

DELAWARE MUNICIPAL AIRPORT AND DELAWARE COUNTY: A PARTNERSHIP OPPORTUNITY



April 4, 2022

Office of the City Manager



Table of Contents

| | |
|---|----|
| Preface | 3 |
| Introduction | 4 |
| Economic Impacts of a Successful Airport | 5 |
| Strengths and Opportunities | 5 |
| Capital Improvements..... | 6 |
| Proposed Legal Structure..... | 8 |
| The Financials..... | 9 |
| Operations | 10 |
| Conclusion..... | 11 |
| Appendix A - Airport Strategic Plan..... | 12 |
| Appendix B - 2022 Airport Budget | 13 |
| Appendix C - 2022 Airport Capital Improvement Plan..... | 18 |

Preface

The aviation industry is an economic generator for jobs and income. General aviation airports like the Delaware Municipal Airport play a more significant economic role than most of the public is aware. As our economy grows, airports have become a vital link to the global marketplace. Additionally, access to air transportation helps communities retain and attract businesses and provide jobs.

This White Paper provides an overview of Delaware Municipal Airport operations. It is the result of discussions between the City of Delaware and Delaware County regarding the feasibility of establishing a regional airport authority and provides recommendations for next steps in the process.

Introduction

Development of the Delaware Municipal Airport first began in June 1945, when the Delaware City Council authorized the Director of Public Service to purchase the airport site “for a landing field for aircraft.” The original purchase consisted of 105.57 acres of land.

Today, the Delaware Municipal Airport (DLZ) is a public use airport, owned and operated by the City of Delaware, and is located two miles south of the City on approximately 325 acres. It operates as a division of the City’s Public Works Department. Decision-making is handled through the airport manager, public works director and city manager and final funding authority rests with City Council. In 2001, the City established a seven-member Airport Advisory Commission, which provides policy recommendations to City Council

The airport is categorized within the Federal Aviation Administration’s (FAA) National Plan of Integrated Airport System (NPIAS) as an uncontrolled Regional-General Aviation (GA) airport and is included in the Ohio Aviation Systems Plan as a Level 1 facility. The Airport can provide access to turboprop and turbojet business aircraft and is located where there is enough population or economic activity to support a moderate to high level of business jet activity and/or provide capacity in metropolitan areas.

DLZ is a leading central Ohio general aviation facility. It is home to approximately 100 based aircraft and handles an estimated 40,000 operations per year, including corporate activity, training, and pleasure flying. The city currently oversees all aspects of the airport. The airport is strategically located to serve the region, including commercial centers in Delaware, Dublin, Westerville, and Powell. The city has aggressively pursued airport enhancements that include an expanded 5,800-foot runway, Automated Weather Observing System, and Wide Area Augmentation System (WAAS), allowing precision approach for horizontal and vertical navigation. Other upgrades include a grooved runway and improvements to the flight terminal, lounges, and weather briefing areas.



Above, a grass strip and a few Quonset huts marked the beginnings of the Delaware Municipal Airport in the 1940s. Today, the 325-acre facility is home to approximately 100 aircraft and handles an estimated 40,000 operations per year, including corporate activity, training and pleasure flying.



Economic Impacts of a Successful Airport

DLZ is an important catalyst for economic growth in the region and plays a vital role in partnering with the business community. In 2015, the Ohio Department of Transportation, Office of Aviation, completed an Airports Economic Impact Study as part of the state system plan. This study concluded that DLZ had a total economic impact (on-airport, construction, visitors, and multipliers) of 96 jobs, \$3.3M in payroll, and \$10.8M in economic output.

According to the 2015 Ohio Airports Focus Study, there are 97 general aviation airports in Ohio with DLZ ranked as the 17th busiest, based on total annual operations. As part of the peer review of like airports, a total of 33 Level 1 airports were reviewed.

A well-funded airport could benefit the regional economy in several ways. Upgraded facilities would assist in attracting additional general aviation aircraft along with corporate jet traffic. Regional Airports make significant contributions to the region's economy of which they serve. The success of the airport lends itself directly to the prosperity of the region's businesses and to local tourism.

Strengths and Opportunities

Strengths

- Knowledgeable and customer-oriented staff
- Transportation Improvement Fund (TIF) in place
- Strong public financing leadership within City
- Facilities (runway, taxiways, pavement)
- Runway length and overall condition
- Improved access via Sawmill Parkway
- Competitive fuel pricing
- Non-obstructed approaches to both runways
- 2 jet fuel trucks; combined 8k gallon capacity.
- Home to both fixed and rotary wing flights schools, on-field aviation medical examiner, and FBO Aircraft Maintenance facility.
- 100 LL Fuel Truck

Opportunities

- Public-Private partnerships for hanger space
- Regional asset in collaboration with the County
- More equitable lease negotiation process
- Culture that encourages private development
- Additional T-hangar & corporate hangars
- Airport assistance with "soft infrastructure" and high-income opportunities.
- Additional aviation services at the airport
- Market the airport benefits to the community
- City funded hangar
- Airport land available for future airport growth and land lease opportunities.

