \$886,700 or 23.6% over current year budget and \$540,900 or 13.2% compared with 2020 projected. The increase is primarily attributable to grant reimbursable, project-related expenses totaling \$1,400,000, increased US Customs staffing costs and increases in security services contract costs.

Based on anticipated operating revenues of \$5,003,700 and operating expenses before depreciation of \$4,649,700, operating income before depreciation is budgeted at \$354,000. This is \$1,322,500 or 78.9% less than current year operating budget and \$733,300 or 67.4% less than current year projected.

The 2021 Budget includes \$1,341,430 in non-operating revenue from grant reimbursements and interest income. The resulting FY 2021 budgeted income from operating and non-operating revenues minus expenses, not including depreciation, totals \$1,695,430.

2020 Budget vs. 2021 Proposed Budget

	2020 Budget	2021 Proposed Budget	Change from Prior Year	
Total Operating Revenues	\$5,439,599	\$5,003,700	(\$435,800)	-8.0%
Total Operating Expenses	\$3,763,000	\$4,649,700	\$886,700	23.6%
Operating Income Before Depreciation	\$1,676,500	\$354,000	(\$1,322,500)	-78.9%

2020 Projected vs. 2021 Proposed Budget

	2020 Projected	2021 Proposed Budget	Change from Prior Year	
Total Operating Revenues	\$5,196,100	\$5,003,700	(\$192,400)	-3.7%
Total Operating Expenses	\$4,108,800	\$4,649,700	\$540,900	13.2%
Operating Income Before Depreciation	\$1,087,300	\$354,000	(\$733,300)	-67.4%

The 2021 Capital Improvement Plan Budget includes one new project totaling \$1,200,000. FDOT grant contributions are projected to total \$960,000, or 80% of total project costs. The Airport Authority contribution is projected at \$240,000, or 20% of total project costs.

The proposed FY 2021 Budget includes capital outlays of \$45,000 for the purchase of a replacement incinerator for the US Customs Facility.

Based on the proposed FY 2021 Operating, Capital Outlay, and Capital Improvement Plan Budgets, the projected Airport Reserve Balance is \$13,213,000. This represents an increase of \$491,000 compared with the Fiscal Year 2020 projected year-end balance.

A summary of key business objectives completed in 2020 and major business objectives aligned with the Airport Authority's Strategic Plan and planned for 2021 are also included in the budget report.

Management Recommendation

On behalf of Boca Raton Airport Management, I respectfully present the Fiscal Year 2021 Operating, Capital Outlay, and Capital Improvement Plan Budgets.

Clara Bennett
Executive Director

August 19, 2020

Introduction

The Boca Raton Airport (BCT) is publicly owned by the State of Florida and is designated as a general aviation transport facility, serving the corporate, recreational, and flight training needs of the region. It is located on 212 acres in Boca Raton adjacent to I-95, between Spanish River Boulevard and Glades Road. The Airport's single runway 5-23 is 6,276 feet long and 150 feet wide.

Boca Raton Airport is home to more than 50 aviation and non-aviation businesses and 258 based aircraft, including 85 jets and 142 single engine airplanes. A recent State of Florida study determined that the Airport contributes an estimated \$400 million in annual economic impact to the local economy and generates an employment base of over 3,000.

The Boca Raton Airport Authority

Boca Raton Airport is operated by the Boca Raton Airport Authority (BRAA), a seven-member Board established by the Florida Legislature as an Independent Special District that is not part of any other unit of local government. Five members are appointed by the Boca Raton City Council and two are appointed by the Palm Beach County Commission. Each Board member serves a term of two years.

The BRAA was established to operate, maintain, and develop the Boca Raton Airport in a safe, professional manner; enhance services and facilities available to the Airport's tenants and users; improve the Airport's relationship with surrounding communities; eliminate financial subsidies by local taxpayers and the Board of Trustees; and limit the potential for operational liability by the State of Florida.

This year the BRAA completed an update to its Strategic Business Plan that reinforced the Airport's mission stated as:

The Boca Raton Airport Authority operates a first-class public use general aviation facility dedicated to embracing our core values; promoting safety, efficiency, and environmental excellence; and advancing aeronautical and economic benefits to our business and community stakeholders.

The Airport Authority revised the Vision Statement to reflect a new vision:

To Deliver Excellence in All We Do

The Strategic Business Plan update also resulted in a revised set of strategic initiatives that will guide Airport Management in the day-to-day operation of the Airport consistent with the Authority's long-term vision and goals. The 2020 strategic initiatives are the following:

1. Plan for financial resiliency in a dynamic and uncertain future environment.
2. Develop land use policies and practices that enhance the value of the Airport to business and community stakeholders.

