

# Business Plan

June 18, 2015



OWNER

**Central Colorado Regional Airport**

27960 County Road 319

Buena Vista, CO 81211

(719) 395-3496

[bvairport@buenavistaco.gov](mailto:bvairport@buenavistaco.gov)

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## I. Executive Summary

The Central Colorado Regional Airport (AEJ) is a predominantly general aviation (GA) airport located in Buena Vista, Chaffee County, Colorado. The Airport is owned by the Town of Buena Vista and overseen by the Buena Vista Airport Advisory Board.

The Airport Enterprise Fund supports the operation of the Central Colorado Regional Airport (KAEJ). The general aviation classified airport was constructed in 1983 and is a facility that accommodates both general aviation and jet traffic. Financial support comes from fuel sales, testing, and support from grants from the Colorado Department of Transportation Division of Aeronautics and the Federal Aviation Administration (FAA).

While AEJ has benefitted from excellent infrastructure, it has suffered from lack of traffic and associated revenue growth. High altitude testing has become a constant at AEJ since it began in 2002. The testing typically occurs during summer months, mid-June through September. Numerous companies and organizations have come to AEJ to test aircraft, and during the testing, they rent office space, conference rooms, and the flight test center.

The Airport, over the past two decades has done amazingly well in controlling debt while continuing to improve infrastructure. It has leveraged monies from both the Federal government and the State, permitting it to improve its runway and install needed infrastructure such as sewer lift station, water lines, wildlife fence, security system, terminal rehabilitation, hangar acquisition and new ramps for hangar construction.

The vision for the airport is to become a recognized economic engine for the Town of Buena Vista and Chaffee County. Specifically the airport will develop its infrastructure to accommodate business and military turbine aircraft and establish the airport as a transportation hub for on-demand passengers and cargo and the airport will explore the UAS market and opportunities to develop a niche market for this burgeoning industry.

There are three major infrastructures needs to capture the target industries. Those have been identified as runway strength, the FBO facility (terminal) and hangars for turbine aircraft storage and maintenance.

Safety and operational effectiveness is a primary guideline in the development of the Airport and it is imperative that pilot groups and the general public be educated about aviation and aerospace activities on the Airport. Additionally, it is a goal to provide an understanding to the community at large on the value of the airport as an economic asset.

The Airport reflects the seasonality of the community with high demand June through September. It is the responsibility of the community to market Buena Vista as a destination. It the responsibility of the Airport to provide a safe and efficient transportation link.

## General Description

The Central Colorado Regional Airport (AEJ) is a predominantly general aviation (GA) airport located in Buena Vista, Chaffee County, Colorado. The airport is approximately 2 miles south of Buena Vista, 34 miles south of Leadville and 24 miles north of Salida, Colorado.

The Airport is owned by the Town of Buena Vista and overseen by the Buena Vista Airport Advisory Board. The Board consists of five members and up to two alternates appointed by the Town Board of Trustees. The current board is comprised of five voting members, one alternate member, and a Trustee Liaison (appointed annually by the Board). The board members serve five-year terms and meet the third Tuesday of each month.

The Town of Buena Vista is responsible for all airport policy considerations, as well as compliance with all federal, state, and local regulations, AEJ benefits from established and modern infrastructure, including:

- 
- 8,300-by-75 foot asphalt runway,
- hard-pad for heavy aircraft,
- light aircraft tie-downs,
- Self-serve/full-serve Avgas and Jet A fuels,
- Jet A fuel truck,
- lounge with WiFi/executive pilot lounge/snooze room/pilot shower facilities, flight planning room,
- Conference center,
- AWOS and GPS approach,
- National Weather Reporting Point
- Multiple heated hangars able to accommodate aircraft as large as a Citation X

While AEJ has benefitted from excellent infrastructure, it has suffered from lack of traffic and associated revenue growth. In recent years, GA airports have experienced a decline in operations. This stagnation magnifies the need for the airport to develop a comprehensive business plan to identify and pursue aviation sectors that could produce the growth that the airport has been designed to accommodate.

Since opening in 1983, the airport has targeted several different aviation sectors including high altitude testing and has been used by the U.S. Forest Service, U.S. Natural Resources, Colorado Division of Wildlife and Flight for Life.