Capital Improvements

The airport currently has one asphalt runway, which was extended and rehabilitated in 2016. It is 5,800 feet in length and 100 feet wide. It is in good condition and has non-precision markings, medium intensity edge lighting, and a full-length parallel taxiway. There are three non-precision approaches available at DLZ.

Since 1997, approximately \$10 million of city, state, and federal funding have been invested in major pavement improvements at the airport. DLZ also has over 22,500 square yards of apron area used for tie downs and transient aircraft parking, and has recently completed the design of an additional 22,000 SY expansion to the main apron with construction anticipated in Spring '22. The expanded apron area will serve the recent increase in corporate jet traffic utilizing DLZ, largely in association with a 2021 decision by the Muirfield Golf Club to direct patron private jet travel through the Delaware Airport. Additional information about the project is below.

The landside facilities at DLZ include a terminal building, two corporate hangars (one currently being used by the City for maintenance equipment and snow removal equipment storage), six (6) City-owned T-hangars, and three (3) privately-owned condominium hangars. The Airport also has both Jet A and 100LL fuel capabilities and over 30 aircraft tie-down spaces. Descriptions of the existing corporate hangars are listed below with existing T-hangars.



- Terminal Building – approximately 1,700 sf. square feet, which includes a waiting room, public restrooms, airport manager office, pilot lounge, conference room, and storage area.
- Hangar #1 – approximately 5,600 square feet located to the east of the terminal building. It was constructed in the early 1970s and was relocated to its current location when the runway was re-oriented in the 1990s. Currently being leased to an aircraft maintenance fixed based operation (FBO).
- Hangar #2 - approximately 3,700 square feet located to the east of Hangar #1. It is currently used to store airport maintenance and snow removal equipment. It was also constructed in the early 1970s and was relocated to its current location when the runway was re-oriented in the 1990s.
- Hangar #3 – privately owned corporate hangar, approximately 16,000 square feet of aircraft storage and 6,400 square feet in office space, currently housing 4 jet aircraft and several other general aviation aircraft.

Additional Improvements Needed

As indicated above, the Apron A expansion project, as depicted below, is necessary to accommodate the additional jet traffic associated with Muirfield Golf Club. The base cost of the project is approximately

\$1.8 million; including two important project alternatives would bring the cost to approximately \$2.7 million. While the project is out to bid, the City may not be able to fund this project without an investment by Delaware County, estimated at upwards of \$1.5 million.



Although not listed in the Airport Capital Improvement Plan, constructing a corporate hangar to the north of the Jetstream hangar should be considered in the near term. This could be done by the City financing the construction and owning the facility or through a ground lease with another private entity. A market analysis of both scenarios should be conducted in the near term, conducting pro forma analyses for both scenarios using current market rent performed by an appraiser. With the increase in jet traffic (up to 110/month) there is an immediate need to expand the Main Ramp East to the property limits.

Also needed is an upgrade to the existing 30-year-old fuel dispensing system with a new above ground storage/dispenser system with a minimum combined Jet A and 100 LL aviation fuel capacity of 30,000 gallons.



In addition to the increased number of aircraft at the airport, there is also a surge in the quantity of jets that are too large for our existing tug to move. The purchase of a second tug with a towing capacity capable of maneuvering up to a 96 ft Gulfstream V aircraft with 93 ft wingspan is necessary.

It is recommended that an airport terminal building be able to satisfy the forecasted peak-hour general aviation pilot and passenger demand. The current terminal facility is adequate for current levels of service. Plans should be developed to replace the current facility with a terminal that includes fuel sales office, airport staff offices, pilots lounge, food vending, public restrooms, and public viewing area.

Proposed Legal Structure

Recent discussions have highlighted several partnership possibilities that would be permitted under Ohio law. Those include:

- (i) the City would continue to own and operate the airport with informal input being provided by the County,
- (ii) the City would continue to own and operate the airport but the City and the County would execute a cooperative agreement under ORC Section 715.02 which would provide a more formalized framework under which both the City and the County could have input on operations and capital improvements at the airport,
- (iii) the City would convey the airport to the County to own and operate with informal input being provided by the City,
- (iv) a Regional Airport Authority (RAA) would be created under ORC Chapter 308 and the City would convey the airport to the RAA to own and operate. Of course, any transfer of ownership or grant of operational rights from the City to a third party will likely require approval by the Federal Aviation Administration.

Based on those discussions, the current consensus is that the formation of a Regional Airport Authority to own and operate the airport would be the best approach. While the details will need to be worked out, the City and the County would likely enter into a cooperative agreement which would provide, among other matters, for the:

- (i) creation of a Regional Airport Authority (RAA),
- (ii) the composition and appointing authority for the RAA's Board of Trustees (likely, appointments would be made by both the County and the City),
- (iii) the conveyance of the airport to the RAA, and (iv) the rights and responsibilities of the City, the County and the RAA regarding the operation, maintenance and capital expansion of the airport.