3. Promote the Airport’s value to the community and its contributions to the regional economy.
4. Shape the organizational structure to continue responding to a dynamic operating environment and deliver excellence in all we do.
5. Preserve and improve infrastructure assets and the operational integrity of the Airport.

Boca Raton Airport (BCT) Operation

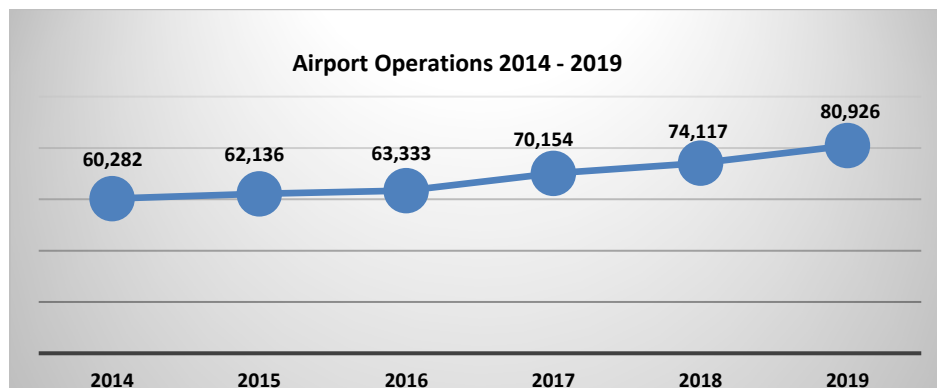
The Airport Authority sustains the Airport’s operations by generating revenue from land leases and fuel fees, requiring no funding from property taxes or general funds of local governments. Operating surpluses are reinvested in improvements included in the Airport Capital Improvement Program and are used to match FAA Airport Improvement Program and Florida Department of Transportation Aviation Work Program grants.

BCT is categorized as a general aviation reliever airport by the Federal Aviation Administration. Reliever airports are designated by the FAA to relieve congestion at commercial service airports and to provide improved general aviation access to the overall community.

Boca Raton Airport was identified as a National Airport in the FAA’s General Aviation Airports: A National Asset report, meaning that it serves national and global markets with very high activity levels by jets and multiengine propeller aircraft. National airports serve the community by providing a broad spectrum of services including emergency preparedness and response, critical community access, all types of aviation functions, commercial industrial and economic activities, and connectivity to major destinations and special events.

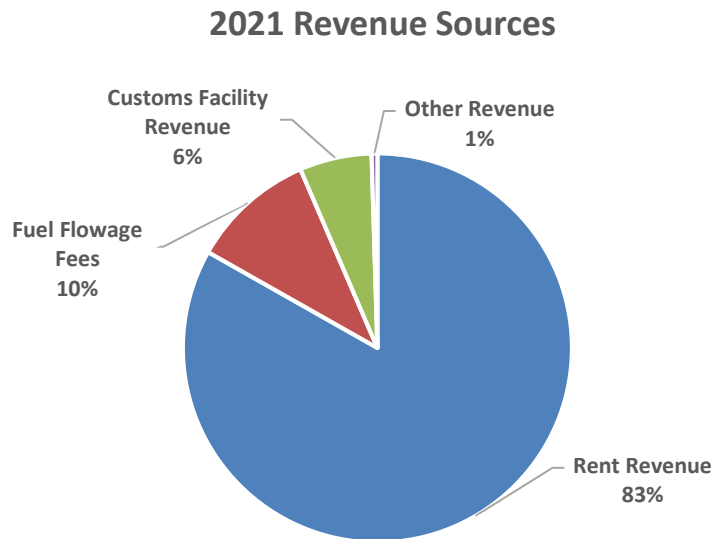
Air Traffic Activity

Airport traffic increased by 9% in 2019 compared with 2018, for a total of 80,926 takeoffs and landings. This has been a consistent trend for the past five years as a result of sustained economic activity. Operations decreased slightly for the first three months of 2020 compared with 2019, and decreased sharply in April and May, as a result of COVID-19 restrictions. Traffic increased in June and July compared with the previous months and compared with June and July 2019. However, overall activity through July 2020 totaled 41,908 compared with 49,182 through July 2019, a decrease of approximately 15%.