## History

The Airport is made up of approximately 184 acres. A portion of the property is owned in fee simple and the remainder through long-term leases/easements from the Colorado Department of Corrections, Colorado Department of Natural Resources, and the Colorado Division of Wildlife. Significant projects or events that have occurred at the Airport consist of the following:

- 1985: Two 15,000-gallon aboveground fuel tanks installed
- 1985: Fixed Based Operator (FBO) hangar constructed
- 1991: Airport Overlay Zone District was established by the town of Buena Vista
- 1993: Airport Master Plan

- 1996: Runway relocated 300 feet to the east to provide a full-length parallel taxiway
- 2002: Installation of tether (100,000-pound strength) for high altitude testing
- 2004: Airport Master Plan
- 2015: Airport Master Plan - The Airport is updating its Airport Master Plan, which will involve studying projected aeronautical demand for the next 20 years. The Master Plan process is a collaborative effort involving the Town of Buena Vista, the Airport Advisory Board and staff, Chaffee County, CDOT's Division of Aeronautics, the Federal Aviation Administration, other state and federal government organizations, as well as the users of the airport and the community at large. This planning effort is necessary to ensure that the airport has a solid plan to meet the growing aeronautical needs of the region.

High altitude testing has become a constant at AEJ since it began in 2002. The testing typically occurs during summer months, mid-June through September. Numerous companies and organizations have come to AEJ to test aircraft, and during the testing they rent office space, conference rooms, and the flight test center. Companies and organizations that have tested at AEJ in the past include:

- Augusta Bell
- Boeing
- Sikorsky
- Qinetiq (London, England)
- U.S. Army
- U.S. Air Force
- U.S. Navy Seals

## **Financing the Airport**

The Airport, over the past two decades has done amazingly well in controlling debt while continuing to improve infrastructure. It has leveraged monies from both the Federal government and the State, permitting it to improve its runway and install needed infrastructure such as sewer lift station, water lines, wildlife fence, security system, terminal rehabilitation, hangar acquisition and new ramps for hangar construction.

On overhead and maintenance ("O&M") it has also kept its costs low. Its employees are cross trained and it operates a fixed based operation (one of the highest profit centers on GA airports).

There are numerous potential revenue streams to finance improvements at the airport in order to attract large-scale user. Unfortunately, for the most part, these mechanisms all involve the taking on of debt.

When a private business finds itself in the position of Central Colorado Regional Airport, the options that are available are extremely limited, particularly given the Federal grant assurances, which have been made and the need to continue operations because the existing facilities would probably not be permitted under the growing regulatory environment.

Therefore, the choices available are realistically reduced to two. The first to find a partner, either public or private which will provide the necessary cash infusion to permit the airport to capture markets which are presently open to the airport. The private sector has little or no interest as the regulatory environment and economic instability of the economy make all businesses leery. FAA favors commercial service airports over GA airports and does not subscribe to “build it and the will come” but is guided by “demand driven”, which is a catch twenty-two as it is difficult to build traffic without the necessary infrastructure.

This leaves self-funding. The Town of Buena Vista is committed to ongoing funding of the airport because of FAA grant assurances, but more importantly because the airport is a key to the economic development of the Town of Buena Vista and Chaffee County. The airport is transportation infrastructure, like roads and bridges.

## Economic Impact

TABLE 1-2 – STATE OF COLORADO: AEJ ON- AND OFF-AIRPORT IMPACTS ON TOTAL EMPLOYMENT, PAYROLL, AND WAGES

Impact Category	Employment			Payroll			Output		
	Initial	Multiplier	Total	Initial	Multiplier	Total	Initial	Multiplier	Total
Airport Administration, Tenants, & Capital Investment	7	3	10	\$289,249	\$89,844	\$379,093	\$1,063,096	\$458,876	\$1,521,972
General Aviation Visitor Spending	12	4	16	\$363,000	\$159,000	\$522,000	\$1,045,000	\$512,000	\$1,557,000

Source: CDOT, Division of Aeronautics, Economic Impact Study, 2013

In summary, the impact of 26 direct and indirect employees produced a \$901,093 payroll with a total economic impact of \$3,078,973 because of the Central Colorado Regional Airport.

## Chaffee County Economic Development Corporation

*"To assure that Chaffee County is Open for Business, and to retain, expand and create jobs in Chaffee County."*

Corporation's goals are to:

1. Function as a liaison with government and provide end-to-end support wherever possible;
2. Be open, responsive, and formative in developing plans and strategies to maintain and create jobs in Chaffee County;
3. Enable and empower business development throughout the County;
4. Join with business to link other businesses and resources to create jobs;
5. Increase access to government in order to promote economic development. ACED, was and is critical to impacting the relationship with other opinion makers in the region.

The Chaffee County Economic Development Corporation is a key partner and an ongoing relationship will be maintained by the airport and board. Airport Advisory Board member Charles Abel currently sits on the board.

## **II. Infrastructure Improvements**

There are three major infrastructures needs to capture the target industries. Those have been identified as runway strength, the FBO facility (terminal) and hangars for turbine aircraft storage and maintenance.