This approach would establish a governance (*i.e.*, a dedicated Board of Trustees) and management (*i.e.*, a dedicated and airport-experienced executive director and staff) structure that would be exclusively focused on the management and growth of the airport, and together with informal guidance and financial support to be provided by the City and the County through the cooperative agreement, would provide the best foundation for the continued growth of the airport and its support of economic development growth throughout the City and the County.

This type of governance structure is quite common for airports, as it provides greater decision-making flexibility, promotes collaboration, enhances funding opportunities and allows for more broad-based representation. One such example is the Ashtabula Regional Airport Authority, whose website can be viewed [HERE](#).

The Financials

In 2021, there was a record year in Jet A fuel sales and jets services. 145,902 gallons sold and 704 jets services. The previous records were in 2018 with 97,211 gallons sold and in 2019 with 571 jets services.

The airport's operation and capital budgets are included in the appendix as well as the FAA-required 10-year capital improvement program.

100LL fuel sales in 2020 equaled 57,000 gallons which was also a record for the airport.

Staffing Makeup – Current

- 1 – Airport Manager
- 1 – Airport Technician III
- 2 – Airport Technician I (one added in '21 and one in '22)
- 1 – Part time Airport Technician

Operating Budget Highlights

Revenues

- 2021 Projected: \$904,793
- 2022 Budgeted: \$1,041,771

Expenditures

- 2021 Projected: \$1,030,904
- 2022 Budgeted: \$1,192,401

Capital Expenses Highlights:

Apron A Expansion by 22,000 SY

- 2022 Construction - Estimated Cost \$2.4 to 2.9M

New Above Ground Fuel Farm Design

- 2022 Budgeted: \$50,000 (design)
- 2023 Estimated \$500,000 (construction)

T-Hangars D, E & F Taxi Lane Resurfacing

- 2023 Budgeted: \$204,214

Apron B Rehabilitation (Corporate Ramp)

- 2023 Budgeted: \$375,000

T-Hangars G, H & I Taxi Lane Reconstruction

- 2024 Budgeted: \$50,000
- 2025 Budgeted: \$400,000

Master Plan Update/Terminal Area Plan

- 2026 Budgeted: \$350,000

Operations

City employees manage the airport and the fixed-base operations, which includes fueling, airfield maintenance, snow removal, etc. The airport benefits from the insight and knowledge of a seven-member Airport Advisory Commission, appointed by the Mayor and City Council. Membership is comprised of citizens with interest and/or specific knowledge relevant to the airport and its operation. This arrangement has the advantage of enhanced input and expertise, similar to a Board of Directors. Additionally, the airport benefits from City support in back-office areas of accounting, human resources, maintenance, and procurement. Costs for these areas are often subsidized by the City or absorbed entirely freeing up revenues for other operational costs.

Currently, the aviation activity at the airport is made up primarily of general aviation traffic. The level of activity is primarily derived from based aircraft and operations. In 2020, the airport had approximately 100 operations per day and 100 based aircraft, with three of them being corporate jets.

The airport supports a flight school, helicopter flight training, aircraft maintenance FBO, and 22,000 SF privately owned corporate hangar. The hours of operation are 8 AM – 5PM seven days a week with before and after-hours services upon request.



Conclusion

The Delaware Airport is an increasingly attractive home base for business and recreational aircraft in central Ohio. The growth in demand should be matched by the continued improvement of ground support facilities including adequate aircraft parking, hangar space, terminal facilities, and uninterrupted fuel supply.

Though these projects are included in the ACIP, costs associated with these initiatives exceed the capacity for the City to implement alone. The proposed Apron A Expansion project has an estimated \$1 M funding gap above the anticipated \$1.5 M in available FAA AIG funds. Though bidding is underway, the advancement of the project through award to construction remains contingent on identifying the additional funding necessary to fill the gap as was included earlier. Grant funding has been key to delivering past airport runway and taxiway improvements but is not applicable to funding many of the ancillary support initiatives.

The creation of a partnership with Delaware County has the potential to provide greater capacity to deliver desired improvements and remains a key strategy to fully developing the airport. Without such a partnership, the ability to support regional economic development through airport expansion remains limited. Multiple inquiries have been entertained regarding the construction of additional hangar space suitable for based and transient jet traffic. However, the lack of financing options on the City's part makes private investment less attractive to interested parties. The opportunity to address such limitations through a city/county partnership would work to solidify the value of the airport to the business community within the growing Delaware Business Park, Delaware County and central Ohio.

As a next step, it is recommended the city and county jointly retain the services Mr. Chris Franzmann with Squire Patton Boggs, to assist in the process of establishing a regional airport authority. Mr. Franzmann is counsel to the Columbus Regional Airport Authority and has the expertise and experience necessary to assist in this process. At the same time, a Working Group made of city and county representatives should be established to provide input and oversight throughout this process. The goal should be to present City Council and the Commissioners with final recommendations by the end of the year.

