

BOCA RATON AIRPORT AUTHORITY

OPERATING AND CAPITAL BUDGETS



FISCAL YEAR
2024

ANNUAL OPERATING AND CAPITAL BUDGETS

FISCAL YEAR 2024

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INTRODUCTION



ABOUT THE AIRPORT

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 50 aviation and non-aviation businesses and 197 based aircraft, including 69 jets and 123 single and multi-engine airplanes. A 2022 State of Florida study determined that the Airport contributes an estimated \$693 million in annual economic impact to the local economy and generates an employment base of over 4,800.

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.

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 2024 strategic objectives 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.
- Preserve and improve infrastructure assets and the operational integrity of the Airport.
- Shape the organizational structure to continue responding to a dynamic operating environment and deliver excellence in all we do.

AIRPORT FINANCIAL 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.

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 2024 Operating, Capital Outlay, and Capital Improvement Plan Budgets were developed to meet the priorities identified in the Airport Authority's Strategic Business Plan and cover the operation, maintenance, and improvement costs necessary to operate the Boca Raton Airport.

The Airport Authority functions as an enterprise fund in governmental accounting. Enterprise Funds function as business-like funds and provide goods or services to the 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 include 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.

BUDGET OVERVIEW



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.

As stated in the Authority's emergency reserves policy, sound financial management principles require that sufficient funds are available to fund unanticipated expenditures and/or revenue shortfalls of an emergency nature. As such, the unrestricted net asset balance, or the difference between current assets and current liabilities, shall not fall below 75% of budgeted operating expenses including depreciation.

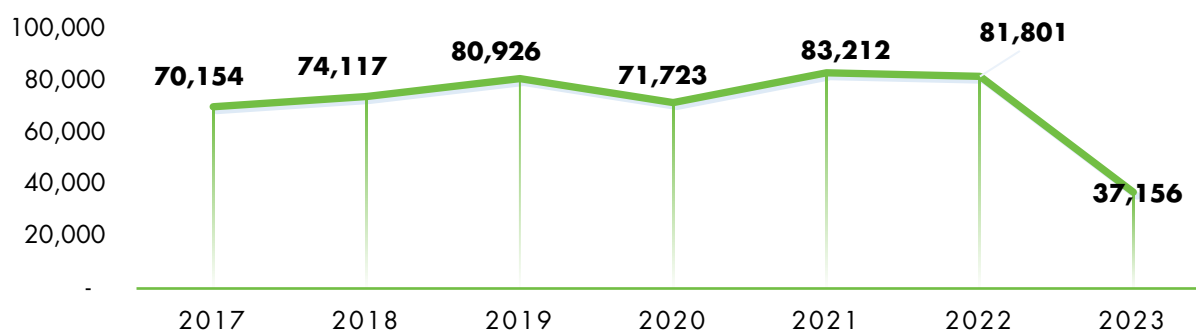
For the Fiscal Year 2024 operating budget, the minimum reserve balance to be maintained is \$6,658,500. Operating surpluses are reinvested in facility improvements through the Capital Improvement Program and are used to match FAA Airport Improvement Program and Florida Department of Transportation Aviation Work Program grants.

EXECUTIVE SUMMARY

Air traffic activity remained steady in 2022, especially in the business jet segment, and fuel volumes and fuel prices remained higher than expected. Air traffic totaled 81,801 in 2022, which is a 2% decrease compared with 2021.

Year to date traffic through June 30 totaled 37,156 take-offs and landings. Air traffic is expected to decrease in the coming year as aircraft are temporarily displaced with the start construction at Atlantic Aviation.

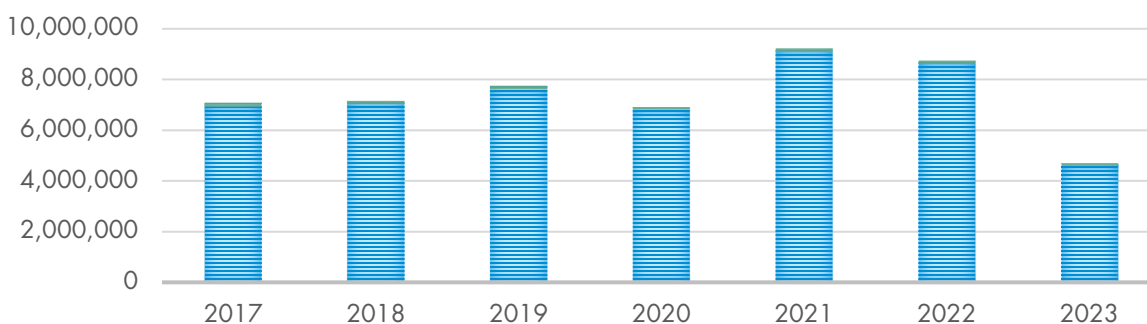
TOTAL AIR TRAFFIC ACTIVITY 2017 - 2023 YTD



*As of June 2023

Fuel flow revenue increased in the current budget year due to an increase in activity by the business jet fleet and high fuel prices. Gallons of fuel sold in calendar year 2022 totaled 8,734,868 compared with 9,219,823 in 2021, a decrease of approximately 6%. Fuel sales through June 2023 totaled 4,691,770 gallons, a decrease of 3% compared to the same period in 2022.