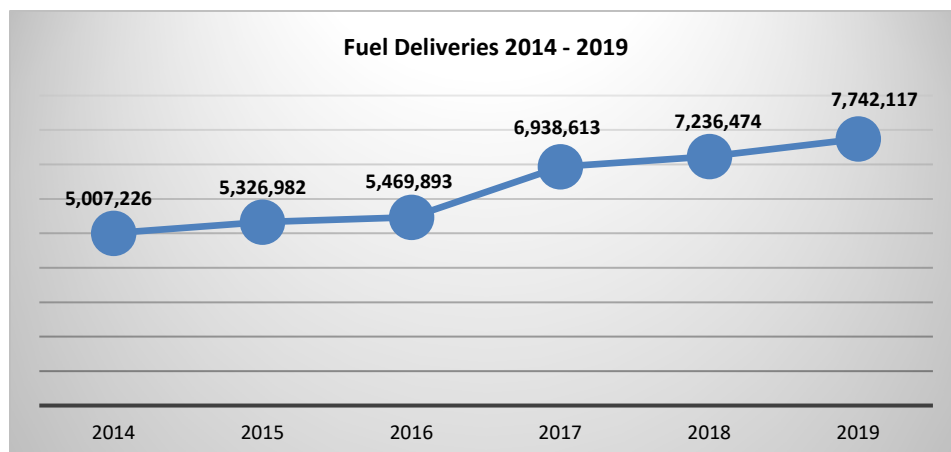
Major Sources of Revenue

The largest sources of Airport revenues, approximately 83%, are the Authority's six land leases: Atlantic Aviation, Boca Aircraft Owners, Boomers, Cinemark, City Furniture and Premier Aviation. Fuel flowage fees make up the second largest source of revenue at approximately 10% of total revenue. The US Customs Facility is a new source of revenue and is expected to generate approximately 6% of total revenue, helping offset operating costs of the facility. Other sources include sublease income and rental car fees and comprise 1% of total revenue.



Fuel Sales

Gallons of fuel sold in calendar year 2019 totaled 7,742,117 compared with 7,236,474 in 2018, an increase of approximately 7%. Fuel sales were lower for the first three months of calendar year 2020 and dropped significantly in April and May due to COVID-19 restrictions. Fuel sales increased in June and July 2020; however, sales are down by 633,152 gallons or 14% compared with January through July of last year.





Budget Approach

Budget Process:

As required in the Special Act, the Airport Authority adopts an operating and capital budget by September 30th of each year. The budget covers the operation, maintenance, and improvement costs necessary to operate the Boca Raton Airport and construct planned infrastructure projects.

In accordance with the Airport Authority's Bylaws, Airport Management prepares the annual budget based on a thorough analysis of anticipated operational, contractual, and programmatic needs for the coming year. Airport Management utilizes a zero-based budget approach in which each line item is evaluated on its own merit every year. Each department prepares individual line item requests by reviewing planned work goals and identifying resources necessary to achieve the Airport's strategic priorities, meet the day-to-day needs in operating the Airport, and implement the required Airport infrastructure improvements.

This structured process has built a culture of cost management as each team member strives to reduce costs and maximize efficiency while enhancing service levels for Airport tenants and the community.

Budget Overview:

The Boca Raton Airport Authority functions as an enterprise fund in governmental accounting. Enterprise Funds function as business-like funds and provide goods or services to the general public for a fee, with the purpose of being self-supporting. In accordance with standards for Enterprise Funds and similar to businesses, the Authority's financial records are maintained on the full accrual basis of accounting and conform to accounting principles generally accepted in the United States. Enterprise Funds are also required to record expenses not normally recorded by general funds. Under this method, revenues are recorded when earned and expenses are recorded when the liability is incurred, and all assets and liabilities are included on the balance sheet.

Enterprise Funds distinguish operating revenue and expenses from non-operating items. Operating revenues and expenses generally result from providing services in connection with the fund's principal ongoing operations. The operating revenues of the Airport Authority primarily consist of rent, fuel flowage fees and US Customs clearing fees. Operating expenses include the cost of services, administrative expenses and depreciation of capital assets. All revenue and expenses not meeting this definition are reported as non-operating revenues and expenses.

Capital assets which include property, plant and equipment, and infrastructure assets such as pavement rehabilitation, the Blast Fence, Perimeter Road, and the EMAS System, are defined by the Authority as assets with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of one year. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed.

Depreciation is recorded using the straight-line method over the estimated useful life of the asset or, in the case of leasehold improvements, the shorter of useful life or lease term. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the asset's useful life are not capitalized.

The 2021 budget reflects a 10.2% increase in depreciation compared with 2020. Below is a summary of 2021 budgeted depreciation by capital asset type. The categories showing zero are not being depreciated.