### **Runway Strength**

FAA publishes runway strengths and lengths for airports. AEJ is published at 30,000 pounds, but the runway is capable of 45k single wheel and 60k dual wheel. FAA is reluctant to publish higher weights because it would allow the next category of aircraft and would put pressure on FAA for increased funding. However, it is in the best interest of the airport to pursue higher weights because of the success with high altitude testing and demand by heavier military aircraft.

### **FBO Facility / Terminal**

The Airport operates the FBO (fueling services) and will for the foreseeable future as a quality FBO operator will not consider an airport that sells less than 1 million gallons of fuel a year.

Terminals are a fundamentally important gateway for aviation into the airport and the community. Most public structures have a thirty to thirty- five year life and the present facility is well within in that range. The terminal is in good shape for present needs, but in anticipation of more demanding growth a phased terminal upgrade will be planned to address greater flexibility of public space, more functional operational space and the elimination of unused space like showers.

### **Hangars**

A significant milestone was reached with the recent purchase of the FBO hangar, which is attached to the terminal. Ongoing improvements like hangar doors, heat and lights will be planned in order for the hangar to meet its full potential.

The purchase of the Carpenter hangar and acreage is a priority for the airport, which will eliminate the through-the-fence issue and open lots for hangar development. Additionally the building and land adjacent to the Carpenter property is under serious consideration for a snow removal equipment building (SRE).



## **Aircraft Rescue and Fire Fighting**

Aircraft Rescue and Firefighting is a critical element to large GA and military markets. However, it is extremely expensive and not required for AEJ, therefore the airport will not entertain ARRF for the foreseeable future.

## **Regional Setting and Land Use**

The Airport is zoned by both the Town of Buena Vista and Chaffee County. Buena Vista controls the portion of the airport that includes the buildings and hangars, while the County controls the remaining areas. The portion of the Airport controlled by Buena Vista is zoned as Industrial (I-1). The principal use of land zoned as I-1 is:

*“for the fabrication, assembly and manufacture of goods and materials in conjunction with related retail and wholesale activities. It is the intention of these regulations to encourage the development and orderly expansion of the district with such uses and in such a manner as to avoid dangerous, noxious or unsightly land uses”.*

The portion of the Airport controlled by Chaffee County is zoned as Industrial (IND). The intent of IND is:

*“areas for industrial businesses in locations where conflicts with residential, commercial and other land uses can be minimized. It is the intent of this district to allow uses that are complementary to industrial uses. This land use district is intended to promote the development of local employment centers as well as to provide a location for uses that may be considered undesirable in other areas, such as concrete and asphalt plants, heavy equipment storage, and intensive manufacturing processes. These land uses should have easy access to the state highways or other transportation modes”.*

In addition to the zoning designations by the Town of Buena Vista and Chaffee County, both entities have included an airport overlay district in their municipal codes. The Town of Buena Vista adopted an Airport Protection Overlay District (APO).

## **III. Vision**

The vision for the airport is to become a recognized economic engine for the Town of Buena Vista and Chaffee County. Specifically the airport will develop its infrastructure to accommodate business and military turbine aircraft and establish the airport as a transportation hub for on-demand passengers and cargo.

The airport will explore the Unmanned Aerial Systems (UAS) market and opportunities to develop a niche market for this burgeoning industry.

## IV. Services

### **FBO**

Currently, AEJ is served by one FBO, managed by the Town of Buena Vista. The FBO is located on the GA apron at the northwest side of Runway 15.

The FBO is open during the summer (June 1st through September 30th) from 7:00 AM to 5:00 PM and during the winter (October 1st through May 31st) from 8:00 AM to 4:00 PM. However, self-fueling is available 24 hours a day and assisted service is provided during hours of operation.

Other services offered by the FBO include aircraft tie-downs, self-serve and full-serve Avgas and Jet A fuel, pilot lounge with WiFi, executive pilot lounge, conference center, flight planning room and on-airport rental cars.

## V. Marketing Plan

### **Purpose:**

To show case the professionalism and long-term viability of the Airport with four primary market targets:

1. Business (Cabin Class) Aviation
2. Piston Aircraft
3. On Airport Development
4. Airport Business & Professional Association

### **Business (Cabin Class) Aviation**

- All Weather Airport
  - 8,300 runway
  - Instrument Approach
- Jet A Volume Discounts, Low Price Guarantee
- Complementary WSI Weather Service and Flight Planning Facilities
- Fuel Program
- Corporate/Crew Lounge
- Heated Hangars/Deicing
- NATA Safety 1<sup>st</sup> PLST Trained
- Catering – Free Coffee & Ice
- Free Cabin Cleaning, Fresh Baked Cookies
- Aircraft Maintenance
- Pilot Supplies
- Meeting Rooms, Audio Visual Equipment, Internet Access
- Hertz Rental Cars, Crew Cars On-Site, Ramp Side
- Nearby Hotels
- Shuttle Service
- Overflow for Ski Area Airports

