

BOCA RATON AIRPORT AUTHORITY

OPERATING AND CAPITAL BUDGETS



 BOCA RATON
AIRPORT

FISCAL YEAR

2022



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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 2022 Operating, Capital Outlay, and Capital Improvement Plan Budgets were developed to meet the priorities identified in the Airport Authority's 2020 Strategic Business 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. Revenues fell during the second half of fiscal year 2020 and the first half of fiscal year 2021 due to the global pandemic, with reduced fuel sales and US Customs clearings. Air traffic activity has continued to recover throughout the second half of the fiscal year, resulting in higher fuel flowage fees and Customs Facility revenue compared with budget. The recovery is expected to continue into the next fiscal year. As a result, the 2022 Budget reflects a 15.2% increase in revenues derived from lease rent adjustments, fuel sales, and Customs clearings compared with current year budget and a 3.7% increase compared with current year projected.

Total operating expenses before depreciation are budgeted at \$4,233,098. This is a decrease of \$416,602 or 9.0% over current year budget and an increase of \$740,057 or 21.2% compared with current year projected. The increase is primarily attributable to grant reimbursable, project-related expenses, anticipated increases in landscape maintenance costs, and one-time runway maintenance expenses.

Based on anticipated operating revenues of \$5,764,683 and operating expenses before depreciation of \$4,233,098, operating income before depreciation is budgeted at \$1,531,585. This is \$1,177,585 more than current year operating budget and \$536,583 less than current year projected.

The 2021 Budget includes \$855,030 in non-operating revenue from grant reimbursements and interest income. The resulting FY 2022 budgeted income from operating and non-operating revenues minus expenses, not including depreciation, totals \$2,386,615.

2021 Projected vs. 2022 Proposed Budget

	2021 Projected	2022 Proposed Budget	Change from Prior Year	
Total Operating Revenues	\$5,561,209	\$5,764,683	\$203,474	3.7%
Total Operating Expenses	\$3,493,041	\$4,233,098	\$740,057	21.2%
Operating Income Before Depreciation	\$2,068,168	\$1,531,585	\$(536,583)	-25.9%

The 2022 Capital Improvement Plan Budget includes three new projects totaling \$750,000. FDOT grant contributions are projected to total \$600,000 or 80% of total project costs. The Airport Authority contribution is projected at \$150,000, or 20% of total project costs.

The proposed FY 2022 Budget includes capital outlays of \$45,000 for the purchase of a replacement incinerator for the US Customs Facility. A replacement incinerator was included in the current year budget, but the purchase was deferred until next year.

Based on the proposed FY 2022 Operating, Capital Outlay, and Capital Improvement Plan Budgets, the projected Airport Reserve Balance is \$13,213,000. This represents an increase of \$1,816,000 compared with the Fiscal Year 2021 projected year-end balance.

A summary of key business objectives completed in 2021 and major business objectives aligned with the Airport Authority's Strategic Plan and planned for 2022 are also included in the budget report.

Management Recommendation

On behalf of Boca Raton Airport Management, I respectfully present the Fiscal Year 2022 Operating, Capital Outlay, and Capital Improvement Plan Budgets.

Clara Bennett
Executive Director

August 18, 2021

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.

The Boca Raton Airport is home to more than 540 aviation and non-aviation businesses and 240 based aircraft, including 81 jets and 126 single engine airplanes. A 2019 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

The 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.

Airport Management operates the Airport in accordance with the Authority's Strategic Business Plan. The Authority's strategic vision is to, "Deliver Excellence in All We Do". The 2022 strategic objectives 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. Preserve and improve infrastructure assets and the operational integrity of the Airport.
5. Shape the organizational structure to continue responding to a dynamic operating environment and deliver excellence in all we do.

Boca Raton Airport (BCT) Operation

The Airport Authority sustains the Airport's operations by generating revenue from land leases and fuel fees and does not receive funding from property taxes or local governments. Operating surpluses are reinvested in facility improvements through 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 such as Palm

Beach International Airport and Fort Lauderdale Hollywood International Airport, and to provide improved general aviation access to the overall community.