GALLONS OF FUEL SOLD 2017 - 2023



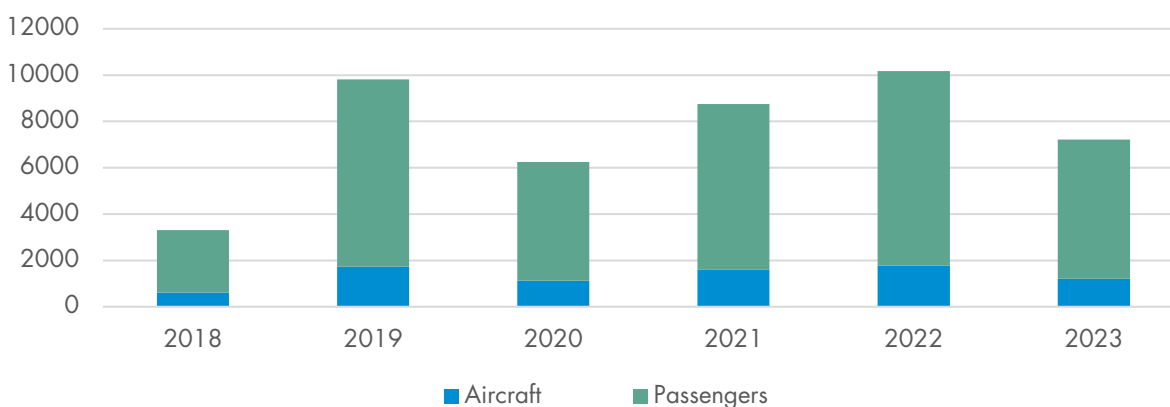
*As of June 2023

US CUSTOMS ACTIVITY

Boca Raton Airport’s US Customs and Border Protection Facility celebrated its fifth year of operation on May 31, 2023. During this period, more than 37,250 passengers cleared at the Airport, arriving on over 8,000 flights from over 70 countries. Another 224 arriving on 87 boats also cleared during this period.

A total of 1,781 aircraft cleared at BCT in calendar year 2022, which is an 11% increase from 2021. Passengers cleared increased by 18% compared with 2021, totaling 8,406 in 2022. Revenues are projected to be above budget in the current budget year, helping to offset the increased costs for staffing required per the agreement with the federal government. Revenues are expected to decrease in 2024 due to temporary impacts of construction at Atlantic Aviation.

US CUSTOMS CLEARINGS 2018 - 2023



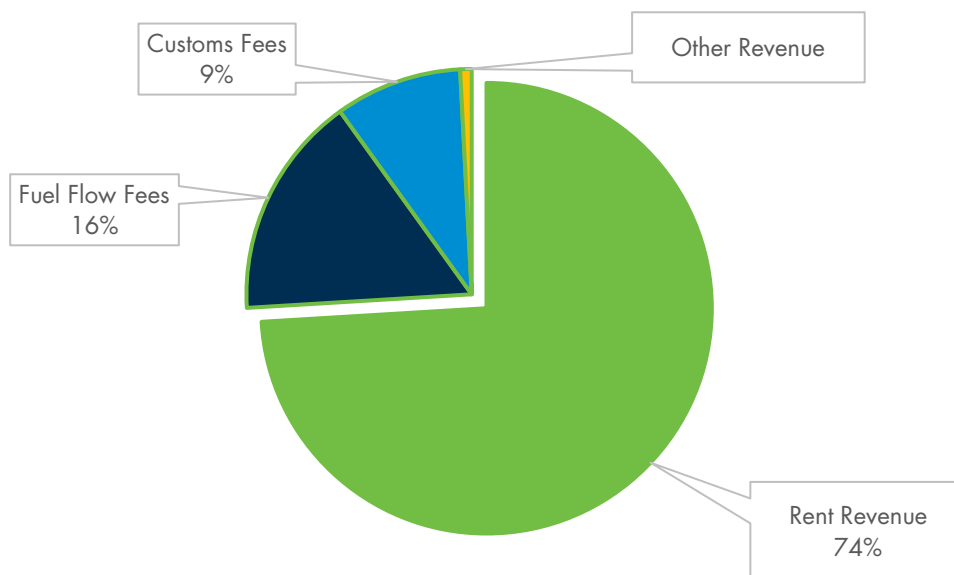
*As of June 2023

BUDGET SUMMARY

Total operating revenue from all sources is budgeted at \$6,588,063, an increase of approximately 1% compared with current year budget and a decrease of 5.5% compared with current year projected.

Rent revenues, which include land, hangar, and office rents, comprise 74% of total revenue, are expected to remain stable and are budgeted to increase by 2.5% based on terms of the various lease agreements. Fuel flow fees, assessed at 5% per gallon, comprise 16% of total revenue and are budgeted to decrease compared with current year projections based on expected impacts of construction activity at Atlantic Aviation. Customs clearing fees are also budgeted to decrease based on the construction activity.