### **Piston Aircraft**

- Hangars
  - Condo's
  - Lease
- Flight Schools
- Part 43 Maintenance
- VFR/IFR Training

### **On Airport Development**

- Hangars
  - Lease Month-to-Month
  - Purchase
  - Overnight
- Aerospace Center

### **Airport Business & Professional Organization**

The board will explore the feasibility of creating a business & professional organization for the Airport, which would address and respond to issues affecting the Central Colorado Regional Airport including safety and operational effectiveness. The organization would help educate the general public about aviation and aerospace activities and act as an advocate for airport related businesses in order to the valuable economic asset provided to the community at large.

### **Promotions**

The Airport will exhibit at NBAA Schedulers & Dispatchers Conference, which provides NBAA Associate Members an opportunity to meet those individuals directly responsible for the scheduling and dispatching of aircraft from various-sized corporate flight departments throughout the world.

### **Memberships**

The Airport will maintain a membership in the following key associations:

- National Business Aircraft Association (NBAA)
- Colorado Airport Operators Association (CAOA)
- Colorado Pilots Association (CPA)
- Colorado Aviation Business Association (CABA)
- Colorado Ninety-Nines

### **Attend**

The Airport will attend key events:

- NBAA Schedulers & Dispatchers
- CAO Winter Conference
- CDOT-Aeronautics Grant Hearing

## **Internet & E-mail**

Three powerful tools in marketing the Airport are its Website, Facebook and the use of E-mail.

The Airport is part of the Town's Website Web Site and opportunities will be explored to increase airport content.

The Airport will start a Facebook page after a guideline has been established, which will insure the Town and Airport are seen in a favorable light and the ability to post timely content is addressed.

E-mail has replaced mailings for special events as well as marketing materials, saving the Airport in mailing cost and providing instant information to users and potential users of the Airport. Email addresses will be collected from itinerant pilots and perspective customers and E-Blast will be used to inform them of upcoming events and specials.

## **Key Points & Goals**

- The key to accomplishing the marketing plan is the Airport's most important asset – its employees
- AEJ is known for employees that are genuinely friendly, which happens only with continuous training and motivation
- Computer programs and equipment like color printers/copiers allows professional materials to be created in-house quickly and at reduced cost
- The Terminal is a central point of marketing for the Airport. Service on the main ramp, the self-serve system, and the meeting rooms create a synergy that is the focal point of marketing the Airport through services and products
- Aviation will assist the Airport at no cost with the design of business cards, promotional material and booth graphics, leaving just the production and booth backdrop as an expenditure. The Airport will seek shared booth opportunities at trade shows to hold down the cost.

## **VI. Operational Plan**

AEJ is a key economic development engine that will help facilitate and catalyze the population growth and development of the Town of Buena Vista, including parts of Chaffee County

- The communities surrounding the airport need AEJ now and in the future, and AEJ depends on these communities for economic activity
- While AEJ is currently surrounded by low population density and limited development, this will change in the future as office, commercial, industrial and residential developments take advantage of available land near the airport
- The future is bright for AEJ and the region, but the airport must be preserved in the short term

In order to attract the various new business opportunities identified in this Plan, it is important that the Town and AEJ identify sources of capital funding for the following infrastructure improvements:

- A redeveloped “21st Century” FBO facility, as expected by today’s corporate pilots and their passengers, to attract additional turbine operations
- Upgraded pavement strength for the runway, associated taxiway, and key ramp areas to 45,000 lbs SW/60,000 DW or higher
- Larger hangars able to house business aircraft, as is required of the increasing number of turbine tenants, and maintenance services

In addition to infrastructure investment, the Town and AEJ should consider airport-specific incentives program to motivate aviation-related companies to establish businesses and operations at AEJ

## **VII. Management and Organization**

Town Board of Trustees The corporate authority of the Town of Buena Vista, Colorado is vested in a mayor and six board members who are non-partisan. The mayor and all board members are elected to four-year terms with a term limit of two terms. Elections rotate so that either three or four of the Trustee seats are up for election every two years. The mayor and board are elected at large. The mayor pro tem is chosen among the entire town board and serves a two-year term.

The current board members and terms are as follows:

Joel Benson, Mayor Term 2014 – 2018  
Duff Lacy, Mayor Pro Tem Term 2014 – 2018  
Keith Baker, Trustee Term 2012 – 2016  
Carrie Carey, Trustee Term 2012 – 2016  
Phillip Puckett, Trustee Term 2012 – 2016  
Dave Volpe, Trustee Term 2014 – 2018  
Eric Gibb, Trustee Term 2014 – 2018

### **Key Players:**

In politics, as with individuals, reputations and relationships are most often defined by "opinion makers" who seem to articulate "reality" that everyone then accepts as fact. The identification of these organizations or individuals who impact perception are necessary in order to impact the doing of business in body politic; therefore the airport and board will cultivate relationships with "opinion makers."