The 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 events.

Air Traffic Activity

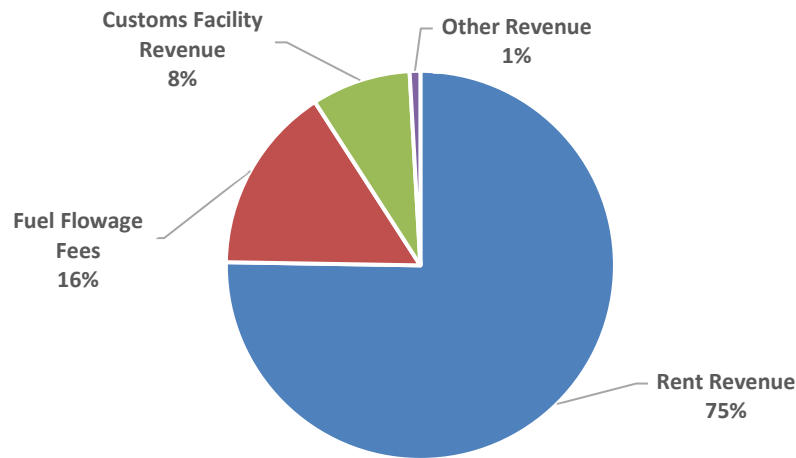
Airport operations decreased by 11.4% in 2020 compared to 2019 and totaled 71,723 take offs and landings. The decrease occurred during the early months of the COVID-19 pandemic. General aviation traffic has, however, rebounded significantly compared to the rest of the industry. As a result, overall activity in the first six months of 2021 totaled 42,418, compared to 35,163 in 2020, or an increase of 20.6%.



Major Sources of Revenue

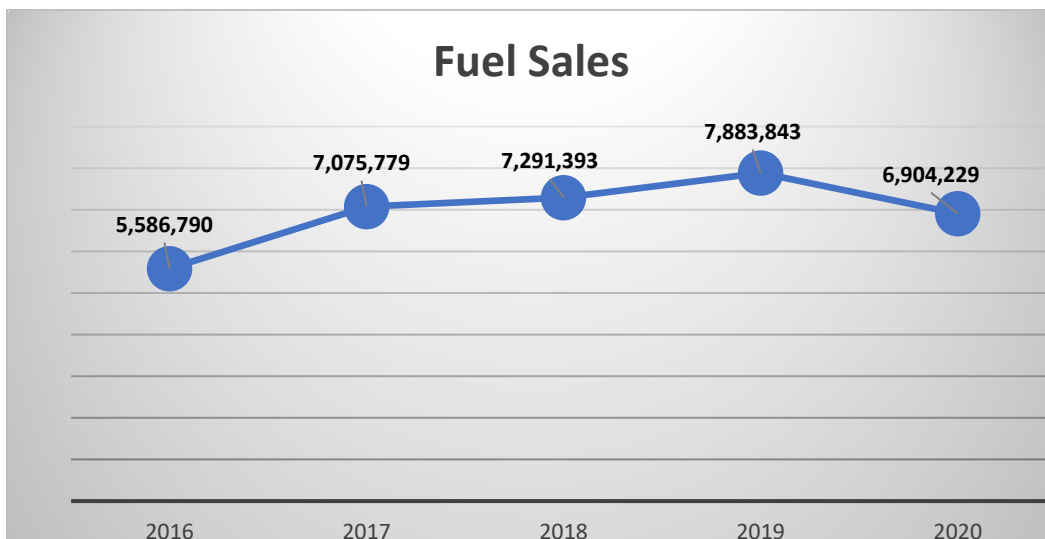
The largest sources of Airport Revenues, approximately 75%, are the Authority's six land leases: Atlantic Aviation, Boca Aircraft Owners, Boomers, Cinemark, City Furniture and Premier Aviation. Fuel flowage fees make up the second largest source of revenues at approximately 16%. The US Customs Facility generated approximately 8% of total revenues. The remaining 1% consists of other revenues such as sublease income and rental car fees.

