



ST. AUGUSTINE • ST. JOHNS COUNTY  
**AIRPORT AUTHORITY**

FY 2019-2020  
**ADOPTED BUDGET**

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## Budget Overview

The St. Augustine - St. Johns County Airport Authority is an independent, special taxing district established by the Florida Legislature and operates the Northeast Florida Regional Airport on behalf of the taxpayers of St. Johns County, Florida. The St. Augustine-St. Johns County Airport Authority is led by five board members elected by the voters of St. Johns County and members serve four-year terms in office.

<b>Suzanne Green (Chair)</b>	Group 1
<b>Justin Mirgeaux</b>	Group 2
<b>Bruce Maguire</b>	Group 3
<b>Randy Brunson</b>	Group 4
<b>Steve Kira</b>	Group 5

The St. Augustine - St. Johns County Airport Authority has successfully managed the financial administration of the airport with no ad valorem property tax assessment since FY 2010-2011 and continues this fiscal administration position in FY 2019-20 budget year. The preliminary budget for the St. Augustine - St. Johns County Airport Authority for FY 2019-2020 proposes no ad valorem property tax impact.

Table 1.

<b>BUDGET FY 2019-2020</b>		\$
<b>REVENUE</b>		
Total Adjusted Operating Revenue		\$ 3,787,391
Total Non-Operating Revenue		\$ 7,025,000
<b>TOTAL REVENUE</b>		<b>\$ 10,812,391</b>
<b>EXPENSE</b>		
Total Personnel & Operating Expense		\$ 2,604,295
Total Non-Operating Expense		\$ 8,208,096
<b>TOTAL EXPENSE</b>		<b>\$ 10,812,391</b>
<b>AD VALOREM PROPERTY TAX IMPACT</b>		<b>\$ 0</b>

The St. Augustine-St. Johns County Airport Authority is required by law to hold public budget hearings prior to the adoption of the annual budget where a preliminary annual budget is presented for public review and input. The FY 2019-2020 budget hearings were held on September 9, 2019 and September 16, 2019 at the Airport Conference Center, 4730 Casa Cola Way, St. Augustine, FL 32095.

## **Airport Operations Overview**

The Northeast Florida Regional Airport serves as a vital transportation connection point in Northeast Florida. The airport is open to air traffic 24 hrs. per day, 7 days per week, 365 days per year.

Airport staff manage and maintain an operational system which includes, but is not limited to, the following factors:

- Over 1500 acres
- 3 paved runways and associated taxiways and service roads
- 150,000+ aircraft operations per year
- General aviation and commercial airline terminal
- Over 200 Corporate, commercial and T-Hangar tenants
- Airfield electrical system
- Retail self-serve AvGas concession
- Airport communications systems which includes aircraft navigation aids, tower communications, telephone, cellular, wireless and both short-range and 800 MHz radios
- Airport rescue and firefighting building and emergency response vehicles and equipment
- Airfield maintenance and related equipment to include mowing operations covering more than 200 acres

Air traffic control services are provided through the Federal Aviation Administration's Contract Tower Program and operating hours for the tower are from 7 a.m. to 9 p.m.



# Adopted Budget

Table 2.

BUDGET FY 2019-2020		\$
<b>REVENUE</b>		
<b>Operating Revenue @ 95%</b>		
Fuel		\$ 230,356
Leases		\$ 3,476,545
Operating Agreements		\$ 80,490
<b>Adjusted Total Operating Revenue</b>		<b>\$ 3,787,391</b>
<b>Non-Operating Revenue</b>		
Reserves Forward		\$ 2,500,000
Loans		\$ 0
Grants		\$ 4,525,000
<b>Total Non-Operating Revenue</b>		<b>\$ 7,025,000</b>
<b>TOTAL REVENUE</b>		<b>\$ 10,812,391</b>
<b>EXPENSES</b>		
<b>Personnel Expense</b>		
All Items		\$ 1,115,795
<b>Total Personnel Expense</b>		<b>\$ 1,115,795</b>
<b>Operating Expense</b>		
All Items		\$ 1,488,500
<b>Total Operating Expense</b>		<b>\$ 1,488,500</b>
<b>Total Personnel &amp; Operating Expense</b>		<b>\$ 2,604,295</b>
<b>Non-Operating Expense</b>		
Debt Service		\$ 0
Reserves		\$ 2,568,096
Capital		\$ 5,640,000
<b>Total Non-Operating Expense</b>		<b>\$ 8,208,096</b>
<b>TOTAL EXPENSE</b>		<b>\$ 10,812,391</b>
<b>AD VALOREM PROPERTY TAX ASSESSMENT</b>		<b>\$ 0</b>



## Budget Highlights

The St. Augustine - St. Johns County Airport Authority's FY 2019-2020 budget reflects the public policy decision to operate with no ad valorem impact on St. Johns County's property tax payers.

As a result of this fiscal policy decision, the Airport Authority will fund airport operations and a select number of capital projects this year with revenue from operating activities, and Federal and State Aviation Capital Development grants.

## Revenue Summary

Airport operations and capital improvement projects are substantially funded through four (4) primary revenue sources.

Table 3.

Revenue Sources	\$	%
Federal and State Capital Development grants (FAA, FDOT)	\$ 4,525,000	<b>42%</b>
Real property leases (hangar leases, professional leases, land leases, etc.)	\$ 3,476,545	<b>32%</b>
Fuel service (FBO full-service and self-service fuel sales)	\$ 230,356	<b>2%</b>
Contractual agreements with tenants engaged in commercial activities (Operating agreements with airlines, rental car companies, parking fees, etc.)	\$ 80,490	<b>1%</b>

The absence of ad valorem tax revenue impacts staffing levels, operational capacity and the organization's ability to independently undertake large-scale capital projects.

Grant Revenue from the aviation development programs of state and federal transportation agencies is a critical resource for funding construction and planning projects and represents forty-two percent (42%) of Total Revenue in FY 2019-2020.

Lease Revenue is the largest source of operating revenue for the Airport Authority and thirty-two percent (32%) of Total Revenue.

## Expenses

Like most public agencies, the largest operating expense for the St. Augustine - St. Johns County Airport Authority is Personnel & Benefits Expenses. The FY 2019-2020 budget proposes that airport will operate with a staffing level of eleven (11) full-time and one (1) part-time employees. Personal costs represent forty-three percent (43%) of Total Operating & Personnel Expenses and ten percent (10%) of Total Expenses. The airport operates under a lean staffing model where all administrative personnel manage multiple assignments. Operations and maintenance personnel are cross-trained to perform a wide variety of operations, maintenance, and repair tasks.

In addition to Personnel & Benefits expenses, two other primary operating expenses include Insurance Expenses and Repairs & Maintenance Expenses, which each represent approximately eleven percent (11%) of Total Operating Expenses. These three expense areas account for approximately sixty-five percent (65%) of Total Operating Expenses.

Construction & Planning represents the largest non-operating expense of the St. Augustine - St. Johns County Airport Authority. Each year, the Airport Authority partners with state and federal agencies to facilitate planned construction projects designed to preserve or improve the airport's physical infrastructure and operational capacity. In FY 2019-2020, Construction & Planning expenses are anticipated at \$5,590,000.



In FY 2019-2020, the Airport Authority proposes the following projects as a result of grant funds awarded by the Federal Aviation Administration (FAA) and Florida Department of Transportation (FDOT):

- *Airline Terminal Apron*
- *Taxiway "D" Design Only*
- *Airport Master Plan*
- *T-Hangars – Replacement B&C*
- *Design Terminal East Access Road*
- *Land Acquisition*
- *General Aviation Terminal Painting (Authority Only Funding)*

## Reserves

Reserves are an important element in the St. Augustine – St. Johns County Airport Authority's annual budget. The absence of annually-recurring ad valorem tax revenue requires the Airport Authority's to hold operating and non-operating revenues in reserve as a financial administration best practice. Reserves provide critical financial resources in the event of emergencies and natural disasters and can also be used to meet Local Funds (LF) matching obligations for federal and state grant-funding opportunities. At the conclusion of FY 2019-2020, Reserves are expected to grow to about \$2,568,096.

## Cost-Saving Strategies

Managing the Northeast Florida Regional Airport without ad valorem property tax revenues and limited staffing requires effective strategies for managing expenses. Airport administration actively seeks grant funding opportunities and works with federal and state government partners to fund capital projects. Limited flexibility as it relates to capital funding in any fiscal year requires year-long attention to cash flow objectives and project scheduling.



Non-operating equipment expenses have been significantly reduced over time through a pro-active approach to maintaining existing vehicles and equipment which can in most cases, serves to extend the life of the equipment beyond its average life expectancy.