## **VIII. Professional and Advisory Support**

### **Town Administrator**



Brandy Reitter is the Town Administrator for the Town of Buena Vista. Prior to assuming her position in Buena Vista, Brandy worked as the Town Administrator for the Town of Gilcrest. Having worked for the City of Longmont, the Government of the District of Columbia, and the City and County of Denver's Office of Economic Development she brings diverse experience to her position. Brandy has knowledge of business development, revitalization, Main Street USA, workforce development, affordable housing, and understands the importance of having solid infrastructure to accomplish economic development goals. In addition to her experiences in municipal government, Brandy received a Masters in Public Administration from the University of Colorado Denver's School of Public Affairs in 2008. Brandy also serves on the board for Downtown Colorado, Inc., is the Past President of the CU Denver Alumni Association, is the alumni representative on the University of Colorado Foundation, and was recently appointed by Governor John Hickenlooper to the Colorado Creative Industries Council. Brandy really enjoys her work in the Town of Buena Vista and works towards accomplishing the goals of the community.

## Airport Manager



Jill Van Deel, Airport Manager is responsible for the day-to-day operations of the Airport. Jill earned a BSAS Degree - Aviation Sciences, Commercial Pilot License and is a rated Flight Instructor - CFII / MEI. She is an experienced Corporate Pilot flying 135 Charter and is a proficient Aircraft Manager. Prior to moving to Buena Vista, Jill was a Chief Pilot for a Denver Based Flight School and Co-Owner / Pilot of Part 135 Charter Operation in Denver. She moved to Buena Vista 2002 to open a flight school at KAEJ with two aircraft and written test center. Jill holds a Line Tech Supervisor Certification, is an aircraft owner and coordinates military testing and logistics for the Central Colorado Regional Airport.

## Airport Engineer

Jviation was awarded its second five-year contract to provide engineering services at the Central Colorado Regional Airport in Buena Vista, Colorado. Projects may include pavement maintenance, land and hangar acquisition, SRE facility and equipment, utility improvements, and a new concrete jet pad.

## Airport Advisory Board

The Airport Advisory Board consists of five members and up to two alternates appointed by the Board of Trustees. The Airport Board serves as a liaison between the Town and the FAA on all matters pertaining to the operation of the Central Colorado Regional Airport and makes recommendations regarding airport operations and facilities to the Board of Trustees. The Board meets at 8:30am on the third Tuesday of each month in the Airport conference room.

The Board has the following duties and responsibilities:

- (1) To review policy matters relevant to Airport operations and development of facilities at the Central Colorado Regional Airport and to make recommendations thereon to the Board of Trustees.
- (2) To serve as an ambassador for the Airport with particular attention to promoting its role as an integral part of economic development activities in the community.
- (3) To perform such other functions and duties as assigned by the Board of Trustees.



## Central Colorado Regional Airport Advisory Board Members

– Bill Lockett, Chair



Bill is a graduate of the University of Texas at Austin. He has an extensive technical background in both computer network engineering and hospitality management. Bill worked for the Hyatt Hotels Corporation as their Corporate Director of Information Systems. In the last sixteen years, Bill has accumulated a wide variety of Real Estate experience and professional designations and is the Owner and Managing Broker of the largest Real estate company in Buena Vista, Collegiate Peaks Realty. He is also the past Board President and Director of the Chaffee County Board of Realtors. Bill's hobbies include swimming, cooking, fitness, and SCUBA diving, in which he is a Certified Rescue Diver. He is also a professional firearms instructor and Range Master for police, military, and civilian organizations. What Bill enjoys most, however, is spending time with his wife and children. His favorite thing about Buena Vista is its atmosphere for raising his family.

– Charles Abel II



Specialties: Tax Planning, Corporate Taxation, Individual Taxation, Estate Taxation, Conservation Easements, Estate & Gift Planning, 1031 Exchanges, Business Acquisition/Disposition, Investment Advice, Financial Planning, Wealth Management, Asset Preservation, Wealth Preservation, Choice of Entity, Business Formation, S-Corporations, LLC Taxation, Partnership Taxation, Fixed Asset Management, Governance, Policy Governance, Business Consultation TBC

– Judy Hassel



○ TBC

– Jerry Steinauer



Jerome Steinauer, Dentist and Mayor at the time, proposed the Buena Vista Airport in 1980 and construction was started in 1983. He came to Buena Vista in 1965 and has been active in Town Government and many other organizations in the County. He is also a pilot and proponent of both airports in the County. He has always seen a need for air service and transportation, that is why he is still active on the Town Airport Board.

