

Barnstable Municipal Airport Enterprise Fund

Purpose Statement

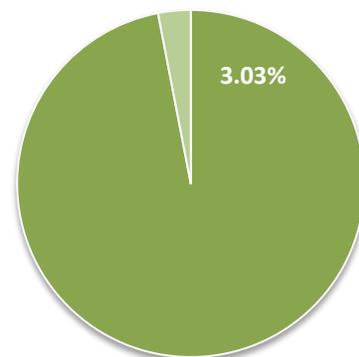
To provide a safe and superb air travel experience and high quality aviation activities to the citizens of the Town of Barnstable, the Cape Cod region, and the Commonwealth of Massachusetts. As a non-hub primary airport and a major transportation facility, our goal is to foster local economic growth; and to ensure that the airport remains an integral part of the regional transportation plan in an effort to meet the demand for present and future air travel

Recent Accomplishments

- ➔ Maintained compliance with all Federal & State airport safety and certification requirements.
- ➔ Completed the reconstruction of the circa 1985 Runway 15/33, including a portion of the circa 1962 Taxiway Bravo and the remaining portion of the circa 1966 Taxiway Charlie; the replacement of the Visual Approach Slope Indicator (VASI) system with a Precision Approach Path Indicator (PAPI) system; and install an airfield lighting control system (ALCS) fiber optic network; and other associated airfield improvements including new LED taxiway lights;
- ➔ Removed a 550-gallon fiberglass underground storage tank used to store diesel fuel for a backup generator for airfield lighting located inside the on the eastern side of Airport property;
- ➔ Commenced development of a marketing plan for the airport (Part of continuous Short and Long Term Goals);



Percentage of FY19 All Appropriated Funds



Airport Enterprise Fund comprises 3.03% of all appropriated funds.

Additional Recent Accomplishments

- Continued ongoing air service development efforts, as part of an informal regional Airport Manager's working group to seek additional air service individually and regionally; and to help foster mutual exchanges of airport best practices and to share airport information. Group is composed of the five regional airports at Barnstable (HYA), Nantucket (ACK), Martha's Vineyard (MVY), Provincetown (PVC) and New Bedford (EWB) (Part of continuous Short and Long Term Goals); and
- Continued into our fifth year of major air carrier service with JetBlue Airways with seasonal daily direct flights between Hyannis and New York City (JFK Airport).
- Rectrix Shuttle continues to provide air service between Hyannis and Nantucket and added another destination with flights to LaGuardia (LGA);
- Commenced service in the summer 2017 with Peter Pan Bus Line adding a stop at Barnstable Municipal Airport in their popular daily express route to Boston;
- SpectaculAir Air Charter's commenced shared charter services with the focus on the Hyannis-Nantucket market;
- Continued to host the Collings Foundations' **WINGS OF FREEDOM TOUR** bringing vintage aircraft to the Cape displaying living history on the ground and in the skies. The tour brings extremely rare bomber and fighter aircraft including the North American B-25 Mitchell "Tondelayo", Boeing B-17 Flying Fortress "Nine O Nine" WWII Heavy Bomber, Consolidated B-24 Liberator "Witchcraft" WWII Heavy Bomber and P-51 Mustang fighter;



AIRPORT - ARIAL VIEW

Additional Recent Accomplishments (Continued)

- The airport's 6.669 megawatt (DC) ground mounted solar photovoltaic array continues to generate revenues for the facility and continues to exceed minimum annual guaranteed revenue levels (Continuous Short Term Goal);
- Cape Cod Coffee of Mashpee opened their Airport Café location in October of 2017 (Continuous Short and Long Term Goals);
- As a Gateway Airport for Presidential visits to Martha's Vineyard, the airport completed the final year of security screenings for nearly 300 visiting aircraft – another record year;
- The airport continues to support our local communities and activities by hosting the Cape Cod Concert Band for practices; the Veterans of Foreign Wars Post 2578 and the Marine Corps League Cape Cod Detachment 125; the Coast Guard Auxiliary Division 11; and the Cape Cod and Islands Art Educators Association Art Program; and a variety of other functions and meetings (Continuous Short Term Goal).;
- The 11th anniversary celebration of the Cape Cod Young Professionals Back to Business Bash was held in the airport's terminal in September 2017. This was the airport's second hosting of the Young Professionals in the terminal opening our doors to over 900 members (Continuous Short Term Goal).