Appendix A

Airport Strategic Plan ([Linked Here](#))

Appendix B

2022 Airport Budget

2022 BUDGET DETAIL

FUND: AIRPORT OPERATIONS
 DEPARTMENT: AIRPORT

| Org-Object | Description | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Projected | 2022 Budget | % Δ Prior Budget | % Δ Prior Actual | 2023 Projected |
|-------------------------------------|--------------------------------|----------------|----------------|----------------|-------------------|------------------|---------------------|---------------------|-------------------|
| Fund Balance - January 1st | | 272,195 | 184,989 | 276,741 | 276,741 | 150,630 | | | 0 |
| 22200025- 493020 | Transfer In - General Fund | 30,000 | 10,000 | 0 | 0 | 79,521 | 100.0% | 100.0% | 251,125 |
| 22200351- 475200 | Land Rent | 12,075 | 10,513 | 12,000 | 16,000 | 12,000 | 0.0% | -25.0% | 12,120 |
| 477110 | Hangar Rent | 77,980 | 79,752 | 86,000 | 92,425 | 86,000 | 0.0% | -7.0% | 86,860 |
| 477120 | Late Fees | 60 | 40 | 200 | 1,000 | 1,000 | 400.0% | 0.0% | 1,010 |
| 477130 | Tie-Down | 2,581 | 3,251 | 2,000 | 2,739 | 2,000 | 0.0% | -27.0% | 2,020 |
| 477140 | AvGas Fuel Sales | 296,733 | 280,047 | 300,000 | 240,000 | 300,000 | 0.0% | 25.0% | 303,000 |
| 477150 | Jet A Fuel Sales | 385,010 | 301,984 | 400,000 | 500,000 | 500,000 | 25.0% | 0.0% | 505,000 |
| 477160 | Call Out Fees | 4,375 | 3,580 | 5,000 | 4,500 | 5,000 | 0.0% | 11.1% | 5,050 |
| 477170 | GPU Fees | 990 | 840 | 1,000 | 1,000 | 1,000 | 0.0% | 0.0% | 1,010 |
| 477180 | Ramp Fees | 8,012 | 7,275 | 6,500 | 9,180 | 6,500 | 0.0% | -29.2% | 6,565 |
| 477200 | Prist | 1,068 | 658 | 1,000 | 675 | 1,000 | 0.0% | 48.1% | 1,010 |
| 477210 | Oil | 928 | 647 | 1,200 | 980 | 1,200 | 0.0% | 22.4% | 1,212 |
| 477220 | Gate Cards | 100 | 30 | 100 | 0 | 100 | 0.0% | 100.0% | 101 |
| 482100 | Hangar Deposits | 2,233 | 2,816 | 1,200 | 300 | 1,200 | 0.0% | 300.0% | 1,212 |
| 22200352- 420600 | Federal Operating Grants | 0 | 75,985 | 0 | 0 | 0 | 100.0% | 100.0% | 0 |
| 483100 | Real Estate Tax Reimbursements | 39,355 | 39,028 | 41,000 | 35,574 | 41,000 | 0.0% | 15.3% | 41,410 |
| 484300 | Miscellaneous | 3,182 | 3,003 | 4,250 | 420 | 4,250 | 0.0% | 911.9% | 4,293 |
| Total Revenue | | 864,682 | 819,449 | 861,450 | 904,793 | 1,041,771 | 20.9% | 15.1% | 1,222,998 |
| Total Expenditures | | 951,888 | 727,697 | 933,491 | 1,030,904 | 1,192,401 | 27.7% | 15.7% | 1,222,998 |
| <i>Carryover PO's</i> | | | | | | | | | |
| Fund Balance - December 31st | | 184,989 | 276,741 | 204,700 | 150,630 | 0 | | | 0 |
| 22217000- 510000 | Wages | 135,661 | 136,440 | 154,622 | 144,002 | 272,901 | 76.5% | 89.5% | 279,724 |
| 511100 | PERS | 18,773 | 19,004 | 20,935 | 19,735 | 37,424 | 78.8% | 89.6% | 38,360 |
| 511300 | Medicare | 1,870 | 1,847 | 2,242 | 1,956 | 3,957 | 76.5% | 102.3% | 4,056 |
| 511400 | Workers Compensation | 2,781 | 2,920 | 3,092 | 3,092 | 0 | -100.0% | -100.0% | 0 |
| 511600 | Health Insurance | 36,250 | 39,900 | 39,900 | 39,900 | 103,552 | 159.5% | 159.5% | 110,801 |
| 511700 | Life Insurance | 300 | 300 | 300 | 300 | 600 | 100.0% | 100.0% | 612 |
| 520110 | Clothing & Safety | 831 | 973 | 1,800 | 306 | 2,700 | 50.0% | 782.4% | 2,754 |
| 521100 | Electric | 15,524 | 17,129 | 19,000 | 17,900 | 19,000 | 0.0% | 6.1% | 19,380 |
| 521200 | Heat | 744 | 571 | 1,000 | 1,100 | 1,000 | 0.0% | -9.1% | 1,020 |
| 523100 | Professional Services | 49,391 | 826 | 2,000 | 1,000 | 2,000 | 0.0% | 100.0% | 2,040 |
| 523410 | Promotions/Marketing | 435 | 201 | 400 | 400 | 400 | 0.0% | 0.0% | 408 |
| 526000 | Travel / Training | 544 | 508 | 1,400 | 819 | 1,400 | 0.0% | 70.9% | 1,428 |
| 526100 | Membership and Dues | 913 | 309 | 1,000 | 0 | 1,800 | 80.0% | 100.0% | 1,836 |
| 527020 | Maintenance of Facility | 30,359 | 27,424 | 30,000 | 27,437 | 34,100 | 13.7% | 24.3% | 34,782 |
| 527210 | Garage Rotary | 17,900 | 480 | 20,000 | 20,000 | 20,600 | 3.0% | 3.0% | 21,012 |
| 527220 | Information Technology Rotary | 3,754 | 3,942 | 5,500 | 5,500 | 6,267 | 13.9% | 13.9% | 6,392 |
| 528000 | Insurance | 0 | 0 | 17,000 | 0 | 0 | -100.0% | 100.0% | 0 |
| 529210 | Real Estate Taxes | 59,458 | 58,147 | 62,000 | 53,745 | 62,000 | 0.0% | 15.4% | 63,240 |
| 529220 | Sales Tax | 42,730 | 36,702 | 42,000 | 42,000 | 42,000 | 0.0% | 0.0% | 42,840 |
| 529310 | Credit Card Fees | 16,686 | 13,971 | 16,500 | 13,500 | 16,500 | 0.0% | 22.2% | 16,830 |
| 531000 | Office Supply | 103 | 0 | 350 | 350 | 350 | 0.0% | 0.0% | 357 |
| 533000 | Fuel Supply AvGas | 216,494 | 159,739 | 190,000 | 219,000 | 219,000 | 15.3% | 0.0% | 223,380 |
| 533020 | Fuel Supply Jet A | 225,340 | 128,125 | 240,000 | 298,000 | 298,000 | 24.2% | 0.0% | 303,960 |
| 533035 | Fuel Supply - Vehicles | 4,468 | 1,025 | 5,000 | 3,900 | 2,600 | -48.0% | -33.3% | 2,652 |
| 534020 | Merchandise | 705 | 730 | 750 | 790 | 750 | 0.0% | -5.1% | 765 |
| 550300 | New Equip / Cap Outlay | 68,404 | 75,911 | 55,000 | 116,172 | 42,000 | -23.6% | -63.8% | 42,840 |
| 560030 | Security Deposits | 1,412 | 573 | 1,500 | 0 | 1,500 | 0.0% | 100.0% | 1,530 |
| TOTAL AIRPORT | | 951,888 | 727,697 | 933,491 | 1,030,904 | 1,192,401 | 27.7% | 15.7% | 1,222,998 |