– Tom Warren



Thomas is a visionary change leader with proven results in revenue generation and business development to achieve profitability and sustained growth in startup, expansion, and acquisition situations. He has extensive operational management, resort and residential development experience. He has used his capital improvement experience to lead developments in the United States and the European Union. Thomas has used his relationship management expertise to cultivate strategic partnerships and global business alliances across the US, Czech Republic, Germany, and the Netherlands.

– Keith Baker, Trustee Liaison



Works as a member of the Town board team to establish policy and long-range planning for the Town of Buena Vista, Colorado; supervise the appointed Town officers; serve as the transportation, planning and growth, and environmental eyes and ears for the board; member of San Luis Valley Transportation Planning Commission Regional Planning Commission; board liaison to Town Trails Advisory Board. Served as Mayor Pro Tem 2009-2012. Serve as member of Chaffee County Intergovernmental council.

– Dennis Heap



Dennis began his career in 1971 with Rocky Mountain Airways, a Colorado airline that created market dominance by using leading-edge technology. He was the only officer that stayed with the company when it was sold to Texas Air and become the Western Region of Continental Express in 1990. His responsibilities included scheduling, pricing, marketing and stations operations. In 1994 Dennis joined the

Front Range Airport with the goal of developing infrastructure necessary for a large scope project. He received a B.S. in Aerospace Technology from Metropolitan State College of Denver in 1970, earning his Commercial Pilot License, instrument and multi-engine ratings.

#### PAST ORGANIZATIONS

- President, Colorado Airport Operators Association (CAOA)
- Board of Directors, Adams County Economic Development
- Board of Directors, I-70 Regional Economic Development Partnership
- Member of the Colorado Aeronautical Board

## IX. Financial Plan

### Airport Enterprise Fund From Town of Buena Vista, 2015 Adopted Budget

The Airport Enterprise Fund supports the operation of the Central Colorado Regional Airport (KAEJ). The general aviation classified airport was constructed in 1983 and is a facility that accommodates both general aviation and jet traffic. Financial support comes from fuel sales, testing, and support from grants from the Colorado Department of Transportation Division of Aeronautics and the Federal Aviation Administration (FAA). The facility includes 3 miles of runways, taxi ways, hangars, weather instrumentation, and main terminal; Jet A fuel, and Hertz rental car operations.

#### **Revenue Summary – total Revenues for 2015 are \$1,677,746**

In 2015, town is projecting a 1% increase in airport fuel sales that amounts to \$341,600. Total airport sales are \$342,600 including other revenues.

Airport operation support revenue remains consistent with 2014 revenues. However, the airport will see substantial increase from the General Fund of \$240,000 for one-time capital improvements. Another major operational change resulting in a decrease of \$1,525 in revenues was due to the discontinuation of regional bus operations.

Revenues for capital improvements account for the majority of revenues for the airport. Airport capital improvements will increase revenues resulting from 2014 carryover of \$1,078,279 in both CDOT and FAA grants and transfer from the General Fund. Carryover includes;

- \$242,157 in CDOT Grant Match for FAA Grant
- \$489,622 in CDOT Grants
- \$346,500 in FAA Grants

Expenditure Summary – total Expenditures for 2015 are \$2,098,267

In 2015 airport operations will see an increase in expenditures over 2014. Major changes to operating include;

- \$7,619 for the resale of fuel which is offset by revenue generated in fuel sales
- \$2,000 for building furnishings in the lobby and conference room
- \$13,656 for a 2% merit and 2% cost of living adjustment
- \$12,618 decrease in wages due to transferring a portion of the treasurer and town administrator' salaries to the General Fund
- \$1,845 increase for benefits for airport employees
- \$3,400 over 2014 for credit card processing fees
- \$6,000 for advertising and marketing
- \$2,823 for traveling to a trade show to market the airport

- Increases to fixed utility costs over 2014

Major capital improvements planned for the airport are listed; many of these grant funded projects are carry over from 2014. The total capital for 2015 is \$1,605,561 and projects are;

- \$17,000 for a ground power unit (GPU) to service aircraft
- \$3,000 for an oxygen and nitrogen cart to service aircraft
- \$50,000 for the replacement of a snow plow
- \$320,000 for the acquisition of the terminal community hangar
- \$105,000 for community hangar repairs and additional acquisition associate expenses
- \$234,000 for a sewer lift station and mitigation of the leech field
- \$145,200 for runway and taxiway seal coat and apron, in addition to fog seal and striping
- \$254,901 for the continuation of the master planning process
- \$77,571 for the construction of a waterline serving existing hangars
- \$138,889 for the construction of phase II of the concrete jet pad
- \$260,000 for land acquisition of through the fence properties along the perimeter fence

The Airport Fund is balanced and has an ending balance of \$3,905 for 2015.