AIRPORT – TERMINAL MAIN ENTRANCE

Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Short-Term:

1. Depending upon FAA and MassDOT Aeronautics funding availability:
 - a. Complete a Comprehensive Airport Layout Plan/FAA Master Plan Update last updated in the mid-1990s including an Underground GIS Utilities Survey; alignment analysis of Taxiways Bravo, Delta and Echo; Runways 15/33 enhancements & improvements analysis for extending runway length; Engineered Material Arresting System (EMAS) replacement, obstruction analysis and aircraft parking demand analysis.
 - b. Replace snow removal and aircraft firefighting equipment/apparatus.
 - c. Continue to improve, repair, maintain and/or replace, various airport fixed assets as required and as approved, in the Capital Improvement Plan;
2. Take steps to increase airport revenues by developing a focused marketing plan that delves into a marketing and public relations plan that targets the airport's intended audiences, establishes a consistent and strong message, and spells out specific activities to communicate the airport's message and collective goals:
 - a. Improve General Aviation (GA) business at the airport
 - b. Diversify the airport's revenue stream
 - c. Improve air transportation options for Cape, the Islands and Southeastern MA
 - i. Continue to develop market strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel. If feasible, work with the local community to develop an application for a USDOT Small Community Air Service Development (SCASD) grant proposal to provide financial assistance to enhance air service.
 - d. Bring customers back
3. Complete the Comprehensive Airport Layout Plan/FAA Master Plan Update last updated in the mid-1990s;
4. Continue to work with new "on-call" airport architect to develop a 20-year airport preventative maintenance, repair, and replacement program for all airport-owned structures; and to include passenger terminal improvements to meet potential increased demand for scheduled air carrier services.
5. Continue to improve community relations with consideration to develop support for the Airport's future plans and to address efforts for noise and pollution abatement.
6. Complete steps to respond to the Request for Information (RFI) issued by the MassDEP regarding an evaluation of potential releases of chemicals of emerging concern on airport property, as well as in hydrologically up and down gradient locations.
7. Evaluate available technologies for improving noise reductions; and storm-water and groundwater management.
8. Research and update the airport minimum standards, including rates and fees.

Fiscal Year 2019 Goals and Objectives (Continued)

(All Goals relate to the nine areas of the Town Council's Quality of Life Strategic Plan- See Introduction Section)

Long-Term:

1. Work with tenants and potential developers to improve General Aviation (GA) business at the airport by building new general aviation facilities and public facilities to meet the needs of general aviation demand and new marketing initiatives. Continue to explore all options to provide better airport support for general aviation needs such as:
 - a. Addition of an aviation flight school
 - b. Improved customer service
 - c. Improved maintenance facilities
 - d. Improved access for GA pilots
 - e. Modification to Transportation Safety Administration (TSA) regulations to better accommodate GA
 - f. Improved utilization of the East Ramp and access points
 - g. Improved restaurant access on-airport
2. Continue to develop marketing strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel.
3. Diversify the airport's revenue stream by looking into airport land development and other non-aviation sources of revenue.
4. Serve as an integral component of the Cape Cod Transportation Plan in order to more effectively promote the use of all transportation modes to meet the regional demand for better transportation and parking services.
5. Continue working with the Town of Barnstable to develop Phase 3 for additional solar development at the airport.
6. Depending upon FAA and MassDOT Aeronautics funding availability:
 - a. Begin design and construction of various terminal building enhancements.
 - b. Initiate improvements to the Eastside airport access road.
 - c. Commence the design and reconstruction of the circa 1985 Runway 6/24.
 - d. Initiate new enhanced airport secure access control improvements to supplement prior security upgrades.
 - e. Implement the design and reconstruction of the circa 1995 Airport Snow Removal Equipment/Aircraft Rescue and Firefighting Facility.
 - f. Complete a new Vegetation Management Plan (VMP) and Airspace Study for the Airport.
 - g. Update the Airport utilities infrastructure systems plan; and complete a comprehensive data base for all construction and engineering data at the airport.
 - h. Reconstruct and Re-Align Taxiways Delta, Echo and Bravo to meet Federal Aviation Administration (FAA) design criteria.
 - i. Continue to monitor nutrient loading from current and projected facilities and infrastructure on the East Ramp to determine need to construct a new Town sewer or install on-site proprietary denitrifying systems to be installed in stages as needed and obviate the need for a new sewer line, pump stations and a long force main;
 - j. Design and construct a new snow removal equipment storage building and T-Hangar.
 - k. Replace the circa 1997 Mo-Gas and Diesel Fuel Con-Vault, Gas Boy and alarm system.
 - l. Replace airport snow removal equipment and aircraft firefighting apparatus.