2022 Revenue Sources



Fuel Sales

Gallons of sold in calendar year 2020 totaled 6,904,229 compared with 7,883,743 in 2019, a decrease of approximately 12.4%. The decrease is largely attributed to the decline in travel during the early months of the COVID-19 pandemic. Fuel sales through June 2021 totaled 4,768,729, an increase of 35.2% compared to the same period in 2020 and 9.4% compared to the same period of 2019.





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 of operating the Airport, and implementing required Airport infrastructure improvements.

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 goal of being self-supporting. In accordance with the 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 the 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 they are 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 come 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 included the cost of services, administrative expenses, and depreciation of capital assets. All revenue and expenses not meeting these criteria 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, the 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 the 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 the 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 2022 budget reflects a 3.2% increase in depreciation compared to the 2021 budget. The following is a summary of the 2022 budgeted depreciation by capital asset type, categories showing zero are not being depreciated.

Buildings	\$581,850	27%
Infrastructure	\$1,155,600	52%
Machinery, Equipment, and Fixtures	\$129,300	6%
Leasehold Improvements	\$358,250	15%
Land Avigation Easement	\$-	0%
Avigation Easement	\$-	0%
Procurement Fee	\$-	0%
Projects in Progress	\$-	0%
Total Depreciation	\$2,225,000	



2022 Proposed Budget

2022 Operating Revenues:

2022 Operating Revenues are budgeted at \$5,764,683. This represents a \$760,983 or 15.2% increase compared to the current budget year and a \$203,474 or 3.7% increase from the current year projections. The increase is based on the following key assumptions:

- Rent revenue is budgeted at \$4,338,480. This is an increase of 4.2% compared with current year budget resulting from rent adjustments.
- Fuel flow revenue is budgeted at \$900,000 or a 74.1% increase to current budget year to reflect current trends as general aviation continues to show signs of a strong recovery from impacts related to COVID-19.
- US Customs user fee revenue is budgeted at \$475,000 or a 58.3% increase compared to current budget year as international travel restrictions continue to be eased.

2022 Operating Expenses:

Operating Expenses before depreciation are budgeted at \$4,233,098. This is a decrease of \$416,602 or 9% compared to current year budget. Budgeted expenses are based on the following key assumptions:

- Personnel expenses are expected to increase by \$17,760 or 1.4%, compared with current year budget.
- Airport operations expenses are expected to increase by \$64,933 or 10.6% compared with budget due to anticipated increases in landscape maintenance costs and one-time runway maintenance expenses.
- Insurance expenses are expected to increase by \$41,277 or 17.3% compared to current year budget due to volatility in the insurance market.
- Professional services are expected to increase by \$54,080 or 31.1% compared to current year budget due to increased accounting, auditing, and appraisal services.
- Marketing and special events are expected to increase by \$56,200 or 39.9% compared to current budget as in person events and meetings return to a normal rate.
- Project expenses are expected to total \$713,000, a decrease of \$687,000 compared with current year budget.

2022 Income:

Based on anticipated revenues of \$5,764,683 and expenses before depreciation of \$4,233,098, operating income before depreciation is budgeted at \$1,531,585. This represents an increase of \$1,177,585 or 332.7% above current year budget and \$536,583 or 25.9% below current year projections.

The budget includes an additional \$855,030 in non-operating revenue from grant reimbursements and interest income. The resulting FY 2022 budgeted income from operating and non-operating revenues minus expenses, not including depreciation totals \$2,386,615.