**LINE ITEM DETAIL
AIRPORT
OPERATIONS**

Explanation of significant line items

| <i>Description:</i> | <i>Object:</i> | <i>Amount:</i> | <i>Explanation:</i> |
|-------------------------|----------------|----------------|--|
| Wages | 510000 | \$272,901 | Proposed addition of an Airport Technician to meet service expectations associated with expanded corporate jet operations. Reclass of Airport Supervisor. |
| Professional Services | 523100 | \$2,000 | Weather Service, Fuel Farm Inspection, NDB Security Access System - \$2,000 |
| Clothing & Safety | 520110 | \$2,700 | Additional \$900 For New Technician. |
| Travel/Training | 526000 | \$1,400 | Line Service & Supervisor Training \$1,400; |
| Membership and Dues | 526100 | \$1,800 | OAA Membership \$1,800 |
| Maintenance of Facility | 527020 | \$34,100 | AWOS/NDB Maintenance Contract/Repairs \$4,400; HVAC Maintenance Contract \$450; Airfield Lighting Maintenance \$2,100; Terminal & Rental Building Maintenance \$3,500; HVAC Maintenance Contract \$400; Other Facility Maintenance (Sand, Fuel Truck/Farm Repairs, Fire Extinguishers, landscaping, weed control, lighting) \$12,200; Fuel Farm Maintenance Contract \$3,650; Contracted Electrical Repairs \$2,000; Maint. Hangar \$3,300; Fuel Tank Insurance BUSTR \$1,100; Tow Bar Heads \$1,000 |
| New Equip/Cap Outlay | 550300 | \$42,000 | Paint Exterior of Hangers D,E & F - \$42,000 |

2022 BUDGET DETAIL

FUND: AIRPORT 2000 T-HANGAR

The Airport 2000 T-Hangar Fund was established to separately account for the operating revenues and expenses from the three t-hangar buildings (30 units) constructed by the City in 2000. Rents generated by the t-hangars needs to be sufficient to cover the annual maintenance cost and debt service for money borrowed to construct.