Description of Airport Enterprise Fund Services Provided

The Barnstable Municipal Airport serves as a distinct commercial transportation hub for the residents of the Town of Barnstable and Cape Cod by meeting the regional demand for air transportation. For some, it provides very affordable and economic travel opportunities from Hyannis to other major destinations across the country, and yet for others, the airport provides a much needed mode of travel to and from the Islands of Nantucket and Martha's Vineyard. This includes travel, tourism, and for a large professional labor force that commute to jobs. As documented in the Massachusetts Department of Transportation (MassDOT) Aeronautics Division FY2014 Economic Impact Analysis, the Barnstable Airport, in conjunction with its tenants and associated businesses, provide employment opportunities for 2,135 people, with an annual payroll in excess of \$85.3 million, with a regional economic output in excess of \$208 million. In FY2017 the Airport supported over 97,063 aircraft operations; and about 62,600 passengers embark to and debark from a variety of locations. These figures do not include a vast array of commercial charter passenger services, general aviation activities that include private and corporate passenger and freight services, and aviation flight services. From Hyannis, travelers are afforded many flight opportunities, to local and national destinations, including Nantucket and Martha's Vineyard, Boston, New York City and beyond.

The Barnstable Municipal Airport has met the requirements of the Title 49 USC, Subtitle VII – Aviation Program, and is authorized to operate as a certificated airport in accordance with, and subject to, said statute and the rules, regulations, and standards prescribed there under, including but not limited to, 14 CFR Part 139 and as approved in its Airport Certification Manual on file with the Federal Aviation Administration (FAA); and is approved as a public use airport in accordance with the provisions of Chapter 90, Section 39B of the General Laws of Massachusetts; and as such, is recertified on an annual basis by the FAA and the MassDOT Aeronautics Division.

The Barnstable Airport is managed by a seven member Airport Commission appointed by the Town Council. In FY2017 the Airport employed 23 full-time employees who operate and maintain the Airport 24 hours a day, 7 days a week, 365 days a year. The duties of airport personnel are both broad and varied, many of which are dictated by the FAA FAR Part 139 Airport Certification. The services are provided by three separate and distinct Airport Departments: Airport Operations, Airport Maintenance, and Airport Administration – that work together as a whole to provide mandated and required services.

Administration Department

The Administrative staff performs a myriad of administrative functions including but not limited to overseeing airport security, noise abatement and environmental response, billing, auditing and bookkeeping, contracting, construction oversight, capital planning, budgeting, grants administration, processing airport employee and tenant security identification files, personnel administration, overseeing leases, intergovernmental liaison, public relations, and communications.

Operations Department

The nine (9) full-time Operations employees are tasked with servicing tenant and transient aircraft, including transportation of passengers from these aircraft, and passenger transportation in the busy summer months to and from remote parking areas; performing wildlife management duties to keep flight operations safe; refueling aircraft; deicing aircraft; inspecting and ensuring a safe airfield; and responding to emergency situations with our Aircraft Rescue and Fire Fighting vehicles. Aircraft rescue response, as mandated by the Federal Aviation Administration, must be able to respond to and reach an accident site on the airfield within three minutes or less. Airport rescue personnel constantly train and participate in live drill exercises in order to stay proficient and ready to handle any aircraft emergency. The Airport rescue response is backed up by the Hyannis Fire Department, and once on scene, they assume the role of Incident Commander.

Maintenance Department

Upkeep of the airfield and airport facilities by our eight (8) full-time Maintenance employees takes precedence over all other maintenance tasks. Since Barnstable Airport is a certified FAA FAR Part 139 commercial service airport, any and all airside discrepancies must be documented and corrected as expeditiously as possible. Their duties include maintaining runways, taxiways, and ramps; painting airfield markings; mowing all grass areas in the 683 acre airport property; maintaining all airfield lighting; conducting all emergency and snow removal operations for the airfield and the terminal roadways; maintaining all airport owned buildings and grounds; and maintaining the fleet of vehicles needed to accomplish our mission.