When purchasing large equipment, alternatives are always considered. One strategy employed at the Northeast Florida Regional Airport has been to purchase utility vehicles (UTVs) for airport maintenance staff to drive on the airfield versus purchasing additional trucks, as the UTVs serve the transport function, but consume less fuel and are less costly to maintain than a full-sized truck or automobile.

Staff cross-training produces cost savings by decreasing the airport's reliance on outside vendors and reduces the need for costly emergency calls. Cross-training examples include:

- Maintenance personnel have been trained to make basic plumbing repairs, maintain and repair elements within the airport lighting system, to lay fiber optic lines and to install equipment such as access card readers and motion sensors.
- Maintenance staff have been trained to make basic repairs to the airport's irrigation systems
- Maintenance staff have been trained to apply striping and other markings to the airport's taxiways and runways
- Administrative team members have been cross-trained on the software applications which controls all of the access permissions within the airport's security system, as well as physically programming airport telephones
- Airport personnel have been trained to manufacture and install interior and exterior signage elements using specialized equipment owned by the Airport Authority

In FY 2019-2020, the St. Augustine – St. Johns County Airport Authority continues its effort to reduce long-term utility expenses by installing LED lighting fixtures where possible. LED lighting will be installed during the T-Hangar Development Project. All airfield lighting along the runways and taxiways are being converted over time as new bulbs or fixtures are required.

The FY 2019-2020 budget reflects these and other cost-saving measures.



## 5-Year Budget Projection Summary

Table 4.

BUDGET FY 2019-2020	\$	\$	\$	\$	\$
	Proposed FY 2019-20	Projected FY 2020-21	Projected FY 2021-22	Projected FY 2022-23	Projected FY 2023-24
<b>REVENUE</b>					
<b>Operating Revenue @ 95%</b>					
Fuel	\$ 230,356	\$ 235,936	\$ 241,655	\$ 247,516	\$ 253,523
Leases	\$ 3,476,545	\$ 3,530,895	\$ 3,628,158	\$ 3,738,786	\$ 3,843,472
Operating Agreements	\$ 80,490	\$ 80,580	\$ 80,671	\$ 80,765	\$ 80,860
<b>Adjusted Total Operating Revenue</b>	<b>\$ 3,787,391</b>	<b>\$ 3,847,411</b>	<b>\$ 3,950,484</b>	<b>\$ 4,067,066</b>	<b>\$ 4,177,855</b>
<b>Non-Operating Revenue</b>					
Reserves Forward	\$ 2,500,000	\$ 2,568,096	\$ 2,219,544	\$ 1,859,468	\$2,543,989
Loans	\$ 0	\$ 0	\$ 0	\$ 0	\$0
Grants	\$ 4,525,000	\$ 3,535,000	\$ 1,500,000	\$ 5,710,000	\$1,650,000
<b>Total Non-Operating Revenue</b>	<b>\$ 7,025,000</b>	<b>\$ 6,103,096</b>	<b>\$ 3,719,544</b>	<b>\$ 7,569,468</b>	<b>\$4,193,989</b>
<b>TOTAL REVENUE</b>	<b>\$ 10,812,391</b>	<b>\$ 9,950,507</b>	<b>\$ 7,670,029</b>	<b>\$ 11,636,535</b>	<b>\$8,371,845</b>
<b>EXPENSES</b>					
<b>Personnel Expense</b>					
All Items	\$ 1,115,795	\$ 1,150,098	\$ 1,183,770	\$ 1,218,451	\$ 1,254,173
<b>Total Personnel Expense</b>	<b>\$ 1,115,795</b>	<b>\$ 1,150,098</b>	<b>\$ 1,183,770</b>	<b>\$ 1,218,451</b>	<b>\$ 1,254,173</b>
<b>Operating Expense</b>					
All Items	\$ 1,488,500	\$ 1,147,808	\$ 1,181,411	\$ 1,216,022	\$ 1,251,671
<b>Total Operating Expense</b>	<b>\$ 1,488,500</b>	<b>\$ 1,147,808</b>	<b>\$ 1,181,411</b>	<b>\$ 1,216,022</b>	<b>\$ 1,251,671</b>
<b>Total Personnel &amp; Operating Expense</b>	<b>\$ 2,604,295</b>	<b>\$ 2,680,963</b>	<b>\$ 2,760,560</b>	<b>\$ 2,842,546</b>	<b>\$ 2,926,991</b>
<b>Non-Operating Expense</b>					
Debt Service	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Reserves	\$ 2,568,096	\$ 2,219,544	\$ 1,859,468	\$ 2,543,989	\$ 2,094,854
Capital	\$ 5,640,000	\$ 5,050,000	\$ 3,050,000	\$ 6,250,000	\$ 3,350,000
<b>Total Non-Operating Expense</b>	<b>\$ 8,208,096</b>	<b>\$ 7,269,544</b>	<b>\$4,909,468</b>	<b>\$ 8,793,989</b>	<b>\$ 5,444,854</b>
<b>TOTAL EXPENSE</b>	<b>\$ 10,812,391</b>	<b>\$ 9,950,507</b>	<b>\$ 7,670,029</b>	<b>\$ 11,636,535</b>	<b>\$ 8,371,845</b>

# Operating Revenues & Expenses

Table 5.

BUDGET FY 2019-2020		\$	\$	\$	\$	\$
		Proposed FY 2019-20	Projected FY 2020-21	Projected FY 2021-22	Projected FY 2022-23	Projected FY 2023-24
<b>REVENUES</b>						
<b>Fuel Service</b>						
Net Self Service		\$ 114,445	\$ 116,733	\$ 119,068	\$ 121,449	\$ 123,878
FBO		\$ 128,035	\$ 131,620	\$ 135,306	\$ 139,094	\$ 142,989
<b>Subtotal</b>		<b>\$ 242,480</b>	<b>\$ 248,354</b>	<b>\$ 254,374</b>	<b>\$ 260,544</b>	<b>\$ 266,867</b>
<b>Leases</b>						
Commercial		\$ 468,141	\$ 481,249	\$ 494,724	\$ 508,576	\$ 522,816
Corporate		\$ 311,588	\$ 320,312	\$ 329,281	\$ 338,501	\$ 347,979
Major		\$ 1,724,893	\$ 1,742,142	\$ 1,790,922	\$ 1,841,068	\$ 1,892,618
Other		\$ 332,053	\$ 341,351	\$ 350,909	\$ 360,734	\$ 370,835
Rental		\$ 822,846	\$ 831,678	\$ 853,278	\$ 886,685	\$ 911,512
<b>Subtotal</b>		<b>\$ 3,659,521</b>	<b>\$ 3,716,732</b>	<b>\$ 3,819,113</b>	<b>\$ 3,935,564</b>	<b>\$ 4,045,760</b>
<b>Agreements</b>						
Airline Operations		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Operating		\$ 4,726	\$ 4,821	\$ 4,917	\$ 5,015	\$ 5,116
Use Fees		\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
<b>Subtotal</b>		<b>\$ 84,726</b>	<b>\$ 84,821</b>	<b>\$ 84,917</b>	<b>\$ 85,015</b>	<b>\$ 85,116</b>
Total Revenue @ 100%		\$ 3,986,727	\$ 4,049,906	\$ 4,158,404	\$ 4,281,123	\$ 4,397,743
<b>*Total Revenue @ 95%</b>		<b>\$ 3,787,391</b>	<b>\$ 3,847,411</b>	<b>\$ 3,950,484</b>	<b>\$ 4,067,067</b>	<b>\$ 4,177,856</b>
<b>EXPENSES</b>						
Personnel & Benefits		\$ 1,115,795	\$ 1,147,808	\$ 1,181,411	\$ 1,216,022	\$ 1,251,671
Airline Operations		\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Professional Services		\$ 146,000	\$ 150,380	\$ 154,891	\$ 159,538	\$ 164,324
Travel & Per Diem		\$ 12,000	\$ 12,360	\$ 12,731	\$ 13,113	\$ 13,506.11
Technology		\$ 60,000	\$ 61,800	\$ 63,654	\$ 65,564	\$ 67,531
Utility Services		\$ 170,000	\$ 175,100	\$ 180,353	\$ 185,764	\$ 191,336
Leases		\$ 500	\$ 515	\$ 530	\$ 546	\$ 562.75
Insurance-Liability & Property		\$ 285,000	\$ 293,550	\$ 302,357	\$ 311,427	\$ 320,770
Repairs & Maintenance		\$ 275,000	\$ 283,250	\$ 291,748	\$ 300,500	\$ 309,515
Outside Communications		\$ 230,000	\$ 236,900	\$ 244,007	\$ 251,327	\$ 258,867
Government Obligations		\$ 135,000	\$ 139,050	\$ 143,222	\$ 147,518	\$ 151,944
Office Expense		\$ 20,000	\$ 20,600	\$ 21,218	\$ 21,855	\$ 22,510
Operating Expenses		\$ 132,000	\$ 135,960	\$ 140,039	\$ 144,240	\$ 148,567
Publications & Memberships		\$ 15,000	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883
Professional Development		\$ 8,000	\$ 8,240	\$ 8,487	\$ 8,742	\$ 9,004
<b>Subtotal</b>		<b>\$ 1,488,500</b>	<b>\$ 1,533,155</b>	<b>\$ 1,579,150</b>	<b>\$ 1,626,524</b>	<b>\$ 1,675,320</b>
<b>Total Expenses</b>		<b>\$ 2,604,295</b>	<b>\$ 2,680,963</b>	<b>\$ 2,760,560</b>	<b>\$ 2,842,546</b>	<b>\$ 2,926,991</b>
<b>NET FROM OPERATIONS</b>						
Total Reserve		\$ 3,787,391	\$ 3,847,411	\$ 3,950,484	\$ 4,067,067	\$ 4,177,856
Total Expenses		\$ 2,604,295	\$ 2,680,963	\$ 2,760,560	\$ 2,842,546	\$ 2,926,991
<b>Net Operating Income (Loss)</b>		<b>\$ 1,183,096</b>	<b>\$ 1,166,448</b>	<b>\$ 1,189,924</b>	<b>\$ 1,224,521</b>	<b>\$ 1,250,865</b>