2023 REVENUE SOURCES



Operating expenses are budgeted at \$5,961,001, a 16% increase compared with current year budget and 22% compared with current year projected. The increases are primarily due to legal expenses associated with current litigation. The budget also includes a new full-time position to assist with the Authority's finance and administrative functions.

The Authority currently has no debt, and the budget assumes no debt in FY 2024.

Based on anticipated operating revenues of \$6,588,063 and operating expenses before depreciation of \$5,961,001, operating income before depreciation is budgeted at \$627,062.

2023 PROJECTED VS. 2024 PROPOSED BUDGET



	2023 PROJECTED BUDGET	2024 PROPOSED BUDGET	CHANGE FROM PRIOR YEAR PROJECTED
TOTAL OPERATING REVENUES	\$6,974,676	\$6,588,063	\$(386,613) -5.5%
TOTAL OPERATING EXPENSES	\$4,904,707	\$5,961,001	\$1,056,293 21.5%
OPERATING INCOME BEFORE DEPRECIATION	\$2,069,969	\$627,062	\$(1,442,907) -69.7%

The FY 2024 Capital Improvement Plan Budget includes two new projects estimated at \$4 million. FAA and FDOT grant contributions are projected to total \$3.8 million or approximately 95% of total project costs. The Airport Authority contribution is projected at \$200,000, or 5% of project costs.

The proposed FY 2024 Budget includes capital outlays of \$72,000 for the purchase of a pressure washer and for the replacement of the incinerator at the US Customs Facility.

Based on the proposed FY 2024 Operating, Capital Outlay, and Capital Improvement Plan Budgets and the Authority's emergency reserve policy, the projected Airport Operating Reserve Balance is \$6,658,500 and the projected Excess Reserve Balance is \$11,847,565.

A summary of key business objectives completed in 2023 and major business objectives aligned with the Airport Authority's Strategic Plan and planned for 2024 are also included in the budget report.

MANAGEMENT RECOMMENDATION

On behalf of Secretary/Treasurer and Boca Raton Airport Management, we respectfully present the Fiscal Year 2024 Operating, Capital Outlay, and Capital Improvement Plan Budgets.

CLARA BENNETT
EXECUTIVE DIRECTOR
AUGUST 16, 2023

2024 BUDGET ASSUMPTIONS

2024 OPERATING REVENUES

Total operating revenue from all sources is expected to remain relatively flat and is budgeted at \$6,588,063, an increase of 0.8% from current year budget and a decrease of 5.5% from current year projected based on the following assumptions:

- ➔ Ground rents are expected to increase based on a 3% Consumer Price Index (CPI) adjustment. Overall rent revenue is budgeted at \$4,877,766, an increase of 2.4% over current year budget and 0.2% over current year projected.
- ➔ Fuel prices and volume of gallons pumped are expected to decrease as aircraft are temporarily displaced during the Atlantic Aviation construction project. Therefore, fuel flow fee revenue is budgeted at \$1,056,000, an 8.6% decrease from current year budget and a 24.6% decrease from current year projected.
- ➔ US Customs facility revenue is projected to decrease as a result of temporary impacts from the Atlantic Aviation and is budgeted at \$600,000, which is a 9.1% increase from current year budget and a 7.7% decrease from current year projected.
- ➔ Other Revenues are budgeted at \$54,297, which is an 18.1% decrease from current year budget and a 5.7% decrease from current year projected.

2024 OPERATING EXPENSES

Total Operating Expenses (not including depreciation) are budgeted at \$5,961,001, which is an increase of 15.9% compared to current year budget and 21.5% compared to current year projected based on the following assumptions:

- ➔ Personnel Expenses include one additional FTE to support the financial functions of the Authority and a 5% CPI adjustment to employee salaries effective October 1, 2023. These expenses are budgeted at \$1,714,756, which is an increase of 16.2% compared with current year budget and 17.4% compared with current year projected.
- ➔ Professional Services include expenses associated with the on-going litigation, external and internal auditing services, and appraisal services. The proposed budget for Professional Services is \$1,103,840.