Buildings	\$581,850	27%
Infrastructure	\$1,120,600	52%
Machinery, Equipment, and Fixtures	\$129,300	6%
Leasehold Improvements	\$323,250	15%
Land Avigation Easement	\$-	0%
Avigation Easement	\$-	0%
Procurement Fee	\$-	0%
Projects in Progress	\$-	0%
Total Depreciation	\$2,155,000	



2021 Proposed Budget

2021 Operating Revenues:

Operating Revenues are budgeted at \$5,003,700 for 2021. This is a decrease of \$435,800 or 8% compared with current year budget and is \$192,400 or 3.7% less than current year projected. This budgeted decrease is based on the following key assumptions:

- Rent revenue is budgeted at \$4,162,800. This is an increase of 1.2% from current year budget due to lease adjustments in accordance with lease terms.
- Fuel flow revenue is budgeted at \$517,000. This is a decrease of \$283,000 or 35.4% compared with current year budget and \$113,000 or 17.9% compared with current year projected, due to current trends in fuel sales.
- Customs Facility Revenue is budgeted at \$300,000, a decrease of \$180,000 or 37.5% from current year budget and \$75,000 from current year projected, based on current trends in clearings.

2021 Operating Expenses:

Operating expenses before depreciation for 2021 are budgeted at \$4,649,700. This is an increase of \$886,700 or 23.6% over current year budget and \$540,900 or 13.2% compared with year-end projections. Expenses for the coming year are budgeted based on the following key assumptions:

- Personnel expenses are expected to increase by \$87,900 or 7.2% compared with current year budget due to conversion of a part-time position to full-time and an 11% increase in health insurance costs.
- Professional services are decreased by \$6,500 or 3.6% compared with the 2020 budget.
- Office operating expenses are decreased by \$2,650 or 0.8% compared with 2020 budget.
- Airport operations expenses are increased by \$82,300 or 15.5% compared with 2020 budget due to increases in security services contract costs.
- Insurance expense is increased by \$67,500 or 39.4% compared with 2020 budget due to anticipated market rate increases and the addition of coverage for the EMAS system.
- Air Traffic Control Tower expenses are decreased by \$28,700 or 35.7% compared with current year budget.
- Customs facility expenses are increased by \$93,650 or 29% compared with 2020 budget due to increased staffing costs reimbursed to the federal government.

- Marketing and Special Event expenses are decreased by \$50,300 compared with current year budget due to decreased contract costs.
- Project expenses are budgeted at \$1,400,000. These projects are eligible for reimbursement through FAA and FDOT grants totaling \$1,291,430 or 92% of project costs.

2021 Income:


Based on anticipated operating revenues of \$5,003,700 and operating expenses before depreciation of \$4,649,700, operating income before depreciation is budgeted at \$354,000. This is \$1,322,500 or 78.9% less than current year operating budget and \$733,300 or 67.4% less than current year projected.

The budget includes an additional \$1,341,430 in non-operating revenue from grant reimbursements and interest income. The resulting FY 2021 budgeted income from operating and non-operating revenues minus expenses, not including depreciation, totals \$1,695,430.

Total Operating Revenues	\$5,003,700
Operating Expenses not Including Depreciation	\$4,649,700
Operating Income not Including Depreciation	\$354,000
Non-Operating Revenue	\$1,341,430
Income Before Capital Contributions Not Including Depreciation	\$1,695,430

2021 Proposed Operating Budget

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Change from 2020 Projected	
Operating Revenues:						
Rent Revenue	3,408,707	4,112,300	4,147,100	4,162,800	15,700	0.4%
Fuel Flowage Fees	810,025	800,000	630,000	517,000	(113,000)	-17.9%
Customs Facility Revenue	456,030	480,000	375,000	300,000	(75,000)	-20.0%
Other Revenue	64,192	47,200	44,000	23,900	(20,100)	-45.7%
Total Revenue	4,738,954	5,439,500	5,196,100	5,003,700	(192,400)	-3.7%
Operating Expenses:						
Personnel Expenses	1,071,209	1,213,900	1,173,000	1,301,800	128,800	11.0%
Professional Services	155,625	180,500	204,300	174,000	(30,300)	-14.8%
Office Operating	263,590	316,200	309,400	313,550	4,150	1.3%
Airport Operations	451,055	530,100	540,300	612,400	72,100	13.3%
Insurance	158,527	171,300	174,000	238,800	64,800	37.2%
ATCT Facility	40,131	80,500	91,600	51,800	(39,800)	-43.4%
Customs Facility	353,165	323,000	323,900	416,650	92,750	28.6%
Marketing & Special Events	180,518	191,000	130,500	140,700	10,200	7.8%
Projects	76,788	756,500	1,161,800	1,400,000	238,200	20.5%
Total Operating Expenses	2,750,608	3,763,000	4,108,800	4,649,700	540,900	13.2%
Total Operating Income before Depreciation	1,988,346	1,676,500	1,087,300	354,000	(733,300)	-67.4%
Depreciation	2,050,857	1,955,000	1,955,000	2,155,000	200,000	10.2%
Net Operating Income/(Loss)	(62,511)	(278,500)	(867,700)	(1,801,000)	(933,300)	107.6%
Non-Operating Revenues (Expenses):						
Interest Income	180,339	210,000	205,000	50,000	(155,000)	-75.6%
Settlements	12,514	-	815,300	-	(815,300)	-100%
Operating Grants	61,430	605,200	401,000	1,291,430	890,430	222.1%
Total Non-Operating Revenues (Expenses)	254,283	815,200	1,421,300	1,341,430	(79,870)	-5.6%
Income/(Loss) before Capital Contributions	191,772	536,700	553,600	(459,570)	(1,013,170)	-183%
Capital Contributions from State and Federal Grants	1,184,801	3,675,000	1,590,500	960,000	(630,500)	-40%
Change in Net Position	1,376,573	4,211,700	2,144,100	500,430	(1,643,670)	-77%