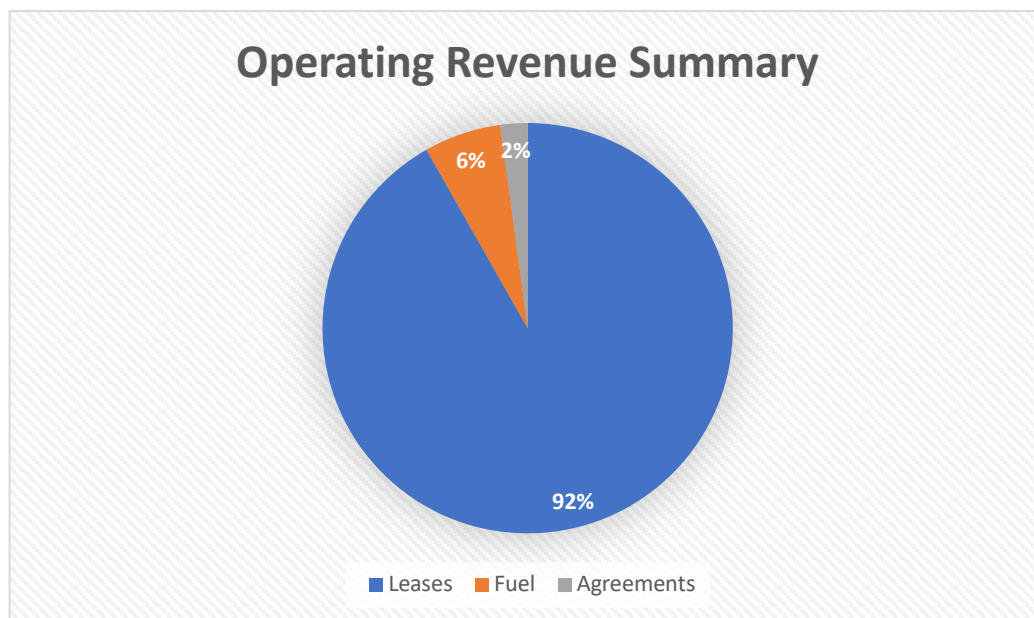


## Summary of Operating Revenues

The three primary sources of operating revenue for the St. Augustine - St. Johns County Airport Authority in FY 2019-2020 are from Leases, Fueling activities and contractual agreements.

Leases represent the largest revenue source for the St. Augustine - St. Johns County Airport Authority. Lease Revenue represents ninety-two percent (92%) of total operating revenue and is comprised of five different lease-related activities. Fuel Service represents approximately six percent (6%) of total operating revenue and encompasses both Self-Serve and FBO Full Service fuel services. Agreements account for two percent (2%) of total operating revenue, and includes revenue derived from operating agreements related to privilege fees, airline operations, parking, rental cars, taxi cabs, vending machines, etc.

Chart 1.



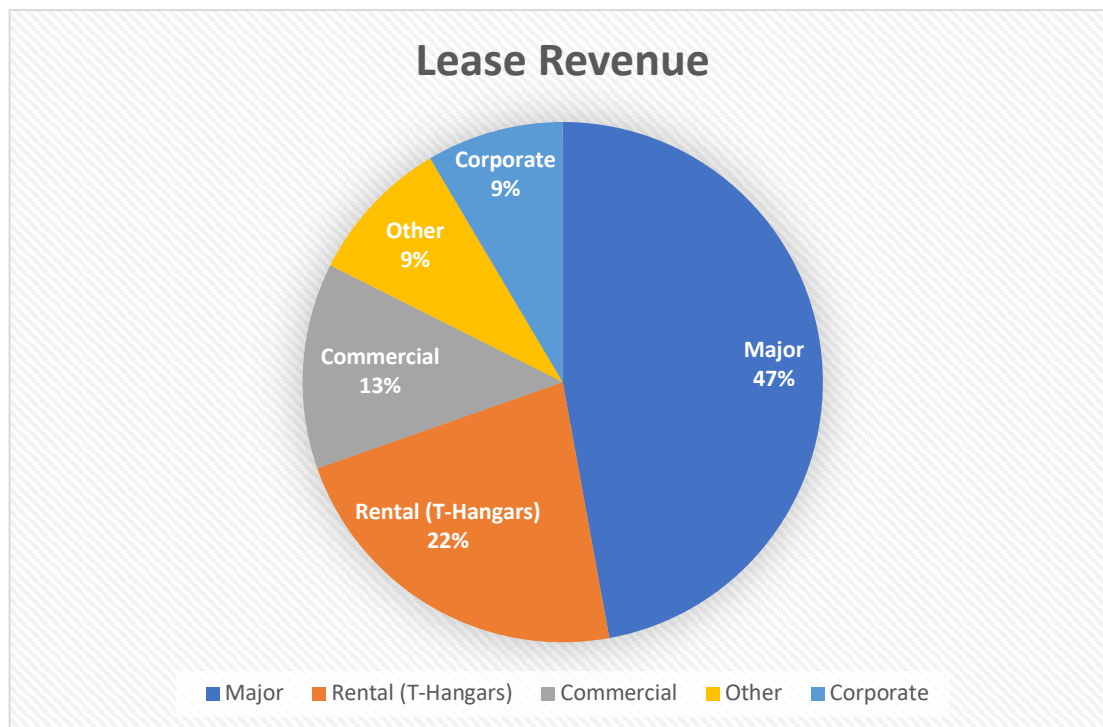
## Operating Revenues: Lease Revenue

Lease revenue is the largest source of operating revenue for the St. Augustine - St. Johns County Airport Authority.

Lease revenue accounts include the following: Commercial Tenant Revenue, Corporate Hangar Revenue, Major Lease Revenue, Other Lease Revenue, and Rental Revenue.

Major Lease Revenue accounts for forty-seven percent (47%) of total lease revenue. Major lease properties include property within the FBO leasehold as well as properties currently leased by Northrop Grumman Corporation. Rental Revenue accounts for twenty-two percent (22%) of total lease revenue and includes properties leased for less than two years, including T-Hangar revenues. Commercial Tenant Revenue accounts for thirteen percent (13%) of total lease revenue and includes commercial hangars, the FBO fuel farm, restaurant, and other property with commercial activities. Corporate Hangar Revenue accounts for nine percent (9%) of total lease revenue. Other Lease Revenue accounts for nine percent (9%) of total lease revenue and includes land lease revenue and office rent revenue.

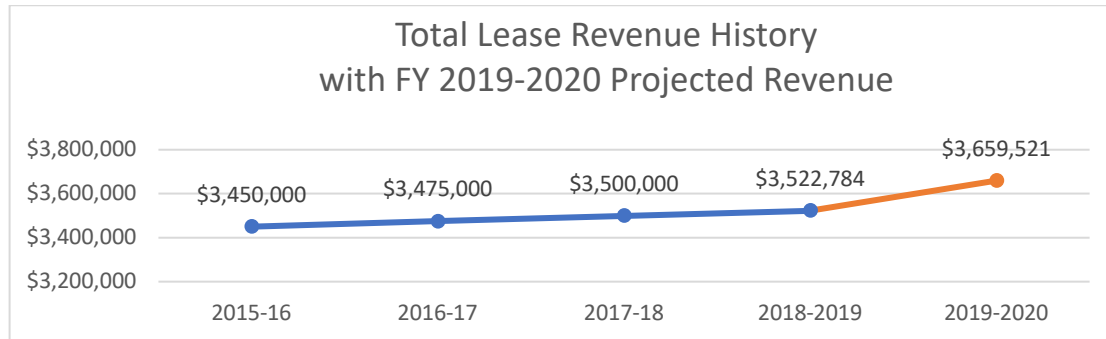
Chart 2.