- ➔ Office Operating Expenses, which include replacement of aging computers and software, utility expenses, and travel and training are budgeted at \$373,469. This is a 1.7% increase compared to current year budget and 18.7% increase compared with current year projected.
- ➔ The current year Airport Operations budget includes a restriping of the runway that is typically done every two years. Therefore, the proposed Airport Operations budget of \$651,487 represents a decrease of 30.2% from current year budget and a 23.9% decrease from current year projected.
- ➔ Insurance Expense includes a 30% increase in property insurance and a 10% - 15% increase for all other policies. The proposed budget for Insurance Expense for 2024 is \$392,957, which is a 29.5% increase over current year budget and a 22.5% increase over current year projected.
- ➔ The budget for maintenance and repairs of the ATCT Facility totals \$61,753, and remains relatively flat compared to current year budget, increasing by 1.6%.
- ➔ CBP Facility budget is proposed at \$559,220, which is an increase of 6.8% compared with current year budget and 9.0% compared with current year projected. The increase is attributable to contractual increases in the Memorandum of Agreement with the Department of Homeland Security for staffing and data processing and the new landscape contract rates.
- ➔ The Marketing and Special Events budget includes special events and promotional activities related to the Airport's 75th Anniversary and the Observation Area ribbon cutting. This budget also includes the Civil Air Patrol donation and Boca Raton Airport Scholarship contribution, various sponsorships, and several outreach meetings planned throughout the year. The proposed budget totals \$393,340, which is a 32.3% increase from current year budget and a 73.7% increase from current year projected.
- ➔ Various Operating Projects are planned for completion, including the Airport Master Plan Update, the GIS Phase 2, and the Airport Marketing Plan. The Noise Exposure Map Update and the development of the Sustainability Management Plan are also included as new projects. These projects total \$710,178, which is a decrease of 21.1% compared with current year budget and 7.6% compared with current year projected. These project expenses are offset with non-operating revenues received from FAA and FDOT grants.

2024 Non-Operating Revenues

Non-Operating Revenues include Interest Income and Operating grants and are budgeted at \$1,054,156, an increase of 4.3% compared to current year budget and 27.3% compared to current year projected.

- ➔ Interest Income was higher than expected in the current year due to higher interest rates earned on the Authority's investments. Interest rates are predicted to decrease in the 2024 budget year. As a result, the proposed budget includes \$490,000 in total Interest Income, which is an increase of 145% compared to current budget and a decrease of 2.9% compared to current year projected.
- ➔ Operating Grants total \$564,146 and include two new Florida Department of Transportation grants for an update to the Noise Exposure Map and development of a Sustainability Management Plan. The budget also includes funds for the completion of the Marketing Plan Update, the Master Plan Update, and GIS Implementation Project.

FISCAL YEAR 2024 PROPOSED BUDGET

	FY2022 ACTUAL	FY2023 BUDGET	FY2023 PROJECTED	FY2024 PROPOSED	VARIANCE TO FY 2023 BUDGET		VARIANCE TO FY 2023 PROJECTED	
OPERATING REVENUES								
RENT REVENUE	\$4,447,792	\$4,761,704	\$4,867,077	\$4,877,712	\$116,061	2.4%	\$10,688	0.2%
FUEL FLOWAGE FEES	\$1,326,039	\$1,155,000	\$1,400,000	\$1,056,000	(\$99,000)	-8.6%	(\$344,000)	-24.6%
CUSTOMS FACILITY REVENUE	\$609,465	\$550,000	\$650,000	\$600,000	\$50,000	9.1%	(\$50,000)	-7.7%
OTHER REVENUE	\$63,058	\$66,298	\$57,599	\$54,297	(\$12,001)	-18.1%	(\$3,302)	-5.7%
TOTAL OPERATING REVENUES	\$6,446,354	\$6,533,002	\$6,974,676	\$6,588,063	\$55,061	0.8%	(\$386,613)	-5.5%
OPERATING EXPENSES								
PERSONNEL EXPENSES	\$1,230,603	\$1,476,024	\$1,460,507	\$1,714,756	\$238,732	16.2%	\$254,249	17.4%
PROFESSIONAL SERVICES	\$291,049	\$283,080	\$404,525	\$1,103,840	\$820,760	289.9%	\$699,315	172.9%
OFFICE OPERATING	\$346,387	\$367,068	\$314,570	\$373,469	\$6,401	1.7%	\$58,899	18.7%
AIRPORT OPERATIONS	\$590,110	\$934,027	\$855,785	\$651,487	(\$282,539)	-30.2%	(\$204,298)	-23.9%
INSURANCE EXPENSE	\$282,354	\$303,380	\$320,775	\$392,957	\$89,576	29.5%	\$72,181	22.5%
ATCT FACILITY	\$70,053	\$60,798	\$40,821	\$61,753	\$955	1.6%	\$20,932	51.3%
CUSTOMS FACILITY	\$502,217	\$523,400	\$513,089	\$559,220	\$35,820	6.8%	\$46,131	9.0%
MARKETING/SPECIAL EVENTS	\$155,844	\$297,407	\$226,430	\$393,340	\$95,933	32.3%	\$166,910	73.7%
PROJECTS	\$318,433	\$900,000	\$768,205	\$710,178	(\$189,822)	-21.1%	(\$58,027)	-7.6%
TOTAL OPERATING EXPENSES	\$3,787,051	\$5,145,184	\$4,904,707	\$5,961,001	\$815,816	15.9%	\$1,056,293	21.5%
TOTAL INCOME BEFORE DEPRECIATION	\$2,659,302	\$1,387,818	\$2,069,969	\$627,062	(\$760,755)	-54.8%	(\$1,442,907)	-69.7%
DEPRECIATION	\$2,198,644	\$2,225,000	\$2,476,166	\$2,935,000	\$710,000	31.9%	\$458,834	18.5%
NET OPERATING INCOME/(LOSS)	\$460,658	(\$837,182)	(\$406,197)	(\$2,307,938)	(\$1,470,755)	175.7%	(\$1,901,741)	468.2%
INTEREST INCOME	\$73,391	\$200,000	\$504,777	\$490,000	\$290,000	145.0%	(\$14,777)	-2.9%
OPERATING GRANTS	\$415,928	\$810,432	\$323,248	\$564,156	(\$246,276)	-30.0%	(\$240,908)	75%
TOTAL NON-OPERATING REVENUES (EXPENSES)	\$489,319	\$1,010,432	\$828,025	\$1,054,156	\$43,724	4.3%	\$226,131	27.3%
INCOME/(LOSS) BEFORE CAPITAL CONTRIBUTIONS	\$949,977	\$173,250	\$421,828	(\$1,253,781)	(\$1,427,031)	-823.7%	(\$1,675,609)	-397.2%
CAPITAL OUTLAY	\$0	(\$110,000)	(\$45,000)	(\$72,000)	\$38,000	-34.5%	(\$27,000)	60.0%
CAPITAL CONTRIBUTIONS FUNDED BY THE AUTHORITY	(\$866,000)	(\$918,333)	(\$886,193)	(\$200,000)	(\$718,333)	-78.2%	\$686,193	-77.4%
CAPITAL CONTRIBUTIONS FROM STATE AND FEDERAL GRANTS	\$3,641,992	\$3,798,333	\$1,455,483	\$3,800,000	\$1,667	0.0%	\$2,344,517	161.1%
CHANGE IN NET POSITION	\$3,725,969	\$2,943,250	\$946,118	\$2,274,219	(\$669,031)	-22.7%	\$1,328,100	140.4%