2021 Proposed Capital Outlays

The proposed Fiscal Year 2021 Budget includes capital outlays of \$45,000 for replacement of the international waste incinerator at the US Customs Facility.

2021 Proposed Capital Outlays

Description	Proposed Budget
Furniture & Fixtures	-
Airfield & Office Equipment	45,000
Information Systems Equipment	-
Airport Vehicles	-
Total Capital Outlay	\$45,000



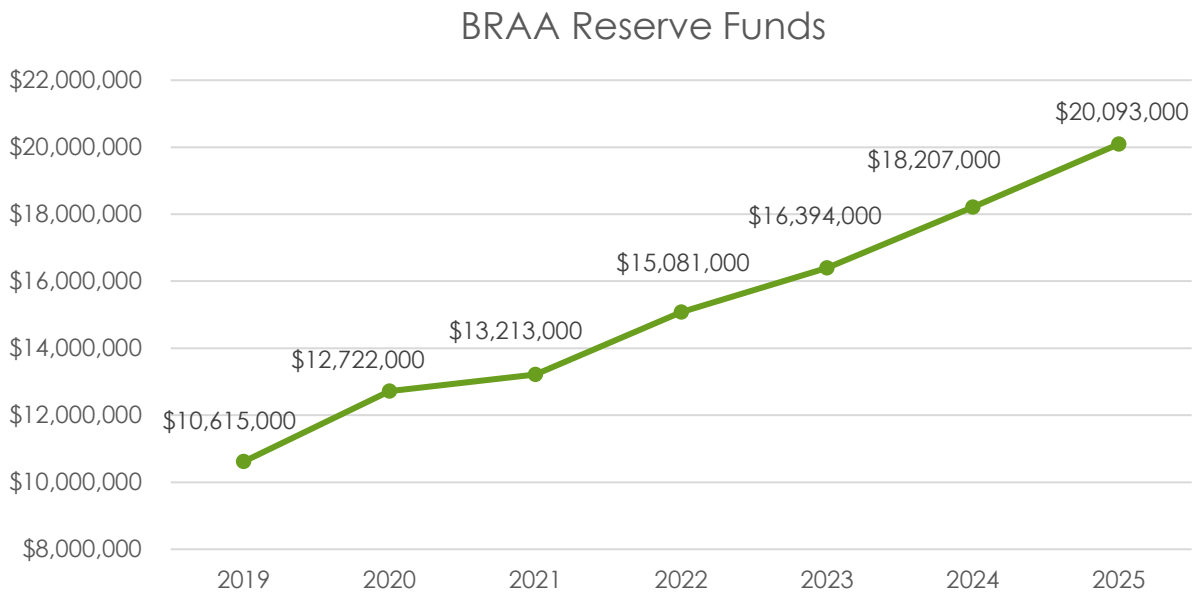
2021 Proposed Capital Improvement Plan

Proposed Fiscal Year 2021 CIP

Description	FAA	FDOT	Local	Total
NAVAIDS and Airfield Lighting Upgrades	\$-	\$960,000	\$240,000	\$1,200,000
Total	\$-	\$960,000	\$240,000	\$1,200,000

2021 Projected Reserve Balance

Based on the proposed Fiscal Year 2021 Operating, Capital Outlay, and Capital Improvement Plan Budgets, the projected Airport Reserve Balance is \$13,213,000. This represents an increase of \$491,000 compared with Fiscal Year 2020 projected year-end balances.





BRAA Business Objectives

The Airport Authority's Mission and Vision drive the Airport's Strategic Plan and identify areas of focus to align annual business objectives and actions.

The BRAA completed an update to its Strategic Business Plan in July 2020 that reinforced Boca Raton Airport's mission articulated as:

The Boca Raton Airport Authority operates a first-class public use general aviation facility dedicated to embracing our core values; promoting safety, efficiency, and environmental excellence; and advancing aeronautical and economic benefits to our business and community stakeholders.