## Operating Revenues: Lease Revenue

In FY 2019-2020, Total Lease Revenue is budgeted at \$3,659,521. A summary of Total Lease Revenue from FY 2015-2016 to FY 2019-2020 is provided in Chart 3.

Chart 3.

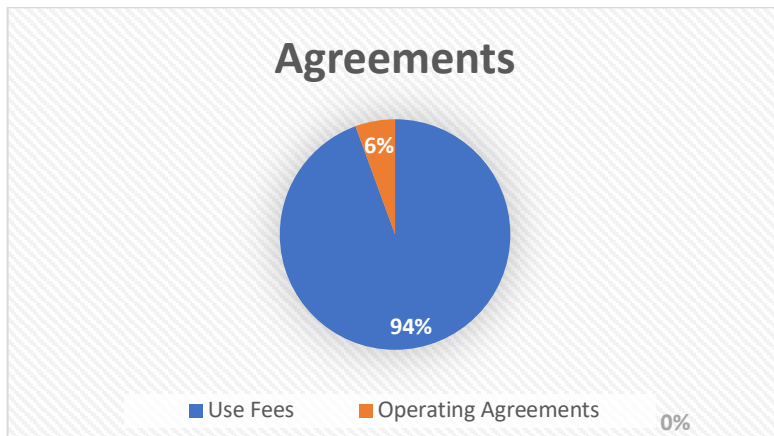




## Operating Revenues: Agreements & Fuel Service

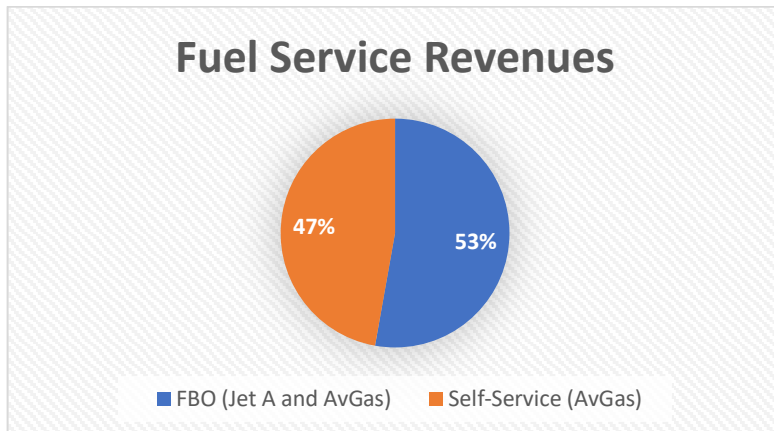
Agreements represent two percent (2%) of Total Operating Revenues. Revenues from contractual agreements include Use Fees (94%) and Operating Agreements (6%) and Airline Operations Agreements (0%). Use Fees include U.S. Customs, Access Badges, Conference Rooms, and Rental Car Agreement revenues.

Chart 4.



**Fuel activities** account for six percent (6%) of Total Operating Revenues. Fuel Service revenue sources include Full-Service Fuel Service provided by the Airport's Fixed-Base Operator (FBO), Atlantic Aviation, and a Self-Service Fuel Service option for general aviation customers. FBO Fuel Service Revenues provide fifty-three percent (53%) of Total Fuel Service Revenues and Self-Service Revenues account for forty-seven (47%) of Fuel Service Revenues. The FBO offers two fuel options: Jet A and AvGas - 100L. Self Service station currently offers only AvGas - 100L.

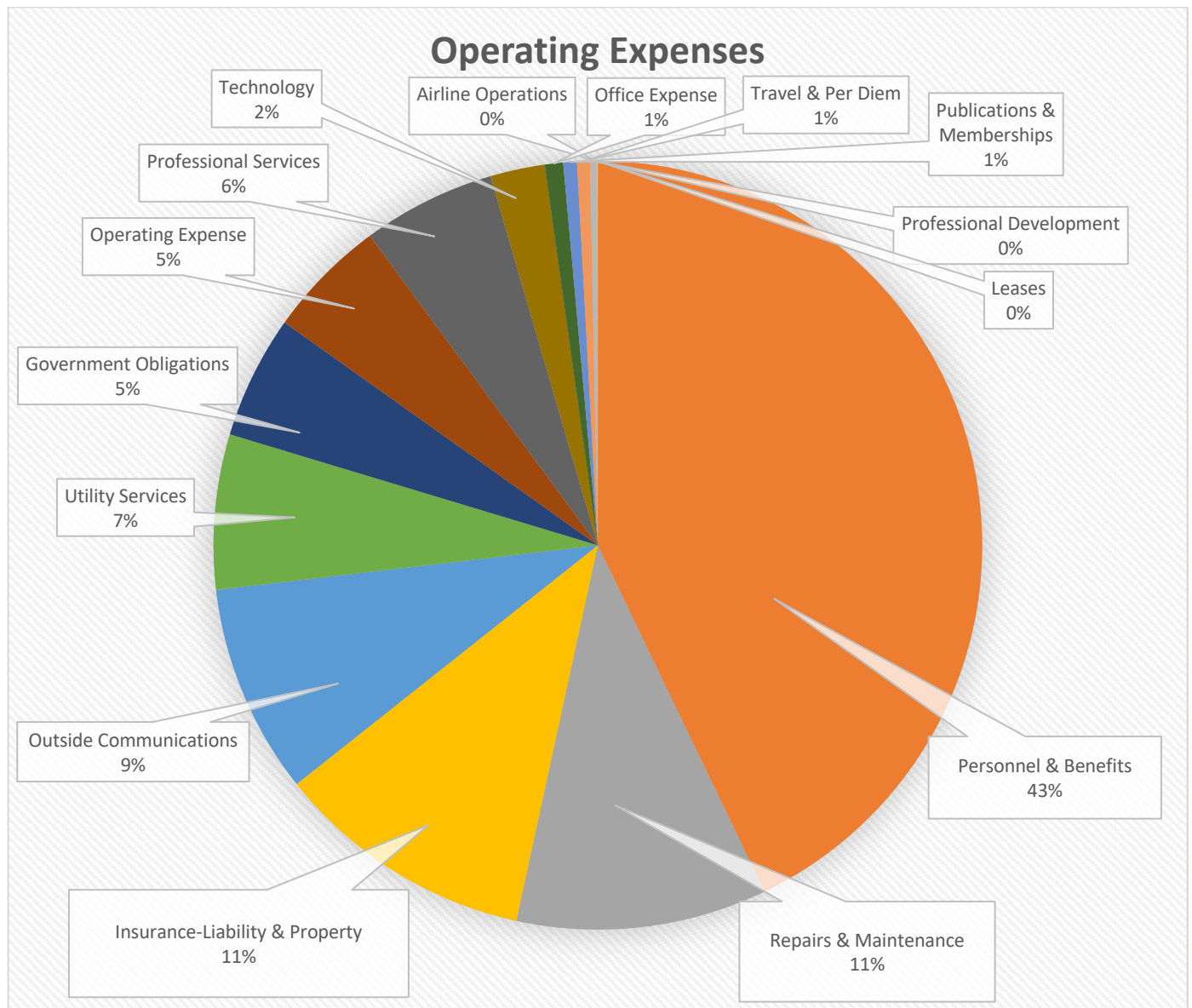
Chart 5.



## Summary of Operating Expenses

The Operating Expenses of the St. Augustine - St. Johns County Airport Authority for FY 2019-2020 are summarized in Chart 6. Three primary operating expenses, including Personnel & Benefits Expenses (43%) and Insurance Expenses (11%) and Repairs & Maintenance Expenses (11%), represent approximately sixty-five percent (65%) of Total Operating Expenses and nineteen percent (19%) of Total Expenses. A summary is provided in Chart 6.

Chart 6.



# Non-Operating Revenues & Expenses

Table 6.