## X. Appendices

TABLE 2-22 – AEJ FAA GRANT HISTORY

Grant Number	Fiscal Year	Project
001-1991	1991	Conduct Airport Master Plan Study
002-1993	1993	Construct Runway
002-1993	1993	Acquire Land for Development
002-1993	1993	Construct Runway
003-1994	1994	Construct Runway
003-1994	1994	Acquire Land for Development
004-1994	1994	Construct Runway
005-1995	1995	Install Runway Vertical/Visual Guidance System
005-1995	1995	Extend Taxiway
005-1995	1995	Construct Runway
005-1995	1995	Install Runway Lighting
005-1995	1995	Improve Building
005-1995	1995	Install Airfield Guidance Signs
005-1995	1995	Construct Taxiway
006-2001	2001	Conduct Airport Master Plan Study
007-2003	2003	Rehabilitate Taxiway
007-2003	2003	Rehabilitate Apron
007-2003	2003	Rehabilitate Runway
008-2004	2004	Install Perimeter Fencing
009-2005	2005	Install Weather Reporting Equipment
009-2005	2005	Update Airport Master Plan Study
010-2006	2006	Expand Apron
010-2006	2006	Rehabilitate Apron
011-2008	2008	Construct Terminal Building
012-2009	2009	Rehabilitate Runway (fog seal)
013-2009	2009	Rehabilitate Taxiway (fog seal)
013-2009	2009	Rehabilitate Apron (fog seal)
013-2009	2009	Rehabilitate Runway (fog seal)
014-2014	2014	Conduct Airport Master Plan Study

Source: Federal Aviation Administration, Denver Airports District Office

TABLE 3-11 – AIRPORT PLANNING AND TAF FORECASTS COMPARISON

<b>Central Colorado Regional Airport</b>				
	<b>Year</b>	<b>AEJ Master Plan Forecast</b>	<b>AEJ FAA TAF</b>	<b>AF/TAF (% Difference)</b>
<b>Local Operations</b>				
Base yr.	2014	1,668	1,635	2.0%
Base yr. + 5yrs.	2019	1,841	1,635	12.6%
Base yr. + 10yrs.	2024	2,033	1,635	24.3%
Base yr. + 15yrs.	2029	2,245	1,635	37.3%
Base yr. + 20yrs.	2034	2,478	1,635	51.5%
<b>Itinerant Operations</b>				
Base yr.	2014	2,625	2,565	2.3%
Base yr. + 5yrs.	2019	2,951	2,565	15.0%
Base yr. + 10yrs.	2024	3,323	2,565	29.6%
Base yr. + 15yrs.	2029	3,750	2,565	46.2%
Base yr. + 20yrs.	2034	4,237	2,565	65.2%
<b>Total Operations</b>				
Base yr.	2014	4,293	4,200	2.2%
Base yr. + 5yrs.	2019	4,792	4,200	14.1%
Base yr. + 10yrs.	2024	5,356	4,200	27.5%
Base yr. + 15yrs.	2029	5,994	4,200	42.7%
Base yr. + 20yrs.	2034	6,713	4,200	59.8%
Notes: TAF data is on a U.S. Government fiscal year basis (October through September). AF/TAF (% Difference) column has embedded formulas and reflects the absolute value. An operation consists of a take-off or landing.				
<b>Based Aircraft</b>				
Base yr.	2014	18	18	0.0%
Base yr. + 5yrs.	2019	21	21	0.0%
Base yr. + 10yrs.	2024	24	24	0.0%
Base yr. + 15yrs.	2029	29	29	0.0%
Base yr. + 20yrs.	2034	34	34	0.0%