The Airport Authority revised the Vision Statement to reflect a new, aspirational vision:

To Deliver Excellence in All We Do

The Strategic Business Plan update also resulted in a revised set of strategic initiatives that will guide Airport Management in the day-to-day operation of the Airport consistent with the Authority's long-term vision and goals. The 2020 strategic initiatives are the following:

- Plan for financial resiliency in a dynamic and uncertain future environment.
- Develop land use policies and practices that enhance the value of the Airport to business and community stakeholders.
- Promote the Airport's value to the community and its contributions to the regional economy.
- Shape the organizational structure to continue responding to a dynamic operating environment and deliver excellence in all we do.
- Preserve and improve infrastructure assets and the operational integrity of the Airport.

Core Values

The following Core Values guide the behavior and decision-making process of the entire BRAA:

- Integrity
- Excellence
- Respect
- Leadership
- Collaboration

Review of Key 2020 Business Objectives

Airport Management develops business objectives to guide the organization each year. For Fiscal Year 2020, these business objectives were focused on advancing the Authority's 2011 Strategic Goals of **Ensuring Operational Effectiveness and Efficiency, Enhancing Financial Performance, Strengthening Community Relations, Mitigating Airport Noise Impacts, Maximizing Land Opportunities,** and developing its **People**.

Strategic Objective: Ensuring Operational Effectiveness and Efficiency

Strategic Airport Business Plan Update – An update to the 2011 Airport Business Plan was completed. The Plan outlines organizational priorities developed through a process that included stakeholder engagement, a managerial and environment assessment, benchmarking, evaluation of feasible Airport development scenarios and development of strategic initiatives and objectives. The update affirmed the Airport Authority's Mission Statement, revised the Vision Statement to a concise, aspirational statement and updated the organization's Core Values.

Airport Road Improvements – Airport Management completed the final design for the various elements of this project, which include roadway rehabilitation, signage improvements, lighting enhancements and landscape upgrades and replacements, in July 2020 and submitted the plans to the City of Boca Raton for review. The project will be advertised for bids in August 2020 pending City review.

Landside Access Pavement Rehabilitation – This project involves rehabilitation of pavements, sidewalks, signage and landscaping on the section from Airport Road leading to the Customs Facility. Design is complete and the work will be included in the Airport Road Improvements project.

Taxiways Papa 5, Charlie, Papa 9, and Papa 10 Widening Construction – This project involves widening the taxiway entrances to the FBO ramps to address aircraft excursions that have occurred during the busy traffic seasons. Design for this project was completed in March 2020. A contract was awarded to F.G. Construction in June 2020 and a Notice to Proceed was issued in July 2020. Construction is expected to be completed in November 2020.

Air Traffic Control Tower Rehabilitation Phase II – A contract to complete replacement of the windows was awarded in January 2020. An invitation to bid for cabinetry and remaining interior work will be issued in August 2020.

GIS Implementation Phase I – Phase I, which includes geospatial information gathering for all airport features and assets, database construction and FAA aGIS/eALP conversions, was completed in June 2020.

Information Technology Equipment and Services – A Request for Proposals for a new contract was released in December 2019 and awarded in February 2020.

Airport Security Program – A Request for Proposals for Security Guard Services was released in November 2019 and a contract was awarded in February 2020.

Front-End Document Updates – Working with Airport Legal Counsel and the Authority's Engineer of Record, Airport Management updated all of the Authority's front-end documents for procurement of

construction contracts, goods and services, including Invitations to Bid, Requests for Qualifications and Requests for Proposals, to ensure compliance with federal laws, state statutes and grant requirements.

Security/Emergency Response Training – Airport Management successfully completed on-boarding training with the new security firm. Several planned training activities, including tenant fire extinguisher training, active shooter training, and a tenant/SWAT exercise, were impacted by COVID-19 and had to be delayed.

Strategic Objective: Enhancing Financial Performance

Clean Audit – The independent auditor conducted an audit of the Authority’s finances and issued a clean report with no findings. The audit was accepted by the Board and submitted to the State of Florida Auditor General in accordance with Florida Statutes in May 2020.

Grant Funding – Approximately \$3.8 million in improvement projects were planned, designed, and constructed. Working with the FAA and FDOT, approximately 82% of project costs were reimbursed through grants.

Operating Margin – The operating margin (not including projects and depreciation) for Fiscal Year 2020 is projected at 43%.

Expense Control – Operating expenses (not including projects and depreciation) are estimated at 98% of the approved 2020 budget.

GASB 87 Implementation – The deadline for implementation of requirements GASB 87: Leases was delayed due to COVID-19 until 2021. As such, this project is deferred as a cost saving measure.