BUDGET FY 2019-2020			\$	\$	\$	\$
			Adopted FY 2018-2019	Proposed FY 2019-20	FY 18/19 Difference	VS. 19/20 % Change
<b>DEBT SERVICE</b>						
<b>Revenue</b>	Proceeds from borrowing		\$ 0	\$ 0	\$ 0	0%
<b>Expense</b>	Net Self Service		\$ 0	\$ 0	\$ 0	0%
	FBO		\$ 0	\$ 0	\$ 0	0%
	<b>Subtotal</b>		<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	
<b>OTHER NON-OPERATING</b>						
<b>Revenue</b>	Investment Interest		\$ 0	\$ 0	\$ 0	0%
	Ad Valorem Taxes		\$ 0	\$ 0	\$ 0	0%
	<b>Subtotal</b>		<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	
<b>Expense</b>	Other		\$ 0	\$ 0	\$ 0	0%
	Other		\$ 0	\$ 0	\$ 0	0%
	<b>Subtotal</b>		<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	
<b>ADJUSTED NET FROM OPERATIONS</b>						
	Net Operating Income Forward		\$ 1,306,803	\$ 1,183,096		
	Impact of Debt Service		\$ 0	\$ 0		
	<b>Net Operating Income After Debt Service</b>		<b>\$ 1,306,803</b>	<b>\$ 1,183,096</b>		
<b>CAPITAL</b>						
<b>Grant Proceeds</b>	FAA – PFC		\$ 0	\$ 0	\$ 0	0%
	FAA		\$ 7,611,144	\$ 3,510,000	\$ 4,101,144	-117%
	FDOT		\$ 3,316,341	\$ 1,015,000	\$ 2,301,341	-227%
	FIND		\$ 0	\$ 0	\$ 0	0%
	Airport Authority Match		\$ 3,316,341	\$ 1,065,000	\$ 2,251,341	-211%
	<b>Subtotal</b>		<b>\$ 14,243,826</b>	<b>\$ 5,590,000</b>	<b>\$ 8,653,826</b>	<b>-155%</b>
<b>Expense</b>	Construction & Planning		\$ 14,243,826	\$ 5,590,000	\$ 8,653,826	-155%
	Equipment		\$ 50,000	\$ 50,000	\$ 0	0%
	FAA – PFC Capital		\$ 0	\$ 0	\$ 0	0%
	<b>Subtotal</b>		<b>\$ 14,293,826</b>	<b>\$ 5,640,000</b>	<b>\$ 8,653,826</b>	
<b>ADJUSTED NET FROM OPERATIONS</b>						
	Net Operating After Debt Service		\$ 1,306,803	\$ 1,183,623		
	Capital Grants (All Sources)		\$ 10,927,486	\$ 4,525,000		
	Less Proposed Capital Expenditures		\$ 14,293,827	\$ 5,640,000		
	<b>Subtotal</b>		<b>-\$ 3,366,341</b>	<b>-\$ 1,115,000</b>		
	Operating Income Contribution to Capital		\$ 1,306,803	\$ 1,115,000		
	<b>Subtotal</b>		<b>-\$ 2,059,538</b>	<b>\$ 0</b>		
	<b>Net Operating Income After Contribution to Capital</b>		<b>\$ 0</b>	<b>\$ 68,096</b>		
<b>RESERVES</b>						
	Prior Year Reserves Forward		\$ 3,340,000	\$ 2,500,000	-\$ 840,000	-34%
	Net Operating Income Forward		\$ 0	\$ 68,096	\$ 68,096	100%
	Reserves Contribution to Budget		\$ 2,059,538	\$ 0	-\$ 2,059,538	0%
	<b>Subtotal</b>		<b>\$ 1,280,462</b>	<b>\$ 2,568,096</b>	<b>\$ 1,287,634</b>	

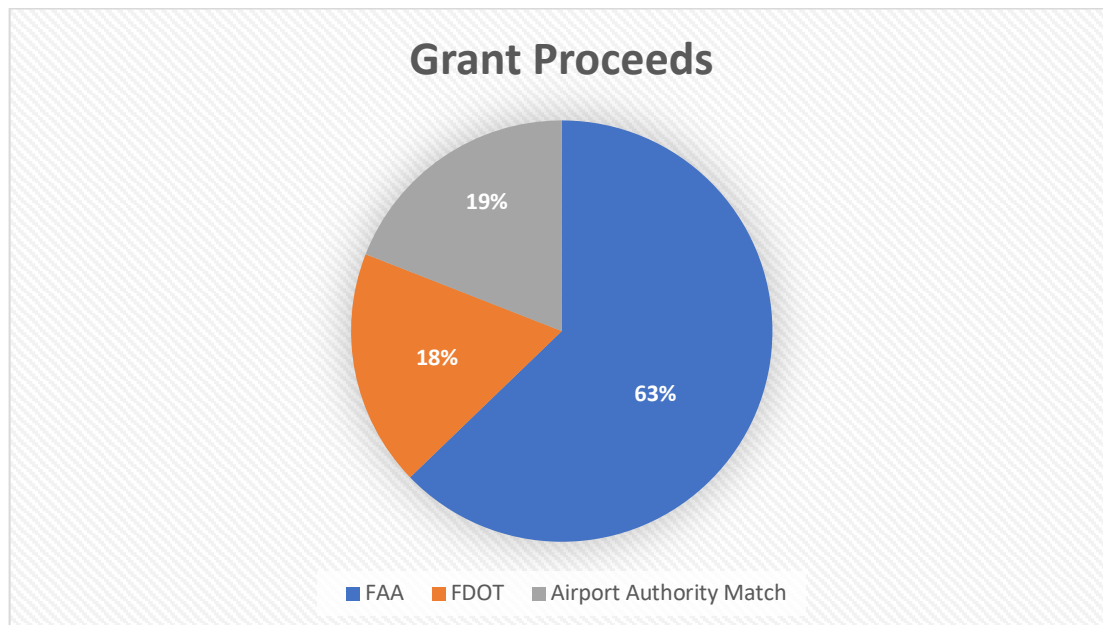


## Non-Operating: Grant Proceeds

Non-Operating Grant Proceeds are from sources including the FAA, FDOT, FIND & FAA-PFC. In FY 2019-2020, two important sources of Grant Proceeds are FAA with \$3,510,000 budgeted, representing sixty-three percent (63%) of Total Grant Proceeds, and FDOT with \$1,015,000 budgeted, representing eighteen percent (18%) of Total Grant Proceeds. Contributions from these two agencies total \$4,590,000 which accounts for eighty-one percent (81%) Total Grant Proceeds and forty-two percent (42%) of Total Revenues.

State and federal agencies generally require a local funding share. In FY 2019-2020, the Airport Authority share is budgeted at \$1,065,000. A summary of Grant Proceeds is provided in Chart 7.

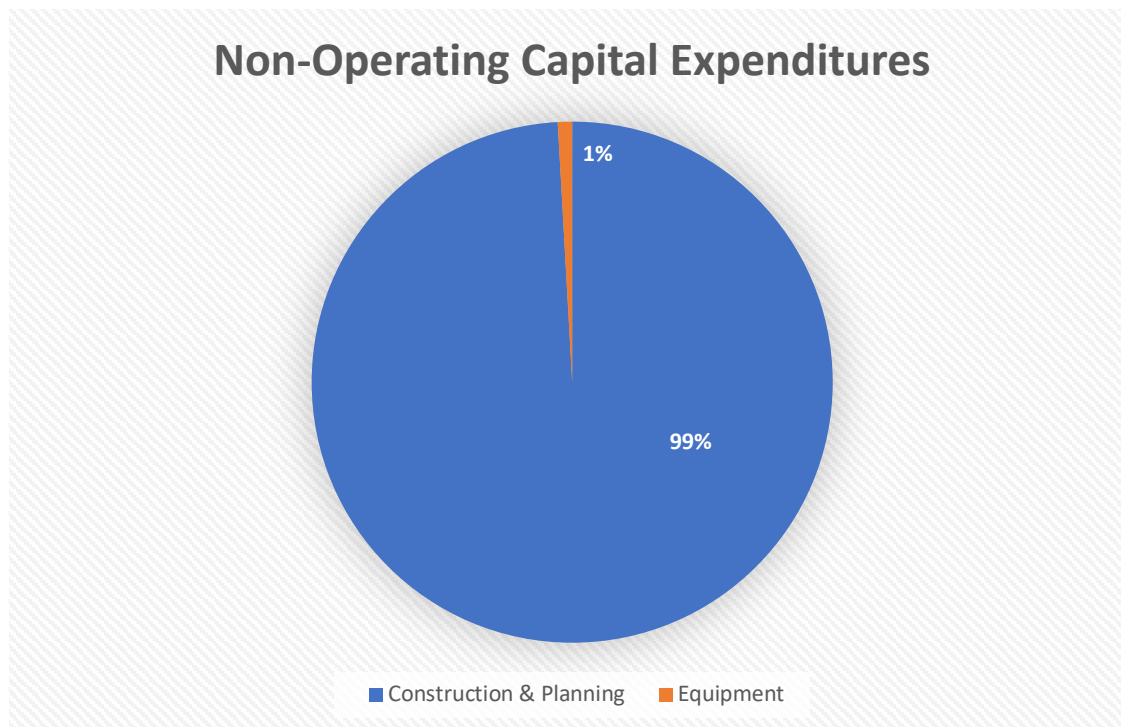
Chart 7.