Source: FAA Terminal Area Forecast (TAF), Issued Feb. 2014

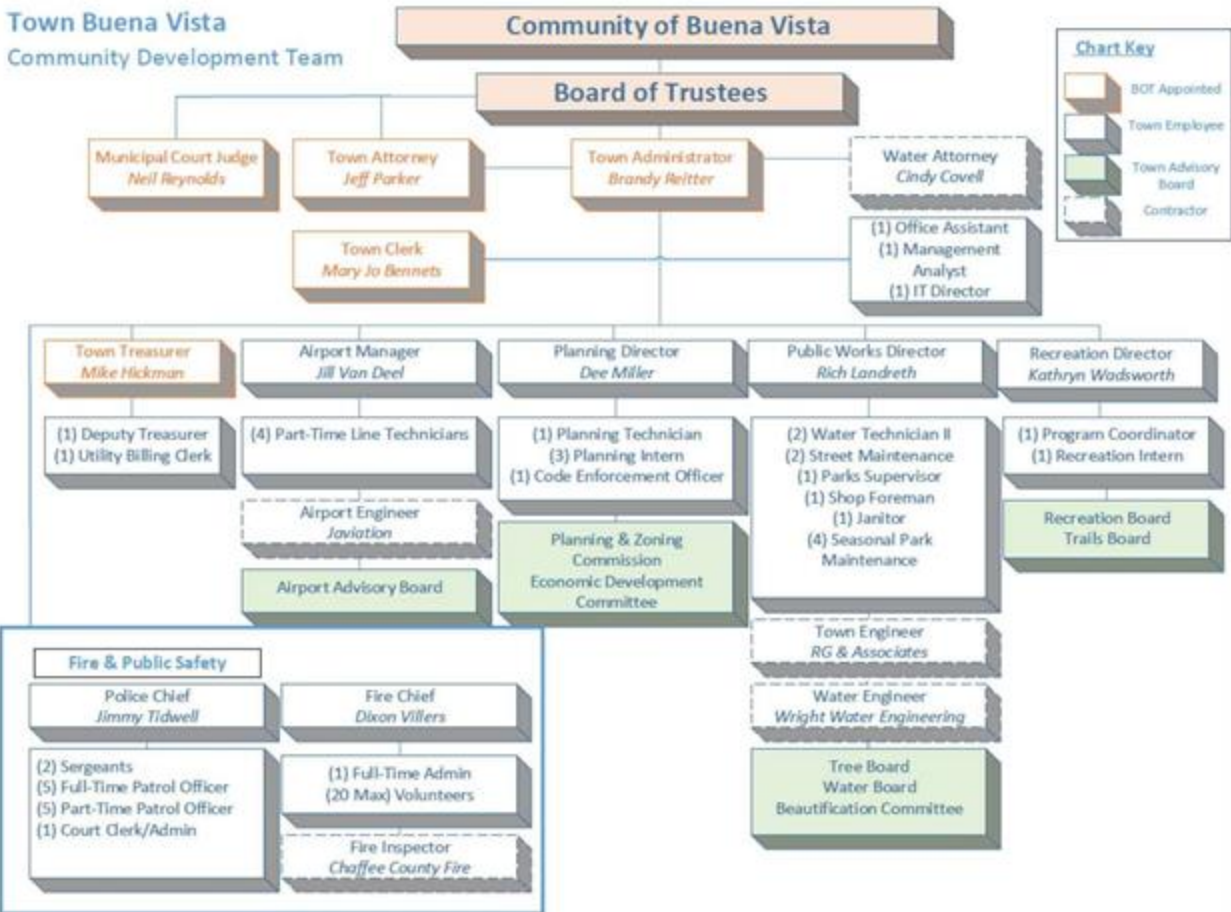
TABLE 3-4 – AEJ FORECASTS (CDOT)

<b>Year</b>	<b>Based Aircraft</b>	<b>Aircraft Operations</b>
2010	20	4,140
2015	20	4,210
2020	21	4,290
2030	22	4,470
<b>Forecast Period</b>		
	<b>Percent Change</b>	
2010-2015	0%	1.7%
2015-2020	0%	1.9%
2020-2030	5%	4.1%
<b>2010-2030<sup>a/</sup></b>	<b>10%</b>	<b>7.9%</b>

Source: Colorado DOT, Division of Aeronautics, 2011 Aviation System Plan



Town Buena Vista  
Community Development Team





## **Central Colorado Regional Airport MISSION STATEMENT**

The expanding demand for Air Transportation requires a commitment to safety, efficiency, operational growth and capacity. To sufficiently meet the demands of a global economy, the Advisory Board will promote Central Colorado Regional Airport as an economic engine for the region and will develop it to be a model for aircraft operations, efficiency and safety.

Future expansion shall be directed to General Aviation with an emphasis on Business Aircraft. Incremental expansion based on growing use by General Aviation will continue to be the focus of the Central Colorado Regional Airport. The Airport will continue to maintain and update an Airport Layout Plan and Master Plan as dictated by the Federal Aviation Administration and will keep an updated business development plan based on fiscal ability, and operational efficiency.

The Airport recognizes its responsibility and role with the Town of Buena Vista and Chaffee County in future development of the property surrounding Central Colorado Regional Airport and therefore pledges its commitment of cooperation in actions of importance to the wellbeing of all their citizens.

Central Colorado Regional Airport will provide its tenants, users, business community, and the citizens of the Town and County, the State of Colorado and the United States a first class, safe and professional General Aviation Airport.