2024 PROPOSED CAPITAL OUTLAYS



The proposed FY 2024 Budget includes capital outlays of \$72,000 for the purchase of a pressure washer to facilitate facilities maintenance and a new incinerator for the US Customs Facility. The request for a new incinerator has been included in the past three years but has been deferred due to fewer equipment malfunctions mitigating the need for replacement thus far.

DESCRIPTION	PROPOSED BUDGET
FURNITURE & FIXTURES	0
AIRFIELD & OFFICE EQUIPMENT	\$72,000
INFORMATION SYSTEMS EQUIPMENT	0
AIRPORT VEHICLES	0
TOTAL CAPITAL OUTLAY	\$72,000

PROPOSED FISCAL YEAR 2024 CIP

The FY 2024 Capital Improvement Plan Budget includes two new projects estimated at \$4 million. These projects are for construction of the Airport Service Road Rehabilitation Project and construction of the Stormwater Improvements Project. Both projects are currently under design.

FAA and FDOT grant contributions are projected to total approximately \$3.8, or approximately 95% of total project costs. The Airport Authority contribution is projected at \$200,000, or 5% of project costs.

DESCRIPTION	FAA	FDOT	LOCAL	TOTAL
AIRPORT SERVICE ROAD REHABILITATION – CONSTRUCTION	\$1,620,000	\$90,000	\$90,000	\$1,800,000
STORMWATER IMPROVEMENTS AND WILDLIFE MITIGATION – CONSTRUCTION	\$1,980,000	\$110,000	\$110,000	\$2,200,000
TOTAL	\$3,600,000	\$200,000	\$200,000	\$4,000,000

2024 PROJECTED RESERVE BALANCE

The Authority's unrestricted net asset balance at the start of the current fiscal year totaled approximately \$15 million. These are assets that may be used to meet the Authority's ongoing obligations and fund capital projects. Based on current year revenues, expenses, and capital contributions, total available cash and cash equivalents are projected at approximately \$17 million at the end of the current fiscal year.

Based on the proposed Fiscal Year 2024 Operating, Capital Outlay, and Capital Improvement Plan Budgets and the Authority's emergency reserve policy of reserving 75% of budgeted expenses including depreciation, the projected fund balance at the end of the 2024 Fiscal Year is estimated at \$18.5 million and the Excess Reserve Balance is estimated at \$11.8 million.

TOTAL AVAILABLE UNRESTRICTED NET ASSET BALANCE - 9/30/2022	\$14,995,046
FY2023 projected operating revenue	6,974,676
FY2023 projected operating expenses not including depreciation	(4,904,707)
FY2023 projected non-operating revenue/expense	828,025
FY2023 projected CIP - Authority Funded	<u>(886,193)</u>
Total projected available cash and cash equivalents- 9/30/2023	\$17,006,847
 FY2024 BUDGETED OPERATING REVENUE	 \$6,588,063
FY2024 Budgeted operating expenses not including depreciation	(5,943,001)
FY2024 Budgeted non-operating revenue/expense	1,054,156
FY2024 Budgeted CIP - Authority Funded	(200,000)
Total budgeted available unrestricted cash and cash equivalents - 9/30/2024	<u>\$18,506,065</u>
FY2024 Airport Operating Reserve Balance	(6,658,500)
Projected Excess Reserve Balance - 9/30/2024	\$11,847,565