## Non-Operating – Capital Expenses

Capital Expenditures include Construction & Planning Expenses and Equipment Expenses. In FY 2019-2020, Construction & Planning Expenses represent ninety-nine percent (99%) of Non-Operating Capital Expenses and Equipment Expenses account for one percent (1%) of Non-Operating Capital Expenses. A summary is provided in Chart 8.

Chart 8.



# Personnel & Benefits Expenses: 5-Year Projection

A five-year projection of Personnel & Benefits Expenses is provided in Table 7.

Table 7.

BUDGET FY 2019-2020		\$	\$	\$	\$	\$
		Proposed FY 2019-20	Projected FY 2020-21	Projected FY 2021-22	Projected FY 2022-23	Projected FY 2023-24
<b>PERSONNEL</b>						
<i>Total # of Employees</i>		11FT + 1PT				
<b>Salaries</b>						
	Existing Positions	\$ 699,317	\$ 720,297	\$ 741,906	\$ 764,163	\$ 787,088
	Reserve for Adjustments	\$ 20,980	\$ 20,980	\$ 21,609	\$ 22,257	\$ 22,925
	Travel, Overtime & Auto	\$ 27,716	\$ 27,716	\$ 27,716	\$ 27,716	\$ 27,716
	<b>Subtotal</b>	<b>\$ 748,013</b>	<b>\$ 768,992</b>	<b>\$ 791,231</b>	<b>\$ 814,136</b>	<b>\$ 837,729</b>
<b>Taxes</b>						
	FICA, SUTA, Workers Comp.	\$ 90,924	\$ 93,652	\$ 96,461	\$ 99,355	\$ 102,336
	<b>Subtotal</b>	<b>\$ 90,924</b>	<b>\$ 93,652</b>	<b>\$ 96,461</b>	<b>\$ 99,355</b>	<b>\$ 102,336</b>
<b>Benefits</b>						
	Retirement	\$ 125,006	\$ 128,756	\$ 132,619	\$ 136,598	\$ 140,696
	Insurances	\$ 151,852	\$ 156,408	\$ 161,100	\$ 165,933	\$ 170,911
	<b>Subtotal</b>	<b>\$ 276,858</b>	<b>\$ 285,164</b>	<b>\$ 293,719</b>	<b>\$ 302,531</b>	<b>\$ 311,606</b>
	<b>TOTAL</b>	<b>\$ 1,115,795</b>	<b>\$ 1,147,808</b>	<b>\$ 1,181,411</b>	<b>\$ 1,216,022</b>	<b>\$ 1,251,671</b>

# Capital Expenses

In FY 2019-2020, Capital Expenses represent fifty-one percent (51%) of Total Expenses.

Table 8.

BUDGET FY 2019-2020					
	\$	\$	\$	\$	\$
<b>Equipment</b>					
Equipment & Non-Grant Improvements		\$ 50,000			
<b>Subtotal</b>		<b>\$ 50,000</b>			
<b>Construction &amp; Planning</b>					
<u>Project Names</u>	<b>TOTAL COST</b>	<b>Federal 90%</b>	<b>FDOT 50%</b>	<b>FDOT 5%</b>	<b>Authority</b>
Airline Terminal Apron	\$ 3,600,000	\$ 3,240,000	\$ 0	\$ 180,000	\$ 180,000
Taxiway "D" Design Only	\$ 250,000	\$ 225,000	\$ 0	\$ 12,500	\$ 12,500
Airport Master Plan	\$ 50,000	\$ 45,000	\$ 0	\$ 2,500	\$ 2,500
T-Hangars – Replacement B&C	\$ 1,400,000	\$ 0	\$ 700,000	\$ 0	\$ 700,000
Design Terminal East Access Road	\$ 40,000	\$ 0	\$ 20,000	\$ 0	\$ 20,000
Land Acquisition	\$ 200,000	\$ 0	\$ 100,000	\$ 0	\$ 100,000
General Aviation Terminal Painting	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 50,000
<b>Subtotal</b>	<b>\$ 5,590,000</b>	<b>\$ 3,510,000</b>	<b>\$ 820,000</b>	<b>\$ 195,000</b>	<b>\$ 1,065,000</b>
<b>Construction &amp; Planning Project Funding by Source</b>					
	<b>TOTAL COST</b>	<b>% of Total</b>			
Federal Funds (FAA)	\$ 3,510,000	62.79%			
State Funds (FDOT)	\$ 1,015,000	18.16%			
FIND	\$ 0	0.00%			
Authority Contribution to Capital Requirement	\$ 1,065,000	19.05%			
<b>Subtotal</b>	<b>\$ 5,590,000</b>	<b>100.00%</b>			
<b>TOTAL - Capital Equipment &amp; Construction Planning</b>		<b>\$ 5,640,000</b>			

# Capital Equipment & Non-Grant Improvements

## Airport Authority Server Replacement FY 2019-2020



## Airport Authority Server Replacement

Proposed major projects that likely trip the threshold to be included as capital include the replacement of all Airport Authority Servers to include those associated with all airport business, security and access control.

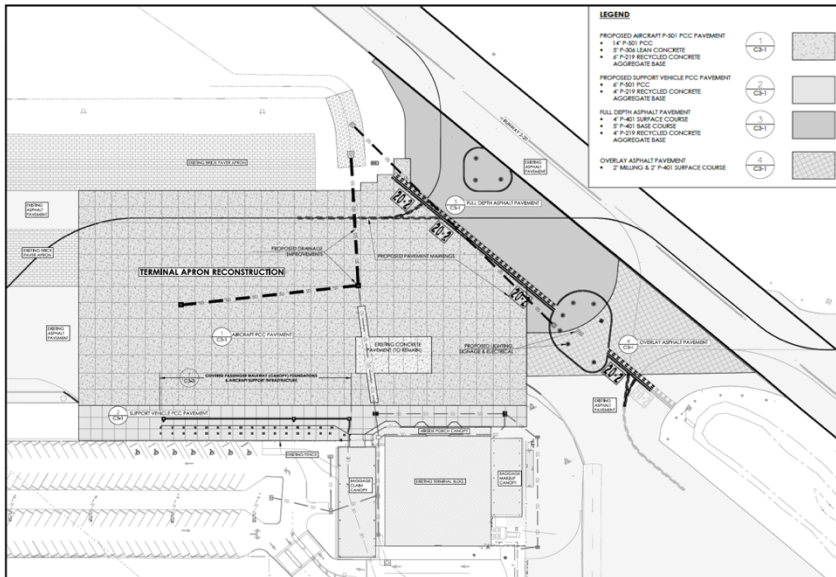
Table 9.

Equipment	
Equipment & Non-Grant Improvements	\$ 50,000
<b>Subtotal</b>	<b>\$ 50,000</b>



# Construction & Planning Projects

## Airline Terminal Apron FY 2019-2020



## Airline Terminal Apron

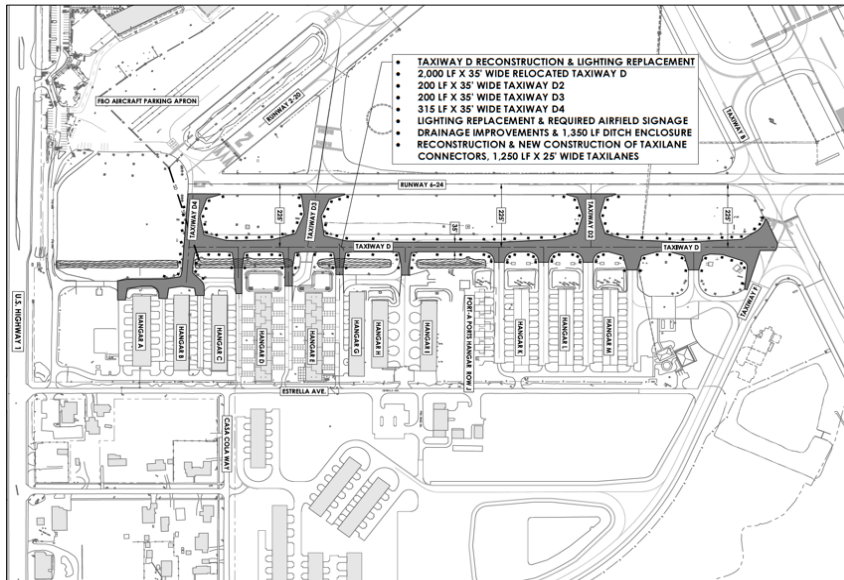
This project includes reconstruction of approximately 14,000 SY of aircraft apron pavement, consisting of 12,000 SY of 14-inch Portland cement concrete pavement and 2,000 SY of 6-inch portland cement concrete pavement.