External Auditor Services – Airport Management worked with the Secretary/Treasurer to develop a Request for Proposals and select an external auditing firm in compliance with State Statutes. The RFP was released in July 2020 and a recommendation to award will be presented to the Board in September 2020.

Procurement Code – Airport Management and Legal Counsel completed an update to the Authority’s Procurement Code in December 2019 to reflect current federal laws, state statutes and grant requirements.

Asset Inventory – Airport Management completed the biennial inventory of Airport assets in accordance with Federal Grant regulations and Airport Authority policy.

Strategic Objective: Strengthening Community Relations

Social Media – Airport Management increased the regular use of social media throughout the year utilizing timely posts, scheduled themed posts, quizzes, and community outreach. This resulted in an 11% increase in engagement over the previous year.

Community Engagement – Various community engagement activities were conducted through the year including the Boynton Beach Aerospace Academy Career Day, several Lynn University class sessions, the

Chamber of Commerce Community Cookout, a tenant FAU Football tailgate, Halloween and Holiday treats to tenants, Toys for Tots and a back to school drive. COVID-19 forced the cancellation of certain planned activities during the third and fourth quarters. However, Airport Management is evaluating the community engagement program and evaluating ways to engage stakeholders while adhering to social distance requirements.

ADA Compliance – Airport Management worked with Quest Corporation of America to audit and update the website in accordance with Americans with Disabilities Act (ADA) standards. The team completed training on creating ADA compliant content and documents in March 2020.

Airport Observation Area – Grant funding was secured in January 2020. A conceptual plan was kicked off in the third quarter and will be completed by the first quarter of 2021.

Crisis Communication Plan – A draft of the Crisis Communication Plan has been completed. The final update will be completed in September 2020.

Media Kit – A media kit containing informational materials focused on the media has been completed and will be incorporated into the Crisis Communication Plan.

Public Officials Outreach Materials – Airport Management developed a draft of an informational flyer directed at elected officials. The flyer contains information on the Airport and its relationship and interactions with various local, state and federal agencies. It also explains the role of state and federal grants in Airport capital improvements. The flyer will be used during tours and as a “leave behind” during visits with elected officials. The final version will be completed in September 2020.

Strategic Objective: Mitigating Airport Noise Impacts

Pilot Noise Abatement and Training Outreach – An airport-wide pilot meeting was planned for the third quarter but was deferred due to COVID-19 restrictions.

Flight School Briefings – Airport Management conducted several meetings with Lynn University Flight Department staff discussing various ways to minimize overflight of residential areas particularly during the initial departure phase of the flight. Airport Management also engaged with flight schools at surrounding airports in order to establish a dialogue regarding Boca Raton’s noise abatement procedures.

Neighbor Outreach – Airport Management attended two local homeowner association meetings and presented noise abatement program information, information on the Airport and an update on current projects.

City of Boca Raton Development Review Process – Airport Management continued to participate in the City of Boca Raton Development Review process. Several meetings were held with the project engineers for the Glades Road Interchange project to ensure the new design and construction methods would not affect the approach to Runway 5.

Strategic Objective: Maximizing Land Opportunities

Evaluate Current Airport Land Use – An Underground Stormwater Containment Study was conducted as part of the 2020 Strategic Plan update. The study evaluated potential developable land along Airport Road and associated costs and will be used to evaluate future proposed projects.

Strategic Objective: People

Employee Development – The Airport Authority continued to provide opportunities for employee and career development in 2020. Team members attended various conferences and trainings with one earning an American Association of Airport Executives (AAAE) Airport Certified Employee in operations designation and one employee earning a Florida Association of Special Districts' Manager certification. Employees participated in State and Federal legislative fly-ins, local organizations, and actively participated in multiple industry committees including two employees serving as Vice-Chairs.

Employee Handbook Revision – Airport Management and Airport Legal Counsel completed a rewrite of the employee handbook in December 2019. The rewrite focuses on compliance with current employment laws and Florida Statutes and organizational best practices.

Compensation Study – The compensation study was deferred as a cost saving measure due to uncertainties surrounding COVID-19.

Key Planned 2021 Business Objectives

Airport Management has developed a list of key priorities for 2021 designed to advance the Authority's Strategic Goals identified in the 2020 Strategic Plan update.

Strategic Objective: Plan for Financial Resiliency in a Dynamic and Uncertain Future Environment

Financial and Business Risk Model – Airport Management will assess, develop and maintain a financial and business risk assessment model to better anticipate and respond to the impacts of local or global health crises, economic recessions or other threats to the Authority.

Financial Management Best Practices – Airport Management will conduct an analysis of internal finance processes compared current Government Finance Officers Association (GFOA) best practices and advisories and revise accordingly.