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

REVIEW OF KEY 2023 BUSINESS PRIORITIES

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

STRATEGIC OBJECTIVE	LONG-TERM GOALS	2023 BUSINESS OBJECTIVES	RESULTS ACHIEVED
PLAN FOR FINANCIAL RESILIENCY IN A DYNAMIC AND UNCERTAIN FUTURE	Adopt audit strategies, accounting principles, and internal controls to achieve and sustain financial goals.	Achieve a Clean Audit report from the Authority's external auditor.	Clean operational and grant audit presented in May.
		Evaluate a Request for Proposals for an External Auditing Services contract.	Completed.
		Review GASB Pronouncements issued but not yet adopted for applicability and amend the Accounting Policy and Procedures Manual accordingly.	In progress. Attended training sessions on upcoming GASB pronouncements and working with internal auditor to implement.
	Maintain appropriate reserves and control expenses.	Maintain reserves and expenses within the adopted budget.	Projections reflect reserves and expenses within budget.
		Review the Authority's Investment Policy with the Secretary/Treasurer and recommend amendments as appropriate.	Complete.
	Maximize grant funding from state and federal sources.	Plan, design, and construct approximately \$4.7 million in improvement projects with 80% grant funding.	\$5.6 million in projects planned with \$4.5 in matching grant funds received.
		Analyze Bipartisan Infrastructure Bill (BIL) for additional grant opportunities and develop a strategy to maximize funding.	Analysis is complete. Working with new engineering design firms to identify eligible projects.

STRATEGIC OBJECTIVE	LONG-TERM GOALS	2023 BUSINESS OBJECTIVES	RESULTS ACHIEVED
DEVELOP LAND USE POLICIES THAT ENHANCE THE VALUE OF THE AIRPORT TO BUSINESS AND COMMUNITY STAKEHOLDERS	Maximize lease opportunities and revenue generation.	With Legal Counsel, review options for extending the land lease with the State of Florida.	Local Bill transferring the Airport land to the Airport Authority was signed by the Governor in June. Airport Management and Legal Counsel will work with the State Department of Environmental Protection to process the title transfer.
	Address development options, lease reversions, and infrastructure improvements.	Utilizing the results of the Master Plan Update, present a Land Use Policy for adoption by the Board.	Development alternatives were presented to the Board earlier this year. Completion of the MPU is anticipated in Q1 2024.
		Develop an implementation plan for the Master Plan recommendation.	Development alternatives were presented to the Board earlier this year. Completion of the MPU is anticipated in Q1 2024.
	Manage leases for compliance.	Conduct an internal lease audit.	Underway. Completion is anticipated by end of year.
		Monitor development progress by Atlantic Aviation and Premier and address issues timely.	Atlantic Aviation's redevelopment is on schedule and underway. Lease issues regarding the Premier Aviation Leasehold are ongoing.

STRATEGIC OBJECTIVE	LONG-TERM GOALS	2023 BUSINESS OBJECTIVES	RESULTS ACHIEVED
PROMOTE THE AIRPORT'S VALUE TO THE COMMUNITY AND CONTRIBUTIONS TO THE REGIONAL ECONOMY	Develop Coordinated Communication Strategies.	Develop and implement an airport information toolkit for tenants, users, and stakeholders that highlights the airport's purpose and importance.	Underway. Completion is expected at the end of the year. Collateral materials are being developed and updated as part of the Marketing Plan Update.
		Develop a campaign to promote and celebrate the Airport's 75th Anniversary.	The 75th Anniversary campaign has been development and is currently being implemented.
		Release a Request for Proposals for a new marketing services contracts that will meet the Authority's needs for the next three to five years.	A contract was awarded by the Board at the January 2023 meeting.
	Conduct outreach to benefit Airport businesses.	Utilize the results of the Economic Impact Study FDOT to highlight the benefits of the Airport in the business attraction and retention efforts of the City, County, and other economic development groups.	Marketing materials are under development and incorporated into the Marketing Plan Update. Information has been added to presentation materials and the website.
	Communicate with Elected Officials at City, County, State and Federal levels on BRAA and industry matters.	Develop a coordinated legislative issues and legislator outreach program.	Ongoing. Effective outreach by Board Members, Airport Management, and Legal Counsel ensured passage of the Authority's Local Bill and helped strengthen the Authority's relationship with elected officials. Airport Management met with all local State Representatives and Senators.
	Ensure Effectiveness of the Noise Abatement Program.	Select a new noise monitoring system vendor and transition to new contract.	Complete. Contract awarded to Envirosuite in November 2022.
		Initiate an update to the Airport's Noise Exposure Map to reflect the current operating environment.	Underway. Noise contours were studied as part of the Master Plan Update. Grant to conduct official NEM update submission to the FAA is planned for early 2024.
	Establish collaborative relationships with tenants and users	Conduct pilot outreach through eblasts and newsletters; hold a pilot meeting with FAA and industry speaker; attend and participate in pilot association meetings.	Continuing. Meeting with Boca Pilots Association attended by over 60 people held in the spring. Operations Director continues to participate in pilot meetings. Tenant

			appreciation event held in July attended by approximately 150 people. Safety Week activities are scheduled for mid-August.
	Help secure the next generation of aviation professionals.	Conduct three educational outreach events to promote careers in aviation and the Boca Raton Airport Scholarship.	Two events held at West Boca High School. Hosted students from Bais Yaakov School. Boca Raton Airport Scholarship awarded to three students in June.
		Develop a formal internship program and work with local and statewide educational institutions to promote the program.	Underway. Program materials to be completed by end of year.