Table 10.

Construction & Planning					
Project Name	TOTAL COST	Federal 90%	FDOT 50%	FDOT 5%	Authority
Taxiway "D" – Design Only	\$ 3,600,000	\$ 3,240,000	\$ 0	\$ 180,000	\$ 180,000
<b>Subtotal</b>	<b>\$ 3,600,000</b>	<b>\$ 3,240,000</b>	<b>\$ 0</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>

# Construction & Planning Projects

## Taxiway “D” – Design Only FY 2019-2020



## Taxiway “D” – Design Only

Taxiway “D” is the parallel taxiway associated with Runway 6-24. It also serves as a primary access corridor for the south-end of the Taxiway “B” system which service Runway 13-31. The project is funded by the FAA and consists of a design only effort for the rehabilitation of this 30+ year old pavement. FAA has indicated that they intend to fund the construction late next summer with reconstruction work to begin early in FY 2020-21. Design considerations include a slight relocation of the centerline of the taxiway to provide compliance with existing FAA design standards, new LED lighting and enclosure of the associated open swales located immediately south of the pavement. Connections with all T-Hangar access taxiways is also proposed for the project scope.

Table 11.

Construction & Planning					
Project Name	TOTAL COST	Federal 90%	FDOT 50%	FDOT 5%	Authority
Taxiway “D” – Design Only	\$ 250,000	\$ 225,000	\$ 0	\$ 12,500	\$ 12,500
Subtotal	\$ 250,000	\$ 225,000	\$ 0	\$ 12,500	\$ 12,500

# Construction & Planning Projects

## Airport Master Plan FY 2019-2020



## Airport Master Plan

The final work effort associated with Airport Master Plan is facilitated by this capital project. The work effort will largely consist of final approval coordination of all participating agencies, including FAA, FDOT and the Airport Authority. The final production of the report documents and online versions of the plan is also included in this concluding phase.

Table 12.

Construction & Planning					
Project Name	TOTAL COST	Federal 90%	FDOT 50%	FDOT 5%	Authority
Airport Master Plan	\$ 100,000	\$ 90,000	\$ 0	\$ 5,000	\$ 5,000
<b>Subtotal</b>	<b>\$ 100,000</b>	<b>\$ 90,000</b>	<b>\$ 0</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>

## Construction & Planning Projects

### Replacement B & C FY 2019-2020



### T-Hangars – Replacement B & C

This capital project consists of the final project efforts associated with the Authority's project that replaced approximately 30 old units that have exceeded their respective useful life. The total project includes that addition of 47 new units within 4 buildings along with associated access, drainage and parking. The FY 2019-20 capital project reflects the final phase funding participation of FDOT.

Table 13.

Construction & Planning					
Project Name	TOTAL COST	Federal 90%	FDOT 50%	FDOT 5%	Authority
T-Hangars – Replacement B&C	\$ 1,400,000	\$ 0	\$ 700,000	\$ 0	\$ 700,000
Subtotal	\$ 1,400,000	\$ 0	\$ 700,000	\$ 0	\$ 700,000

# Construction & Planning Projects

## Design Terminal East Access Road FY 2019-2020



## Design Terminal East Access Road

This project consists of the first-phase design effort associated with a wholesale redesign of the terminal area access and parking and the perimeter access road known as “Hawkeye View Lane” which connects Gun Club Road to the eastside Grumman and Corporate Hangar Areas of the airport. The majority of construction dollars are programmed for FY 2020-21 and beyond. It is possible that Funding may also be available from FAA for elements of this project. Airport Staff will be preparing additional documentation for an eventual FAA determination as to eligibility.

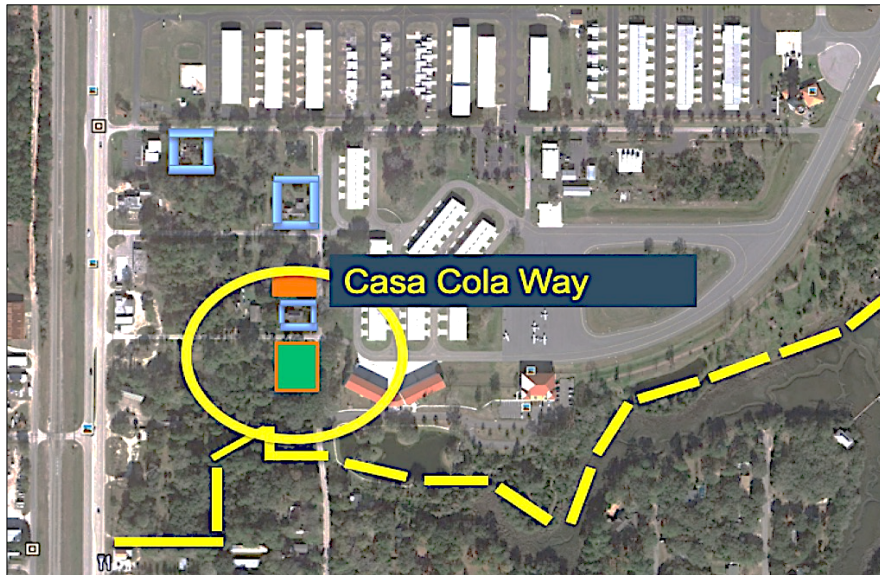
Table 14.

Construction & Planning					
Project Name	TOTAL COST	Federal 90%	FDOT 50%	FDOT 5%	Authority
Design Terminal East Access Road	\$ 40,000	\$ 0	\$ 20,000	\$ 0	\$ 20,000
<b>Subtotal</b>	<b>\$ 40,000</b>	<b>\$ 0</b>	<b>\$ 20,000</b>	<b>\$ 0</b>	<b>\$ 20,000</b>



# Construction & Planning Projects

## Land Acquisition FY 2019-2020



## Land Acquisition

This capital line item provides for additional funding from FDOT for the Authority's efforts to acquire critical property ownership interest along Casa Cola and Indian Bend Roads, but funds may be directed to any eligible acquisition consistent with the grant terms. The funds depicted represent the additional funding of FDOT; augmenting funding in the FY 2018-19.

Table 15.

Construction & Planning					
Project Name	TOTAL COST	Federal 90%	FDOT 50%	FDOT 5%	Authority
Land Acquisition	\$ 200,000	\$ 0	\$ 100,000	\$ 0	\$ 100,000
Subtotal	\$ 200,000	\$ 0	\$ 100,000	\$ 0	\$ 100,000



# Construction & Planning Projects

## General Aviation Terminal Painting FY 2019-2020



## General Aviation Terminal Painting

Perhaps self-explanatory, this capital project facilitates the painting of the General Aviation Terminal Area buildings. This project is proposed for 100% funding by the Airport Authority.

Table 16.

Construction & Planning					
Project Name	TOTAL COST	Federal 90%	FDOT 50%	FDOT 5%	Authority
General Aviation Terminal Painting	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 50,000
<b>Subtotal</b>	<b>\$ 50,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 50,000</b>

# APPENDIX 1

## Fuel Sales - 4-Year History

Chart 9.