Capital Program

The airport participates in the federally sponsored Airport Improvement Program (AIP), which is administered by the Federal Aviation Administration. This program has an entitlement component with funding being determined by enplanement levels. The airport's annual entitlement grant has been approximately \$1.2 million, and may be reduced to no less than \$1.0 million. These capital funds are supplemented by FAA discretionary funds when available. The airport also participates in the Massachusetts Department of Transportation Aeronautics Division's Aviation Safety and Maintenance Program (ASMP) that contributes a cost share for federally sponsored projects. The airport makes annual expenditures for required airfield rehabilitation projects using these funds. Federally sponsored grants to fund airport capital projects consist of costs being shared in a threefold process: the Federal Aviation Administration (FAA) at 90%, the Massachusetts Department of Transportation (MassDOT) Aeronautics Division at 5%, and a local (Airport) share of 5%. For non-federally sponsored projects that are eligible for ASMP funding, MassDOT will provide 80% and the local airport share will be at 20%. Any other projects will be fully funded by the use of available airport reserve funds. The revised FY19 capital plan includes \$1.6 million in airfield improvements and future planning, design and permitting for future airfield improvements. \$246,000 of airport reserves and \$1.35 million in federal and state reimbursable grant funds will finance the program. Airport revenues will be used to pay any annual debt service requirements.

Airport Enterprise Fund Financial Summary

Factors Affecting Revenues

Airport activities are financed primarily through jet fuel sales, renewable energy, airport land lease fees, passenger traffic, vehicle parking and user fees collected from airlines and concessionaires. These significant factors in the generation of airport revenues represent actual measures of airport and aviation services. Fuel sales are also a measure of the Airport's competitiveness in the marketplace. The late 2015 bankruptcy filing by Island Airlines, Inc. continues to have a significant financial impact on the airport's operations. Island Airlines purchased approximately 250,000 gallons of jet fuel every year. This loss of jet fuel sales continues to affect overall jet fuel sales and the concurrent reduction in enplanements/deplanements has again resulted in a continuing reduction to the FY19 operating budget revenues.

Additionally, a nationwide pilot shortage has significantly affected existing airlines (Cape Air and Rectrix Shuttle) influencing the number of flight operations offered. The shortage has affected flight and passenger counts, which have decreased steadily over the past several years. The pilot decline has diversely affected airlines and other aviation industry businesses who have reported difficulties finding pilots to operate their fleet of aircraft. Currently, the problem appears to be more prevalent for regional and commuter type airlines rather than the mainline air carriers; thus affecting the airlines that currently serving Barnstable Municipal Airport (Cape Air and Rectrix Shuttle).

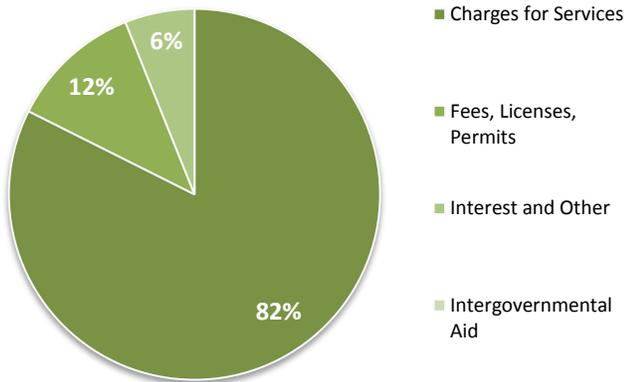
The loss in flight activity and passenger traffic has affected other businesses at the airport such as rental car and parking concessions. The overall effect may be somewhat mitigated if an additional new air carrier starts-up at the airport to provide new commuter services; and/or if any new or increased service by major airlines to other large hub destinations commences service.

Until the loss of Island Airlines occurred, passenger traffic had been showing a slight decrease for the past several years, primarily due to loss of passenger traffic between Hyannis and Nantucket to the high-speed ferry system. The new JetBlue seasonal service has been a boost in passenger traffic; however, the 2016 expanded service in the third year of operations did not provide the numbers needed to continue that expansion and in the coming season, the Jet Blue schedule has diminished somewhat. There are many changes happening in the industry and we are trying to capture a small part of that increased service.