STRATEGIC OBJECTIVE	LONG-TERM GOALS	2023 BUSINESS OBJECTIVES	RESULTS ACHIEVED
SHAPE THE ORGANIZATIONAL STRUCTURE TO CONTINUE RESPONDING TO A DYNAMIC OPERATING ENVIRONMENT AND DELIVER EXCELLENCE IN ALL WE DO STRATEGIC OBJECTIVE	Provide opportunities for continuous employee development.	Conduct quarterly training including ethics training and diversity training.	Two lunch and learn sessions were held. CPR training planned for August. Additional lunch and learn planned for September.
		Develop and maintain a workforce plan to ensure an efficient management team and conduct a needs analysis.	Complete. A new Airport Operations position was filled in the spring. Marketing functions distributed among several employees. Noise and Safety Management functions coordinated among Operations staff.
		Identify performance barriers and training gaps and provide appropriate training and performance management to maintain close connections with the Authority's Strategic Plan and organizational values.	Evaluation under way and will be completed during performance review process.
	Encourage high-level industry participation.	Obtain one new industry certification relevant to individual job functions.	Operations Director obtained Project Manager Certification. Operations Coordinator achieved American Association of Airport Executives (AAAE) ACE certification.
		Continue to encourage and support industry leadership positions.	Executive Director appointed Chair of US Contract Tower Association. Deputy Director appointed to Florida Airports Council (FAC) Board. Finance and Administration Director appointed FAC Noise Committee. Deputy Director named Continuing Florida Aviation System Planning Process Southeast Committee Chair.
	Develop a safety culture that includes tenants and users.	Train 90% of eligible airport employees on the new Safety Management System.	Complete. Additional tenant users to be trained with rollout of Safety Week in August.
		Collaborate with the City of Boca Raton Fire and Police Departments on an Emergency Response Drill.	Complete. Over 140 Boca Raton firefighters and paramedics trained.

STRATEGIC OBJECTIVE	LONG-TERM GOALS	2023 BUSINESS OBJECTIVES	RESULTS ACHIEVED
PRESERVE AND IMPROVE INFRASTRUCTURE ASSETS AND THE OPERATIONAL INTEGRITY OF THE AIRPORT	Enhance existing infrastructure to meet current and future needs.	Complete design and begin construction of administration building improvements that meet the current and future needs of Board, Staff, and Airport operations.	100% design completed. Sole bid received in response to invitation to bid. Project will be rebid in August.
		Complete the Airfield and ATCT Generator Replacement Project and improve resiliency.	Design completed. Invitation to bid released in August and expected to be awarded in September
		Upgrade Tower Radio, Communication, and Electronics for improved reliability and service.	Complete.
	Develop facilities for the future.	Complete Design of the Observation Area and commence construction.	Design Build contract was awarded in the spring. Design is complete to 60%. Construction is expected to commence in October.
		Complete construction of security enhancements utilizing current technology.	Complete.
		Begin construction of NAVAIDs and Airfield Lighting and Signage Upgrades upon receipt of FDOT funds.	Underway. Construction is scheduled to commence in August.
		Begin design of stormwater improvements upon receipt of FAA funds.	Underway. Grant funds received in July.
		Begin design of Airport Service Road Improvements upon receipt of FAA funds.	Underway. Grant funds received in July.
		Develop an RFQ and award a contract for engineering, design, construction phase, and construction engineering inspection services.	Complete. Contracts awarded to two engineering firms specializing in airport projects.

KEY BUSINESS PRIORITIES PLANNED FOR 2024

STRATEGIC OBJECTIVE	LONG-TERM GOALS	2024 BUSINESS OBJECTIVES
PLAN FOR FINANCIAL RESILIENCY IN A DYNAMIC AND UNCERTAIN FUTURE ENVIRONMENT	Adopt audit strategies, accounting principles, and internal controls to achieve and sustain financial goals.	Achieve a Clean Audit report from the Authority's external auditor.
		Create audit procedures manual with guidelines and target dates.
		Implement GASB 96 and review upcoming pronouncements.
		Develop and implement a training program for financial and accounting functions.
		Establish procedures for cash flow forecasting.
	Maintain appropriate reserves and control expenses.	Maintain reserves and expenses within the adopted budget.
		Evaluate long-term revenue and expense scenario projections against development goal metrics.
	Maximize grant funding from State and Federal Funding.	Plan, design, and construct approximately \$4 million in infrastructure improvement projects utilizing 95% grant funding.
		Complete six operating projects utilizing approximately 80% grant funding.
		Prepare small-scale project to be poised to capture excess FDOT funding at the close of the State's fiscal year.
DEVELOP LAND USE POLICIES THAT ENHANCE THE VALUE OF THE AIRPORT TO BUSINESS AND COMMUNITY STAKEHOLDERS	Investigate a long-term land leasing strategy while preserving the flexibility to adapt to market demand and changes in economic conditions.	With Legal Counsel, complete land transfer from the State of Florida to the Airport Authority.
		Monitor the proposed FAA Land Use Policy and prepare an analysis of potential impacts to BCT.
		Develop a resource to evaluate potential off-airport development.