Total Operating Revenues	\$5,764,683
Operating Expenses not Including Depreciation	\$4,233,098
Operating Income not Including Depreciation	\$1,531,585
Non-Operating Revenue	\$855,030
Income Before Capital Contributions Not Including Depreciation	\$2,386,615

2022 Proposed Operating Budget

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Change from 2021 Projected	
Operating Revenues:						
Rent Revenue	4,174,419	4,162,800	4,217,724	4,338,480	120,756	2.9%
Fuel Flowage Fees	623,166	517,000	828,266	900,000	71,733	8.7%
Customs Facility Revenue	378,415	300,000	455,625	475,000	19,375	4.3%
Other Revenue	46,461	23,900	59,594	51,204	(8,390)	-14.1%
Total Revenue	5,222,461	5,003,700	5,561,209	5,764,683	203,474	3.7%
Operating Expenses:						
Personnel Expenses	1,237,685	1,301,800	1,115,258	1,319,560	204,302	18.3%
Professional Services	213,955	174,000	245,552	228,080	(17,472)	-7.1%
Office Operating	321,439	313,550	274,183	334,742	60,559	22.1%
Airport Operations	526,381	612,400	560,838	677,333	116,495	20.8%
Insurance	174,135	238,800	243,645	280,077	36,432	15.0%
ATCT Facility	82,579	51,800	54,985	57,368	2,383	4.3%
Customs Facility	319,810	416,650	413,080	426,038	12,958	3.1%
Marketing & Special Events	139,255	140,700	130,500	196,900	66,400	50.9%
Projects	1,199,861	1,400,000	455,000	713,000	258,000	56.7%
Total Operating Expenses	4,213,100	4,349,700	3,493,041	4,233,098	740,057	21.2%
Total Operating Income before Depreciation	1,007,361	354,000	2,068,168	1,531,585	(536,583)	-25.9%
Depreciation	2,071,929	2,155,000	2,155,000	2,225,000	70,000	3.2%
Net Operating Income/(Loss)	(1,007,361)	(1,501,000)	(86,832)	(693,415)	(606,583)	698.6%
Non-Operating Revenues (Expenses):						
Interest Income	209,921	50,000	103,841	40,000	\$(63,841)	-61.5%
Settlements	875,386	-	-	-	-	0%
Operating Grants	417,044	1,051,430	511,162	815,030	303,868	59.4%
Total Non-Operating Revenues (Expenses)	1,502,351	1,101,430	615,003	855,030	240,027	39.0%
Income/(Loss) before Capital Contributions	439,783	(399,570)	528,171	161,615	(366,556)	-69.4%
Capital Contributions from State and Federal Grants	426,022	960,000	2,180,277	600,000	(1,580,277)	-72.5%
Change in Net Position	863,806	560,430	2,708,448	761,615	(1,946,833)	-71.9%



2022 Proposed Capital Outlays

The proposed Fiscal Year 2022 Budget includes capital outlays of \$45,000 for replacement of the international waste incinerator at the US Customs Facility. This expenditure was originally budgeted for 2021 but was postponed due to the significant reduction in international clearings resulting from COVID-19 travel restrictions.