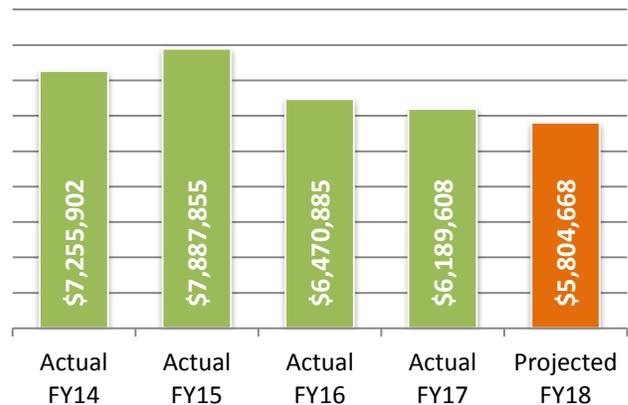
Fuel sales are more difficult to project due to the volatility in wholesale prices and the cyclical trends in the aviation industry. The airport's remaining jet fuel sales, however, are expected to increase slightly on an annual basis as past trends will substantiate due to increased general aviation flights.

New fees have been implemented including a passenger facility charge increase, which will contribute towards repaying bond issues to construct the new terminal and other approved airfield improvements. New annual revenues from the energy generated by the new solar array are exceeding initial guaranteed projections. The first 12 months of revenues exceeded the guaranteed annual output (GAO) by 38%; and Fiscal Year 2017 revenues exceeded the GAO by 4%. New solar initiatives are being reviewed in concert with the Town to further increase revenues in out years

FY19 Source of Funding



Airport Enterprise Fund Source of Funding History

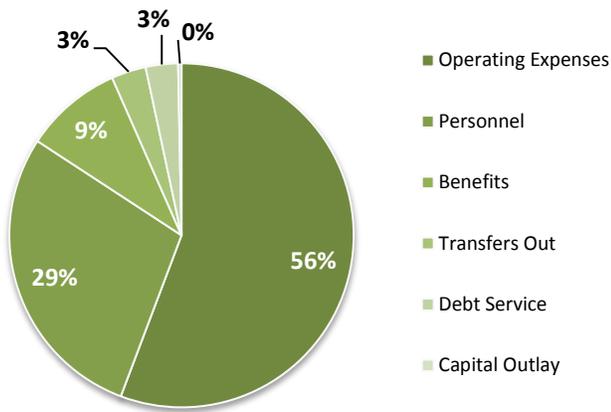


Charges for services are the largest revenue source at 82%, which Jet Fuel sales account for 67% of that category. Fees, licenses, permits are the second largest at 12% and includes land leases. Revenue has been on a steady decline over the past three years mainly due to the bankruptcy filing of Island Airlines and its residual effects on other areas in the airport’s operations.

Factors Affecting Expenses

Expenses for costs required for or associated with personnel and medical costs, operations, and maintenance will rise in response to projected increases in inflationary costs and union contracts. The annual loan payment for a bond issue to construct the new terminal is included in the budget as well as new debt service for the new fuel farm, the East Ramp construction project and the taxiway Alpha reconstruction project. Other factors affecting this budget include the reduction in volume of jet fuel sales and the current low cyclical cost of jet fuel. There is an increasing need to replace safety, maintenance and emergency equipment; and to perform required preventative maintenance repairs to existing buildings and airfield facilities in the operating capital budget. The combination of these factors will negatively affect the operating budget and have necessitated a reduction in personnel and other personnel costs; reductions in non-essential operations and maintenance costs; a slight reduction in security costs; and a transfer of funds from the Airport Enterprise Reserve funds to balance the operating budget and the operating capital budget. Operating capital expenses and capital improvement projects have been deferred or reduced in scope to limit their impact on the airport reserves as a result of the increase in operating expenses.

Barnstable Municipal Airport
FY19 Budget by Expense Category



Barnstable Municipal Airport
Budget History



The operating expenses represent 56%, and the personnel and benefits 38% of all spending. The Airport Enterprise Fund budget has decreased from \$7.3 million in FY15 to \$6.1 million proposed FY19 over the five-year period, or 3.22% annually. This decrease is primarily due to the fluctuation in jet fuel sales and the Island Airlines bankruptcy. The level of jet fuel sales will dictate most of the fluctuations in this budget.