	Manage leases for compliance.	Conduct appraisals of non-aeronautical lease improvements to ensure compliance with replacement insurance requirements.
		Conduct annual inspections of tenant properties.

STRATEGIC OBJECTIVE	LONG-TERM GOALS	2024 BUSINESS OBJECTIVES
PROMOTE THE AIRPORT'S VALUE TO THE COMMUNITY AND CONTRIBUTIONS TO THE REGIONAL ECONOMY	Develop programs to further enhance the Airport's role as a "good neighbor".	Execute the Airport's 75 th Anniversary campaign, culminating in a VIP celebration and an Airport Observation Area ribbon cutting that includes the local community.
		Complete the update to the Airport Marketing Plan and implement recommended strategies and tactics.
		Develop a campaign to promote the Airport Observation Area.
		Review and update the Airport's sponsorship program to align with the Airport Authority's strategic objectives.
	Strengthen relationships with City, County, State, and Federal. elected officials.	Monitor local, state, and federal issues and establish position papers.
		Conduct ten briefings with elected officials on BRAA and industry matters.
	Ensure Effectiveness of the Noise Abatement Program.	Initiate an update to the Airport's Noise Exposure Map to reflect the current operating environment.
		Monitor and evaluate the FAA's proposed Noise Policy and prepare a summary of potential impacts to BCT.
		Conduct four briefings with residential and community groups on Airport projects, the Master Plan, and the Noise Exposure Map Update.
		Conduct two outreach meetings with flight schools regarding nighttime pattern work, follow-up with pilots and users regarding noise abatement procedures, track noise trends monthly.
	Establish collaborative relationships with tenants and users.	Hold quarterly tenant meetings to discuss projects, operational matters, safety, and other matters and establish a system for follow-up and resolution.
		Conduct a tenant survey and develop an action plan based on the results.

		Conduct pilot outreach on Airport updates and Safety Management Systems through eblasts and quarterly newsletters.
		Hold an annual pilot meeting with FAA or industry speaker on industry and airport-specific topics.

STRATEGIC OBJECTIVE	LONG-TERM GOALS	2024 BUSINESS OBJECTIVES
SHAPE THE ORGANIZATIONAL STRUCTURE TO CONTINUE RESPONDING TO A DYNAMIC OPERATING ENVIRONMENT AND DELIVER EXCELLENCE IN ALL WE DO	Help secure the next generation of aviation professionals	Revitalize internship program to incorporate more participation from nearby schools.
		Create a visual social media campaign focused on highlighting the different professions in aviation and airport operations.
		Explore opportunities for collaboration to promote aviation careers with the A.D. Henderson University School and FAU High School.
		Create a job shadowing program available to High School students interested in aviation.
	Provide opportunities for continuous employee development.	Update the Annual Performance Appraisal form to reflect the Authority's Strategic Plan.
		Participate in an Airport Cooperative Research Program project relevant to the BRAA.
		Obtain two new industry certifications relevant to job functions.
	Develop a safety culture that includes tenants and users	Fully implement Safety Management Systems (SMS) by monitoring and following up on safety reporting, conducting outreach, preparing semi-annual newsletters, and conducting in-person meetings to review safety-related reports.
		Review and update procedures to ensure staff are adequately trained according to current industry standards and best practices including operation of equipment and airfield electrical repairs.

STRATEGIC OBJECTIVE	LONG-TERM GOALS	2024 BUSINESS OBJECTIVES
PRESERVE AND IMPROVE INFRASTRUCTURE ASSETS AND THE OPERATIONAL INTEGRITY OF THE AIRPORT	Enhance existing infrastructure to meet current and future needs.	Complete construction of administration building improvements that meet the current and future needs of Board, Staff, and Airport operations.
		Complete the Airfield and ATCT Generator Replacement Project and improve resiliency.
	Develop facilities for the future.	Complete construction of the Observation Area.
		Complete construction of NAVAIDs and Airfield Lighting and Signage Upgrades upon receipt of FDOT funds
		Complete design of stormwater improvements and apply for FAA grant for construction.
		Complete design of Airport Service Road Improvements and apply for FAA grant for construction.
		Develop an RFQ for Construction Manager at Risk services to facilitate completion of smaller-scale projects.
		Begin development of a Sustainability Management Plan upon receipt of FDOT grant funds.
		Explore opportunities and impacts of drones and vertical lift aircraft at or around BCT.