2022 Proposed Capital Outlays

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



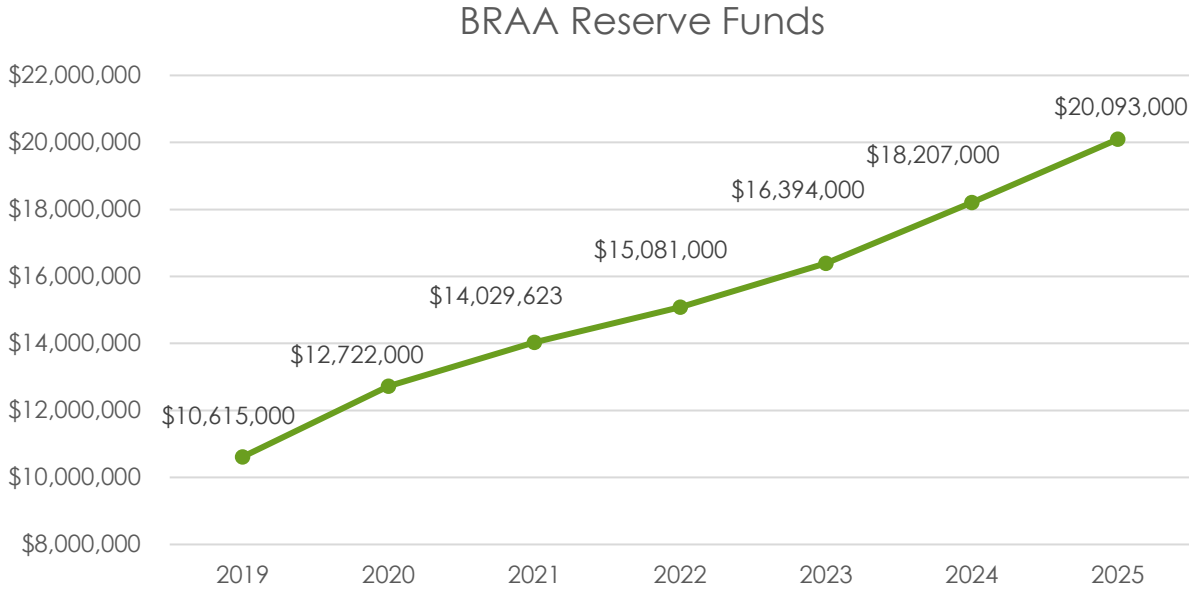
2022 Proposed Capital Improvement Plan

Proposed Fiscal Year 2022 CIP

Description	FAA	FDOT	Local	Total
Airfield and ATCT Generator Replacement and Upgrades	\$-	\$160,000	\$40,000	\$200,000
Tower Radio, Communication, and Electronics Upgrade – Design	\$-	\$120,000	\$30,000	\$150,000
Tower Radio, Communication, and Electronics Upgrade Construction	\$-	\$320,000	\$80,000	\$400,000
Total	\$-	\$600,000	\$150,000	\$750,000

2022 Projected Reserve Balance

Based on the proposed Fiscal Year 2022 Operating, Capital Outlay, and Capital Improvement Plan Budgets, the projected Airport Reserve Balance is \$15,081,000.





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 2020 Strategic Business Plan identifies the Authority's mission 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 Authority's Vision Statement is:

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

Each year Airport Management identifies key business priorities based on the Strategic Objectives identified in the 2020 Strategic Business Plan Update.

Review of Key 2021 Business Priorities

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

Financial and Business Risk Assessment – Over the past year, Airport Management completed a financial and business analysis to ensure stable future costs and revenues. In response to uncertainty resulting from the global pandemic, several planned projects included in the operating budget were deferred or reprioritized. The five-year Capital Improvement Plan was adjusted and restructured to reflect reduced grant availability from the Florida Department of Transportation and the Federal Aviation Administration. Airport Management is currently developing a financial and business risk assessment model to 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 conducted an analysis of internal finance processes and is preparing an update to the Accounting Policies and Procedures Manual to reflect current best practices.

Clean Audit – The Authority received a clean opinion during the audit of the Fiscal Year 2020 Financial Reports.

Operating Margin – The Authority’s operating margin (not including projects and depreciation) for fiscal year 2021 is projected to total 49%.

Expense Control – Operating expenses (not including projects and depreciation) are projected at 42% below the 2021 approved budget.

Grant Funding – Approximately \$2.2 million in improvement projects were designed and constructed in 2021.

GASB 87 Implementation – Implementation of Government Accounting Standards Board (GASB) in Statement No. 87: Leases GASB 87 implementation is under way and will be completed in September.

Develop Land Use Policies That Enhance the Value of the Airport to Business and Community Stakeholders:

Land Use Evaluation – A land-use evaluation was included in the Master Plan update and is currently 40% complete. A Modification of Standards (MODs) was presented to the FAA reflecting a preferred alternative that would minimize impacts to existing tenant and Airport facilities.

Airport Business Outreach – Airport Management expanded tenant outreach and communication, resulting in closer collaboration on key initiatives including the Strategic Plan, the Master Plan Update, and the Noise Abatement Program. Despite the pandemic, there was significant tenant participation in meetings and special events throughout the year. The Authority also worked with the City of Boca Raton’s Economic Development Department and several Airport tenants on an aviation marketing campaign to entice corporate relocations to the Boca Raton Area.