Airport Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Intergovernmental Aid	\$ 83,640	\$ 87,600	\$ 87,600	\$ -	\$ (87,600)	-100.00%
Fees, Licenses, Permits	640,683	663,341	668,608	673,251	9,910	1.49%
Charges for Services	4,632,131	4,956,281	4,708,709	4,807,281	(149,000)	-3.01%
Interest and Other	346,119	434,132	339,751	354,064	(80,068)	-18.44%
Transfers In	487,035	-	-	-	-	0.00%
Total Operating Source of Funding	\$ 6,189,608	\$ 6,141,354	\$ 5,804,668	\$ 5,834,596	\$ (306,758)	-4.99%

Intergovernmental Aid	\$ 2,634,272	\$ 950,000	\$ -	\$ 1,349,000	\$ 399,000	42.00%
Borrowing Authorizations	1,767,209	-	-	-	-	#DIV/0!
Total Capital Source of Funding	\$ 4,401,481	\$ 950,000	\$ -	\$ 1,349,000	\$ 399,000	42.00%

Total Sources of Funding	\$ 10,591,089	\$ 7,091,354	\$ 5,804,668	\$ 7,183,596	\$ 92,242	1.30%
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Expense Category						
Personnel	\$ 1,681,278	\$ 1,744,988	\$ 1,611,230	\$ 1,747,411	\$ 2,423	0.14%
Benefits	516,982	562,937	548,957	563,071	134	0.02%
Operating Expenses	3,128,863	3,669,440	3,337,767	3,419,523	(249,917)	-6.81%
Capital Outlay	9,158	147,600	57,358	19,600	(128,000)	-86.72%
Debt Service	68,229	170,344	170,344	185,957	15,613	9.17%
Transfers Out	435,498	213,228	288,228	199,297	(13,931)	-6.53%
Total Operating Budget	\$ 5,840,008	\$ 6,508,537	\$ 6,013,884	\$ 6,134,859	\$ (373,678)	-5.74%

Capital Improvements Program	\$ 3,830,785	\$ 1,075,000	\$ -	\$ 1,420,000	\$ 345,000	32.09%
Total Capital Expenses	\$ 3,830,785	\$ 1,075,000	\$ -	\$ 1,420,000	\$ 345,000	32.09%

Total Expenses	\$ 9,670,793	\$ 7,583,537	\$ 6,013,884	\$ 7,554,859	\$ (28,678)	-0.38%
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Excess (Deficiency) Cash Basis	\$ 920,296	\$ (492,183)	\$ (209,216)	\$ (371,263)	\$ 120,920
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Adjustment to accrual basis	(1,775,974)	-	-	-	
Beginning Net Assets per CAFR	72,034,002	71,178,324	71,178,324	70,969,108	
Ending Net Assets per CAFR	71,178,324	\$ 70,686,141	\$ 70,969,108	\$ 70,597,845	

Invested in capital assets, net of related debt (1)	(73,582,980)				
Invested in inventory (1)	(89,369)				
User fees receivable (1)	(105,259)				
Reserved for continuing appropriations (2)	(89,344)				
Reserved for subsequent year's budget (3)	(442,183)				
Reserved for encumbrances (4)	(49,505)				
Other post employment benefits obligation (5)	1,017,481				
Compensated absences (5)	112,703				
Net Pension Liability (5)	4,891,031				
Deferred Outflow of Resources (6)	(454,227)				
Net assets available for appropriation (free cash) (7)	\$ 2,386,672				

(1) These are non-cash assets which cannot be appropriated for expenditure. They would need to be converted to cash through sale or collection (accounts receivable) in order to become cash available for appropriation.

(2) This represents the portion of the airport enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2017.

(3) This amount represents the net assets appropriated for the subsequent fiscal year's capital program and operating budget.

(4) This amount represents a reservation of funds to cover obligations arising from purchase orders or contracts that is chargeable to, but not yet paid from, a specific appropriation account.

(5) These amounts represent liabilities that will be provided from future resources and not the net assets at the close of the fiscal year.

(6) This amount represents the deferred recognition of an outflow of resources related to future fiscal years.