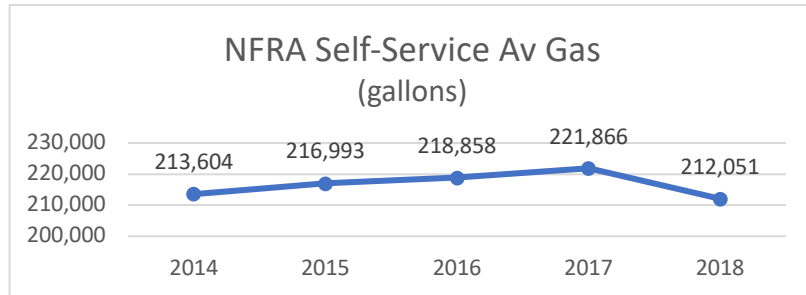


Chart 10

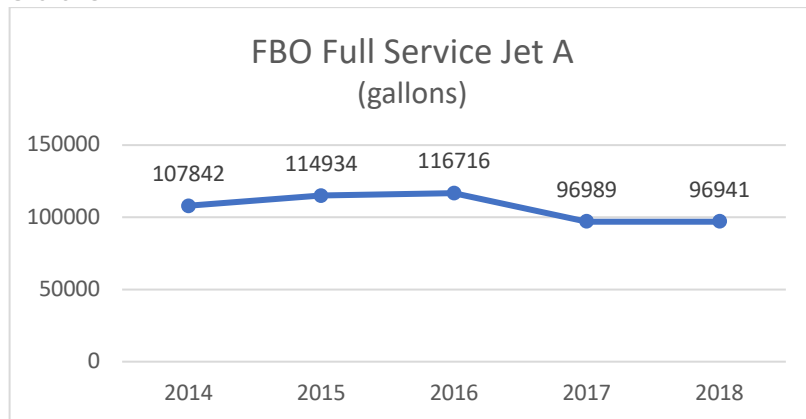
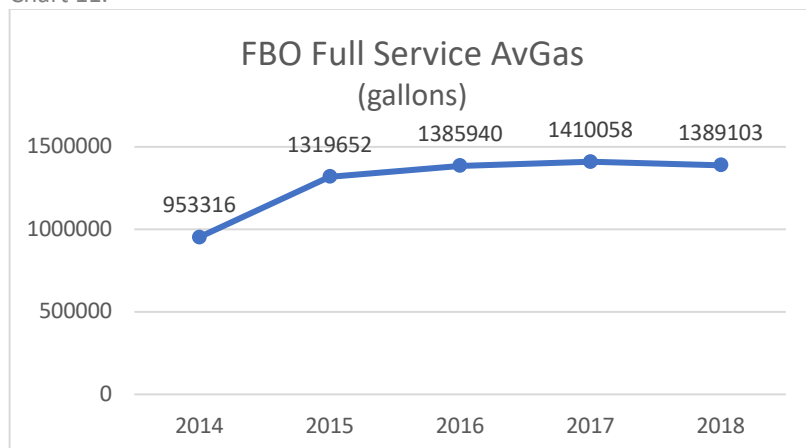


Chart 11.



(Note: December 2014 data not included.)

## APPENDIX 2: Income & Expense Accounts

The St. Augustine - St. Johns County Airport Authority utilizes a chart of accounts as government accounting best practice in the State of Florida. Many income and expense accounts include sub-accounts for effective funds management. Below please find a list of all income and expense accounts. *(Note: All sub-accounts may not be used in FY 2019-2020, but are retained in the chart of accounts for various purposes.)*

### AD VALOREM REVENUES

### FEDERAL GRANT REVENUES

### STATE GRANT REVENUES

### FIND GRANT REVENUES

### FUEL SERVICE REVENUE

- Self Fuel AvGas Revenues
- Self Fuel Flowage Fees
- Self Fuel Refueler
- FBO Fuel Flowage Fees
- FBO Fuel Farm Maintenance Fee
- Other Tenant Fuel Flowage Fees
- Fuel Service Revenue – Other

### LEASE REVENUE

- **Commercial Tenant Revenue**
  - FBO Fuel Farm Revenues
  - Grumman Rent Revenues
  - Hanger 27 Deferred rent
  - North 40 Hangar Deferred rent
  - FBO Terminal Rent Revenue
  - Restaurant Rent Revenues
  - Commercial hangers – Other
  - Commercial Tenant Revenue – Other
- **Corporate Hangar Revenue**
- **Major Lease Revenue**
  - Atlantic Leasehold
  - Northrop Bldg. 27
  - Northrop Bldg. 27 Brkr Fee
  - Northrop North 40 Improvements
  - Major Lease Revenue – Other
- **Other Lease Revenue**
  - Land Lease Revenue
  - Office Rent Revenue
  - Other Lease Revenue – Other
- **Rental**
  - Residential Revenue
  - T-Hangar Revenue
  - Tie Down
  - Rental (less than 2 years) – Other
- **TowerCom Ground Lease**
- **Lease Revenue – Other**

### OPERATING AGREEMENTS

- Airline Operations
- Parking Revenues
- Rental Cars
- Taxi Cab Operations
- Payphone Revenues
- Vending Machine Revenues
- Airline Operations Revenues – Other

## **OPERATING AGREEMENTS/OTHERS**

### **USE FEES**

- Conference Room Revenue
- Concession Fees
- Rental Car Agreement Revenues
- U.S. Customs
- Washrack Revenue
- Access Badge Fees
- Use Fees – Other

### **OTHER REVENUES**

- Investment Income
- Investment Unrealized Gain/Loss
- Administrative Fees
- Reimbursed Expense
- Miscellaneous Income
- Other Revenues – Other

### **IMPACT FEES – GRUMMAN**

### **DISPOSITION OF ASSETS**

### **SALE OF SURPLUS ITEMS / SCRAP**

### **BAD DEBT RECOVERY**

### **SETTLEMENTS**

### **INTEREST INCOME-OPERATING ACCT**

### **RETURNED CHECK CHARGES**

### **COST OF GOODS SOLD**

- Cost of Fuel
  - Avgas 100 LL Cost
  - Processing fees
  - Cost of Fuel – Other

### **COST OF FUEL**

- Avgas 100 LL Cost
- Processing fees
- Cost of Fuel - Other

### **PERSONNEL & BENEFITS**

- Salary – Exec. Director
- Regular Salary & Wages
- Wages-Non-Member Retirement System
- Overtime Pay
- Paid Time Off
- Auto Allowance
- Payroll Taxes
- Retirement Contributions
- Employee Benefits
- Workers' Comp Insurance
- Unemployment Comp Fund
- Personnel & Benefits – Other

### **PROFESSIONAL SERVICES**

- Accounting & Audit
- Appraisal Services
- Architectural Services
- Court Reporting
- Engineering Services
- Appraisals
- Legal Services – Other
- Legal Services – Retainer
- LEO & ARFF Personnel
- Professional – General
- Professional Services - Other

**AIRLINE OPERATIONS**

- Cleaning Service
- Pest Control Service
- LEO
- Fire
- Maintenance Contracts
- Airline Operations – Other

**TRAVEL AND PER DIEM****TECHNOLOGY**

- Communications Equipment
- Computer Equipment
- Network Equipment
- Security Equipment
- Phone, Internet, Data Service
- Technology – Other

**UTILITY SERVICES**

- Electric
- Water & Sewer
- Waste Disposal
- Utility Services – Other

**LEASES**

- Land lease
- Office Equipment Lease
- Maintenance Equipment
- Leases – Other

**REPAIRS & MAINTENANCE**

- Building
- FBO Fuel Farm
- Self Fuel Farm
- Grounds
- Airfield & Nav aids
- Vehicle & Equipment
- Office Equipment
- Computer, Communications, Network
- Self Fuel Refueler
- Rental & Lease
- Repairs & Maintenance – Other

**OUTSIDE COMMUNICATIONS**

- Public Relations
- Airport
- Events & Sponsorships
- Airline
- Outside Communications – Other

**GOVERNMENT FEES & ASSESSMENTS**

- Advertising
- Rental Application fees
- Property Appraiser Assessment
- Property Taxes
- Licenses, Permits & Fees
- CBP Service
- Government Fees & Assessments – Other

**OTHER FEES & ASSESSMENTS**

- Admin Fees / Bank Charges
- Merchant Account Fees
- Other Fees & Assessments - Other

**OFFICE EXPENSE**

- Office Supplies
- Office Equipment
  - Computer
  - Other Office Equipment
  - Office Equipment – Other
- Office Furniture
- Postage & Delivery
- Printing and Reproduction
- Office Expense – Other

**OPERATING EXPENSES**

- Supplies
- Software/Support
- Fuel/lubricants
- Conference Center
- Operating Tools/Equip
- Other Operating Expense
- Uniform
- Fuel Adjustment
- Operating Expense – Other

**CHEMICALS**

**PUBLICATION & MEMBERSHIPS**

**PROFESSIONAL DEVELOPMENT**

**MISCELLANEOUS EXPENSE**

**BAD DEBT / WRITEOFFS**

**DEPRECIATION EXPENSE**

**AMORTIZATION EXPENSE**

**NORTHROP GRUMMAN BLDG 27 BRKR FEE**

**FEASIBILITY STUDY**

**FUEL FARM & A/C WASH AREA AOX62**

**INTEREST EXPENSE – DEBT SERVICE**

**PARKING FACILITY EXPENSE**

- Parking Prof Services
- Parking Equip Maintenance
- Parking Ticket Printing
- Parking Adm Fees / Bank Charges
- Parking Facility Expenses – Other

**BANK SERVICE CHARGES**

**RECONCILIATION DISCREPANCIES**

*\*Note: Not all revenue and expense accounts or subaccounts may be used in FY 2019-2020*





ST. AUGUSTINE • ST. JOHNS COUNTY  
**AIRPORT AUTHORITY**

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