| <i>Org-Object</i> | <i>Description</i> | <i>2019 Actual</i> | <i>2020 Actual</i> | <i>2021 Budget</i> | <i>2021 Projected</i> | <i>2022 Budget</i> | <i>2023 Projected</i> |
|-------------------|--|------------------------|------------------------|------------------------|---------------------------|------------------------|---------------------------|
| | Fund Balance - January 1st | 173,352 | 180,443 | 184,910 | 184,910 | 207,209 | 217,798 |
| 22300351- 477110 | Hangar Rent | 100,240 | 95,580 | 104,000 | 110,500 | 104,000 | 105,040 |
| 477120 | Late Fees | 0 | 20 | 100 | 1,200 | 1,000 | 101 |
| 482100 | Hangar Deposits | 40 | 1,140 | 400 | 105 | 400 | 404 |
| | Total Revenue | 100,280 | 96,740 | 104,500 | 111,805 | 105,400 | 105,545 |
| 22317000- 521100 | Electric | 2,463 | 2,907 | 3,300 | 2,950 | 3,300 | 3,366 |
| 527020 | Maintenance of Facility | 852 | 0 | 1,000 | 0 | 1,000 | 1,020 |
| 529210 | Real Estate Taxes | 19,884 | 19,446 | 21,000 | 18,000 | 21,000 | 21,420 |
| 560020 | Refunds | 0 | 850 | 0 | 0 | 0 | 0 |
| 560030 | Security Deposits | 927 | 892 | 1,000 | 700 | 1,000 | 1,020 |
| 570000 | Transfer to Bond Retirement Fund | 69,063 | 68,178 | 67,856 | 67,856 | 68,511 | 68,098 |
| | Total Expenditures | 93,189 | 92,273 | 94,156 | 89,506 | 94,811 | 94,924 |
| | <i>Carryover PO's</i> | | | | | | |
| | Fund Balance - December 31st | 180,443 | 184,910 | 195,254 | 207,209 | 217,798 | 228,419 |