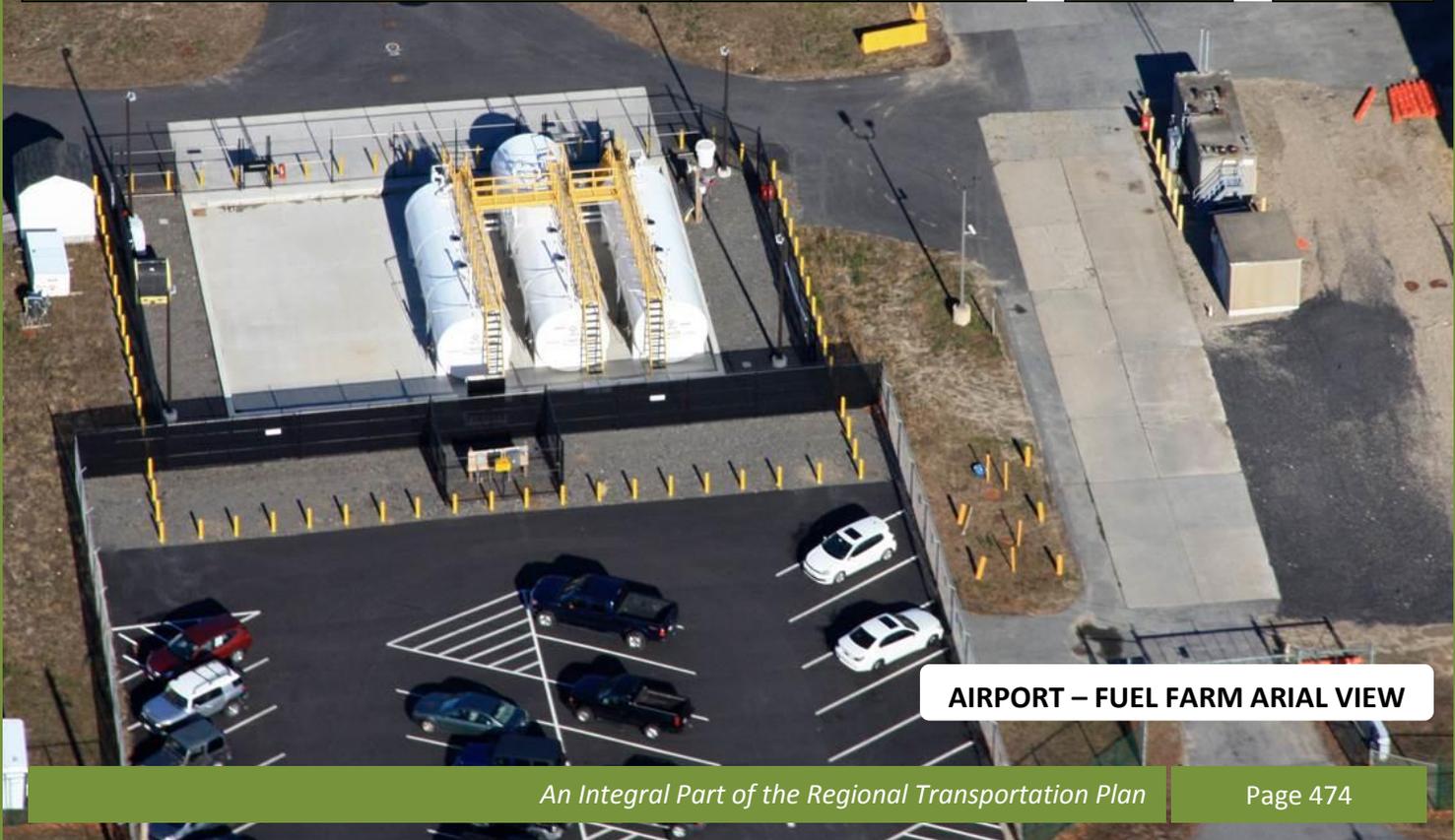
(7) Amount certified by the Division of Local Services.

Summary of Significant Budget Changes

The Airport FY19 proposed budget is decreasing by \$373,678 or 5.74% over FY18 budget. Personnel and benefit costs are increasing by \$2,557 due to contractual obligations. Operating costs are decreasing by \$249,917 due to cost reductions to various line items. Capital outlay costs of \$19,600 are for building repairs to a leased facility at the airport.

Full-time Equivalent Employees

Job Title	FY 2017	FY 2018	FY 2019	Change
Administrative Financial Assistant	1.00	1.00	1.00	-
Aircraft Rescue Fire Fighter	1.00	1.00	1.00	-
Airport Manager	1.00	1.00	1.00	-
Assistant Airport Manager	1.00	1.00	1.00	-
Assistant Operations Supervisor	1.00	1.00	1.00	-
Custodian	2.00	2.00	2.00	-
Executive Assistant to Airport Manager	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Laborer Craftsperson	1.00	1.00	1.00	-
Maintance Supervisor	1.00	1.00	1.00	-
Maintenance Technician	3.00	3.00	3.00	-
Mechanic Welder	1.00	1.00	1.00	-
Noise Abatement Officer	1.00	1.00	1.00	-
Operations Specialist	6.00	6.00	6.00	-
Operations Supervisor	1.00	1.00	1.00	-
Full-time Equivalent Employees	23.00	23.00	23.00	-