Clean Audit – Airport Management will work with the Secretary/Treasurer and the Authority's external auditors to review the year's financial transactions and conduct an audit in compliance with State Statutes and federal requirements.

Operating Margin – To ensure financial resiliency and the ability to react to unforeseen events, an operating margin (not including projects and depreciation) of no less than 35% Fiscal Year 2021 will be achieved at the end of the budget year.

Expense Control – Operating expenses (not including projects and depreciation) will not exceed 100% of the approved 2021 budget.

Grant Funding – Approximately \$2.4 million in improvement projects will be planned, designed, and constructed. Working with the FAA and FDOT, over 87% of the project costs are expected to be reimbursed through grants.

GASB 87 Implementation – Airport Management will work with the Secretary/Treasurer to evaluate and implement the requirements established by the Government Accounting Standards Board (GASB) in Statement No. 87: Leases.

Strategic Objective: Develop Land Use Policies that Enhance the Value of The Airport to Business and Community Stakeholders

Land Use Evaluation – In conjunction with the Master Plan update, Airport Management will develop and maintain a land use evaluation model to support land leasing scenario analyses and decision-making.

Airport Business Outreach – An airport business outreach program will be developed to expand tenant outreach and communication, identify tenant needs and connect tenants with resources and solutions.

City of Boca Raton Development Review Process – Airport Management will continue to participate in the City of Boca Raton Development Review process in order to monitor surrounding developments and potential impacts to the Airport.

Lease Management – Airport Management will complete a review of current leases to ensure compliance with lease terms and identify opportunities for future lease negotiations.

Strategic Objective: Promote the Airport's Value to the Community and Contributions to the Regional Economy

Communication Strategies – Airport Management will update the Authority's communication plan to enhance outreach efforts and to further integrate with local stakeholders utilizing a variety of media and considering social distancing guidelines.

Story Bank – Airport Management will develop a "bank" of story ideas to pitch to various stakeholders including local media, industry groups, homeowner and civic associations and schools.

Government Affairs – With the Board Liaison, Airport Management will develop and implement a government affairs strategy to improve government relations and engagement and advocate for the Airport's tenants and users. The team will continue to participate and communicate with regional, state, and federal legislators, as well as with professional organizations on matters of relevance to the Airport.

Pilot Outreach – Airport Management will develop strategies to leverage electronic communication and meeting technology to increase outreach to pilots.

Strategic Objective: Shape the Organizational Structure to Continue Responding to a Dynamic Operating Environment and Deliver Excellence in All We Do

Job Analysis – Airport Management will complete a job analysis of each position to evaluate activities and responsibilities to ensure consistency with Authority needs and functions necessary to achieve the Mission and Vision.

Performance Management – The employee performance management process will be reviewed and revised to reflect current strategic objectives.

Supervisor Training Program – Airport Management will develop a supervisor training program to ensure best practices and adherence to the revised Employee Handbook.

Strategic Objective: Preserve and Improve Infrastructure Assets and the Operational Integrity of the Airport

Airport Road Improvements – The Invitation to Bid will be released in August 2020 and a contract will be awarded in the first quarter of 2021. Construction will be scheduled to begin mid-2021.

Landside Access Pavement Rehabilitation – This project has been be packaged with the Airport Road Improvements bid and is expected to begin construction in mid-2021.

Taxiways Papa 5, Charlie, Papa 9, and Papa 10 Widening Construction – This project is designed to address excursions and enhance safety in the movement area and will be completed in November 2020.

Airport Master Plan and Stormwater Master Plan – This project will be a year-long comprehensive assessment of the 20-year facility and infrastructure needs of the Airport. The project will also include updating the Airport Layout Plan (ALP), development of an electronic Airport Layout Plan (eALP) in compliance with FAA requirements, and updating the Stormwater Master Plan to reflect the proposed 20-year buildout conditions.

Geographic Information System Implementation (GIS) Phase II – This phase of the project and includes development of the GIS tool and involves the conversion of as-built drawings for the Airport’s existing infrastructure, utility drawings, floor plans and other data collected in Phase I into one geodatabase.

NAVAIDS and Airfield Lighting Upgrades – The Airport’s navigational aids (NAVAIDs) and airfield lighting will be evaluated and upgraded to enhance safety and modernize the Airport’s infrastructure.

Technology Plan – Airport Management will develop a data breach incident response plan and procedures to minimize or contain impacts.

Pandemic/Communicable Disease Prevention Best Practices – Airport Management will develop and implement best practices to ensure resiliency against threats that may adversely impact Airport operations and work with Airport users to develop individualized approaches.

Emergency Response Plan – A pandemic/communicable disease response plan will be added to the Emergency Response Plan.

Facilities Management – A facilities, repairs and inspection quality assurance/quality control program will be developed and implemented.