City of Boca Raton Development Review Process – Airport Management continued to participate in the City of Boca Raton Development Review process to monitor surrounding developments and potential impacts to the Airport. Meetings with County Commissioners representing Boca Raton will be held in September to discuss issues resulting from new residential developments in the western portions of the County.

Lease Management – A review of current leases was completed to ensure compliance with lease terms. A checklist of relevant lease terms allowing easy reference will be prepared by the end of the fiscal year.

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

Communication Strategies – Airport Management has expanded community outreach and education initiatives with the addition of a part-time Community Engagement Specialist. Management completed an update the Authority's communication plan and held several volunteer events and supply and food drives involving strong tenant participation.

Story Bank – A story bank on various Airport-related topics such as the Noise Abatement Program, operational statistics, educational and project fact sheets was developed, resulting in additional media coverage throughout the year.

Government Affairs – Several meetings and tours were conducted with city, county, and state representatives to promote the Airport's positive economic, educational, and regional impacts. A "leave behind" brochure featuring pertinent facts about the Airport was developed. Additionally, the Deputy Director testified before the Florida House of Representatives on behalf of the Florida Airports Council and Airport Management continued to advocate for general aviation at the local, state, and federal level.

Pilot Outreach – Communication and outreach to pilots were expanded throughout the year. Outreach included active participation in pilot association meetings and dissemination of regular newsletters and advisory notices. A virtual pilot meeting featuring a keynote speaker from the National Business Aviation Association (NBAA) was held in May.

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

Industry Leadership and Participation – Airport Management has continued to drive professional growth and industry participation throughout the organization. Leadership positions on the American Association of Airport Executives (AAAE) Contract Tower Policy Board, the Florida Airports Council (FAC) General Aviation Committee, Hispanic Entrepreneurs Association (HEI), and Boca Raton Chamber of Commerce are held. Several local, industry, and educational groups were hosted throughout the year. Airport Management participated in and moderated industry sessions and panels including the FAC Education and Training Summit, the FAC Annual Conference, the Arizona Airports Association, the NBAA Annual 40 under 40 Awards Presentation, and presentations to the Mexican and Columbian Consulates General.

Job Analysis – A job analysis of each position was completed to reflect current workloads and staffing levels. The Operations Manager's responsibilities were expanded to include construction management functions and reflect current and planned airport improvements. Two part-time employees were promoted to full-time in the areas of accounting and operations following the departure of two

employees and a part-time employee was hired to focus on the Corporate Identity and Community Engagement Program.

Performance Management – The employee performance evaluation was revised to include stretch goals for each employee reflecting the updated Strategic Business Plan.

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

Airport Road Improvements/Landside Access Pavement Rehabilitation – Construction on this project began in May and is planned for completion in second quarter of fiscal year 2022.

Taxiways Papa 5, Charlie, Papa 9, and Papa 10 Widening Construction – This project, designed to accommodate the growing fleet mix at the Airport, enhance safety in the movement area, and meet FAA design standards, was completed in January.

Airport Master Plan and Stormwater Master Plan – Work on this year-long comprehensive assessment of the 20-year facility and infrastructure needs of the Airport continues. An inventory of existing facilities, a tenant survey, and preliminary airfield development alternatives were completed, and the activity forecasts were submitted to and approved by the FAA. Meetings and workshops have been held by the Authority Board and the Technical Advisory Committee. A Modification of Airport Design Standards (MOS) was submitted to the FAA in July.

Geographic Information System Implementation (GIS) Phase II – A Florida Department of Transportation (FDOT) grant for this project was received in March and work on development of the GIS tool based on data collected in Phase I has begun. This project is expected to be complete in the second quarter of 2022.

Technology Plan – Working with the Authority’s IT provider, Airport Management reviewed existing IT practices and developed a data breach incident response plan to minimize and contain impacts. Internal training was held highlighting best practices to avoid data breaches. Additional IT training was held centered on project management skills and capabilities of Microsoft Outlook.

Pandemic/Communicable Disease Prevention Best Practices – A pandemic/communicable disease response guidelines were added to the Emergency Response Plan.

Facilities Management – All facility inspection procedures were reviewed and updated. Training on revised, standardized inspection and repair procedures was held and is ongoing.