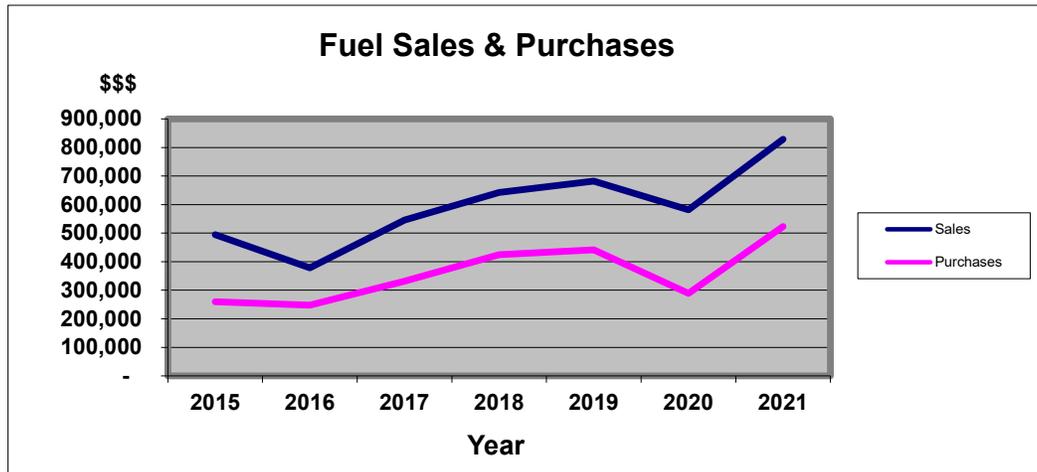
CITY OF DELAWARE

Airport Fund

2021 Year-End Report

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|----------------------------------|-------------------|--------------------|-------------------|-------------------|--------------------|-------------------|---------------------|
| REVENUES | | | | | | | |
| Hangar Rent | 169,764 | 171,763 | 178,611 | 177,916 | 178,138 | 175,391 | 196,857 |
| Tie Down Rent | 2,702 | 2,474 | 1,873 | 2,385 | 2,581 | 3,251 | 2,966 |
| Land Rent | 9,224 | 11,464 | 11,767 | 11,892 | 12,075 | 10,513 | 12,856 |
| Fuel Sales | 494,567 | 378,371 | 545,634 | 642,394 | 681,744 | 582,031 | 828,811 |
| Property Tax Reimbursement | 37,187 | 36,326 | 46,653 | 30,573 | 39,355 | 41,304 | 35,574 |
| Other Income | 16,772 | 12,563 | 16,276 | 19,704 | 18,714 | 93,699 | 29,295 |
| TOTAL REVENUE | \$ 730,216 | \$ 612,961 | \$ 800,814 | \$ 884,864 | \$ 932,607 | \$ 906,189 | \$ 1,106,359 |
| OPERATING EXPENDITURES | | | | | | | |
| Wages and Benefits | 155,064 | 154,411 | 162,457 | 190,086 | 195,635 | 200,411 | 213,607 |
| Operating Expenses | 93,557 | 88,496 | 104,009 | 108,667 | 107,588 | 74,649 | 94,756 |
| Special Events/Promotions | - | - | 445 | 195 | 435 | 201 | 201 |
| Fuel Purchases | 259,353 | 247,641 | 332,044 | 424,698 | 441,834 | 288,891 | 523,170 |
| Facility Maintenance | 21,568 | 23,989 | 32,176 | 24,958 | 31,031 | 31,846 | 53,019 |
| Consulting/Professional Services | 2,959 | 780 | 2,530 | 6,828 | 49,391 | 826 | 1,720 |
| Capital Outlay | 4,000 | 2,543 | - | - | 68,404 | 75,911 | 118,637 |
| Real Estate Taxes | 73,735 | 72,021 | 83,656 | 82,155 | 79,342 | 77,593 | 71,719 |
| TOTAL EXPENDITURES | \$ 610,236 | \$ 589,881 | \$ 717,317 | \$ 837,587 | \$ 973,660 | \$ 750,328 | \$ 1,076,829 |
| OPERATING PROFIT/LOSS | \$ 119,980 | \$ 23,080 | \$ 83,497 | \$ 47,277 | \$ (41,053) | \$ 155,861 | \$ 29,529 |
| General Fund Subsidy | 18,890 | 18,890 | 30,000 | 30,000 | 30,000 | 10,000 | - |
| Debt Service | (80,435) | (79,120) | (53,151) | (67,897) | (69,063) | (68,178) | (67,514) |
| NET CASH FLOW | \$ 58,435 | \$ (37,150) | \$ 60,346 | \$ 9,380 | \$ (80,116) | \$ 97,683 | \$ (37,985) |
| FUND BALANCE | \$ 413,950 | \$ 375,824 | \$ 436,171 | \$ 445,548 | \$ 365,432 | \$ 461,651 | \$ 422,580 |
| Amount Reserved for Debt | 152,325 | 143,529 | 164,197 | 173,352 | 180,443 | 184,910 | 204,989 |
| Encumbrances Outstanding | 31,475 | 5,625 | 5,745 | 67,373 | 28,656 | 944 | 7,960 |
| UNRESERVED FUND BALANCE | \$ 230,150 | \$ 226,670 | \$ 266,229 | \$ 204,823 | \$ 156,333 | \$ 275,797 | \$ 209,631 |

Airport Capital Improvements \$ 399,963 \$ 4,661,061 \$ 524,575 \$ 4,170 \$ 73,978 \$ 54,325 \$ 410,730



| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------|---------|---------|---------|---------|---------|---------|---------|
| Sales | 494,567 | 378,371 | 545,634 | 642,394 | 681,744 | 582,031 | 828,811 |
| Purchases | 259,353 | 247,641 | 332,044 | 424,698 | 441,834 | 288,891 | 523,170 |
| Gross Profit % | 90.7% | 52.8% | 64.3% | 51.3% | 54.3% | 101.5% | 58.4% |

Appendix C

2022-2026 Airport Capital Improvement Plan

**CAPITAL IMPROVEMENT PLAN
AIRPORT IMPROVEMENTS
2022-2026**

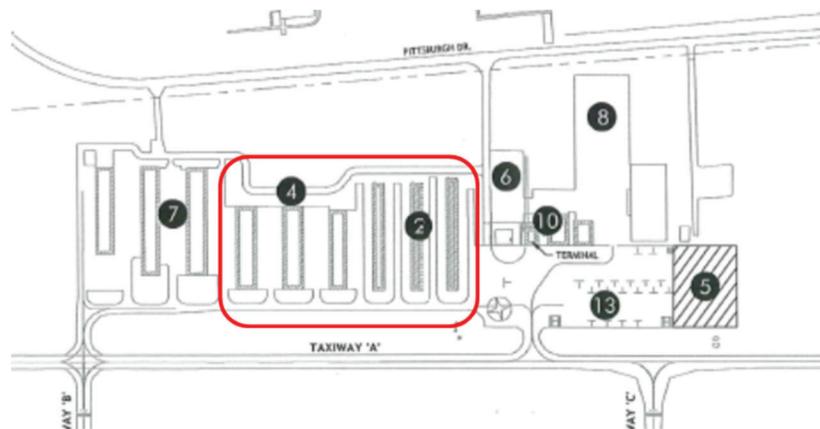
| | 2022 | 2023 | 2024 | 2025 | 2026 |
|--|---------------|----------------|---------------|----------------|----------------|
| REVENUES: | | | | | |
| FAA Entitlement | - | 94,496 | 45,000 | 360,000 | 315,000 |
| FAA Apportionment | - | - | - | - | - |
| ODOT | - | 2,500 | 2,500 | 20,000 | 17,500 |
| ODOT Grant | | 356,250 | - | - | - |
| TIF Revenue | - | 250,000 | - | - | - |
| <i>CIP Allocation (pg.1)</i> | 50,000 | 125,968 | 2,500 | 20,000 | 17,500 |
| TOTAL REVENUES | 50,000 | 829,214 | 50,000 | 400,000 | 350,000 |
| EXPENDITURES: | | | | | |
| <i>CITY NON-GRANT</i> | | | | | |
| Apron A Expansion* | | | | | |
| New Above Ground Fuel Farm Design | 50,000 | | | | |
| New Above Ground Fuel Farm Build* | | | | | |
| Terminal Parking Lot Resurfacing* | | | | | |
| <i>GRANT IMPROVEMENTS</i> | | | | | |
| T-Hangars D, E & F Taxilane Resurfacing | | 204,214 | | | |
| Apron B Rehabilitation (Corporate Ramp) | | 375,000 | | | |
| T-Hangars G, H & I Taxilane Reconstruction | | | 50,000 | 400,000 | |
| Master Plan Update/ Terminal Area Plan | | | | | 350,000 |
| <i>TIF IMPROVEMENTS</i> | | | | | |
| Above Ground Fuel System Access Drive* | | 250,000 | | | |
| TOTAL EXPENDITURES | 50,000 | 829,214 | 50,000 | 400,000 | 350,000 |