AIRPORT – FUEL FARM ARIAL VIEW

Performance Measures/Workload Indicators

Measure: To maintain a noise complaint ratio of less than 1 per 1,000 Airport Operations (includes landings/take-offs/instrument approaches/fly-bys/all flight operations controlled by the ATCT)

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Airport Operations	100,059	96,501	94,777	97,063	90,000	95,000
Noise Complaints Received	40	30	81	176(32*)	40	40
Noise Complaints/1000 Airport Operations	0.40	0.31	0.85	1.81(0.33*)	0.44	0.42

Note*: FY17 Noise complaints is an aberration due to receiving 131 calls from one individual; 11 calls from one individual; 8 calls from one individual; and 26 from all other complainants. A more realistic number would be 32 complainants and a ratio of 0.33.

Measure: Increase parking revenue per enplanement

	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Actual	CY 2018 Estimated	CY 2019 Projected
Gross Parking Revenue	\$764,734	\$719,117	\$403,226	\$408,480	\$412,000	\$420,000
Enplanements (departing passengers)	81,832	65,790	49,735	43,257*	45,000	45,000
Gross Parking Revenues/Enplanement	\$9.35	\$10.93	\$8.11	\$9.44	\$9.16	\$9.33

Note*: Includes reported figures for Charter Flights and one airport based operation (11,800).

Measure: Increase rental car revenue per deplanement

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Gross Rental Car Revenues	\$3,812,768	\$4,097,293	\$4,075,846	\$3,414,691	\$3,500,000	\$ 3,400,000
Deplanements (arriving passengers)	81,632	81,419	50,249	42,975*	44,650	44,650
Revenues/Deplanement	\$46.71	\$50.32	\$81.11	\$79.46	\$78.39	\$76.15

Note*: Includes reported figures for Charter Flights and one airport based operation (11,800).

Measure: Increase the gallons of jet fuel contracted

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Gallons of Jet Fuel Contracted	250,000	200,001	270,001	250,001	275,001	275,001
Gallons of Jet Fuel Dispensed	968,399	1,016,397	902,084	794,275	765,000	765,000
Percentage of Jet Fuel Sales Contracted	25.82%	19.68%	29.93%	31.48%	35.95%	35.95%

Measure: Increase Renewable Energy Revenue over Guaranteed Annual Output (GAO)

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Airport Net Benefit	None	\$125,380	\$376,889	\$322,440	\$348,000	\$350,000
Guaranteed Annual Output (GAO)	None	None	\$298,824	\$309,050	\$319,429	TBD

Performance Measures/Workload Indicators (Continued)

Revenue Variance from GAO	None	None	\$78,065	\$13,390	\$28,571	TBD
Net Revenue % Over GAO	0.00%	0.00%	26.12%	4.33%	8.94%	0.00%

Measure: Generate a positive budget variance every year						
	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Surplus Used to Balance Budget	None	None	None	None	\$536,008	\$492,726
Surplus Generated (Used)	\$181,342	\$782,051	\$150,000	\$240,225	TBD	TBD
Positive Variance	\$209,037	\$782,051	\$150,000	\$240,225	\$ -	\$ -

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Indicator: Number of airport operations recorded (includes landings/take offs/instrument approaches/fly-bys/all flight operations controlled by the ATCT)	100,059	96,301	94,777	96,063	90,000	95,000
Indicator: Number of airport noise complaints received	40	30	81	176*	40	40

Indicator: Number of passengers on scheduled flights						
Deplanements (arriving)	81,632	81,419	50,249	31,175	32,000	32,000
Enplanements (departing)	81,832	80,382	49,735	31,422	32,500	32,500
Indicator: Number of gallons of jet fuel dispensed sold	968,399	1,016,397	902,084	794,275	765,000	765,000
Indicator: Gross parking revenues - all pay parking lots	\$764,734	\$719,177	\$403,226	\$408,480	\$412,000	\$420,000
Indicator: Gross rental car revenues - all concessions at airport	\$3,812,768	\$4,097,293	\$4,075,846	\$3,414,691	\$3,500,000	\$3,400,000
Indicator: Renewable Energy gross revenues from solar array at the airport – system on line FY2015	None	\$125,380	\$376,889	\$322,440	\$348,000	\$350,000