Key Planned 2022 Business Priorities

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

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 2022 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 \$3 million in improvement projects will be planned, designed, and constructed. Working with the FAA and FDOT, over 80% of the project costs are expected to be reimbursed through grants.

Financial Risk Model – The financial and risk model will be completed and implemented.

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

Land Use Policy – A land use and environmental policy for addressing development options, lease reversions, and infrastructure improvements will be developed incorporating the results of the Master Plan and the Strategic Business Plan.

Lease Management – Airport Management will develop a resource to negotiate and evaluate lease transactions and ensures compliance with FAA and FDOT requirements.

Business Outreach – The business outreach program will be expanded incorporating city and county economic development offices.

Business Standards – Airport Management will review and update the Airport Rules and Regulations and Minimum Business Standards to reflect current policies and FAA and FDOT requirements.

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

Communication Strategies – Airport Management will work with the Authority's marketing services provider to develop a coordinated Corporate Identity and Community Engagement campaign including social media, press releases, collateral materials, and special events.

Noise Abatement Program – Two community outreach meetings will be conducted to promote the Noise Abatement Program. Airport Management will develop a Noise Abatement Incentive Program to promote awareness and increase compliance.

Government Affairs – Airport Management will conduct ten meetings with local, regional, state, and federal legislators, regulators, and professional organizations on matters of relevance to the Airport and to advocate for Airport issues.

Pilot Outreach – A pilot outreach event will be conducted to include FAA participation a national-level speaker. Attendance and participation in pilot association meetings will continue.

Educational Outreach – Three educational outreach events will be held to promote careers in aviation and the Boca Raton Airport Scholarship.

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

Compensation Study – This project, which was deferred as a cost cutting measure in the current year, will be completed in the first quarter.

In-service Training – Four in-service training sessions will be held on a variety of topics to ensure compliance with Airport Authority policies and industry best practices.

Industry Certifications – Two new industry certifications relevant to individual job functions will be initiated or obtained in 2022.

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

NAVAIDS and Airfield Lighting Upgrades – This project includes upgrading the Airport’s navigational aids (NAVAIDs) and airfield lights and signs to enhance safety and modernize the Airport’s infrastructure. The Florida Department of Transportation (FDOT) grant totaling 80% of the \$625,000 project estimate was received in April and project design is underway. The project is expected to be bid in mid-2022 and completed by the end of the calendar year.

Taxiways F and P4 Widening and F Taxiways B and C Relocation – This project provides for the widening of Taxiways P4 and F to serve large turboprop and midsize jet aircraft that regularly use these taxiways and meet current FAA design Standards. Construction will begin in October, subject to FAA grant funding, and will be completed in the second quarter.

Flight Observation Area – Design of the Flight Observation Area will be completed and constructed pending FAA Master Plan review and approval.

Tower Radio, Communication, and Electronics Upgrades – This project will provide for upgraded and redundant radios, phones, computers, telecom/fiber infrastructure, other communications equipment and systems, electronics, and associated accessories at the Air Traffic Control Tower.

Airfield and ATCT Generator Replacement and Upgrades – Emergency generators for the Air Traffic Control Tower and the Airfield Electrical Vault and associated peripherals, cabling, monitoring equipment, fuel tanks, and containment equipment will be replaced and upgraded to meet current requirements.

Security Enhancements – Additional security enhancements will be constructed, including installation of additional cameras and mounting systems, fiber optic cabling, and supporting infrastructure, hardware, and other appurtenances needed to integrate with the Airport's current security systems.

Safety Management System – A Safety Management System will be developed and implemented in accordance with the International Civil Aviation Organization (ICAO) standards for airport operators.

Safety Training – Airport Management will conduct two training sessions with Airport tenants on safety efforts including first-aid, fire extinguisher training, emergency response, and active shooter incidents.

Diesel Exhaust Fluid (DEF) Mitigation and Exclusion – Airport Management will work with the FBOs to implement the requirements of DEF legislation recently enacted by the Florida Legislature.