*Project Narratives can be found in the Pending Projects Section

PUBLIC WORKS
T-HANGER PAVEMENT REHABILITATION
Phase 2 & 3

BACKGROUND

The latest pavement rating performed by ODOT Dept. of Aviation indicates the pavement between existing T-hangers is in poor condition. With the earliest sections constructed in 1987, the pavement is over 33 years old and in need of rehabilitation. The pavement composing the main taxi aisles is eligible to receive federal funding while the connections to the individual hangar doors from the taxi aisles are not and require local funds to complete. The FAA provides ‘Entitlement’ funds covering 90% of eligible project costs, with ODOT providing an additional 5%. The City is responsible for 5% of cost plus 100% of non-eligible items. Pavement between Hangars A, B & C was rehabilitated in 2021. The second phase includes the pavement between hangars D, E & F, and the access driveway north of the hangars.



PROJECT TIMELINE

| | |
|-------------|---|
| 2022 | |
| 2023 | Rehabilitation of T-hanger D, E & F pavement |
| 2024 | Design of T-hanger G, H & I taxilane pavement |
| 2025 | Rehabilitation of T-hanger G, H & I taxilane pavement |

FINANCING

| YEAR | AMOUNT | IDENTIFIED FUNDING SOURCE(S) |
|--------------|------------------|---|
| 2022 | | |
| 2023 | \$204,214 | \$94,496 FAA; \$5,250 State; \$104,468 Local |
| 2024 | \$50,000 | \$45,000 FAA; \$2,500 State; \$2,500 Local Match |
| 2025 | \$400,000 | \$360,000 FAA; \$20,000 State; \$20,000 Local Match |
| TOTAL | \$654,214 | |

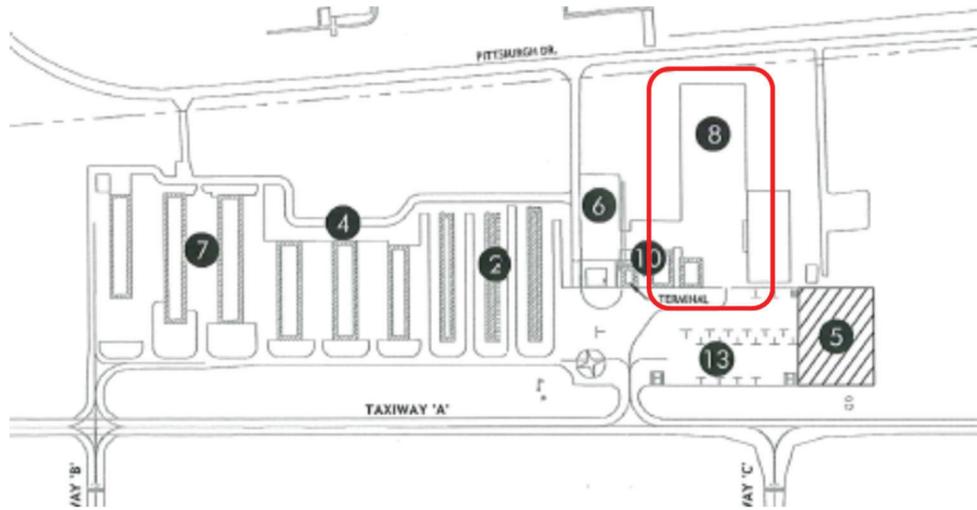
PROJECT TEAM

CITY LEAD: Public Works – Engineering Division
DESIGN CONSULTANT: CHA
CONTRACTOR: In House

AIRPORT APRON 'B' REHABILITATION

BACKGROUND

The latest pavement rating was completed in November 2016 and revealed that the pavement of Apron 'B' is in poor condition and in need of rehabilitation. Originally constructed in 1987, the pavement is over 33 years old and in need of significant restorative efforts including drainage improvements, subgrade repairs, and pavement replacement, collectively identified as rehabilitation. The utility of the apron is also in transition as a potential corporate hanger project may require the relocation or elimination of existing small aircraft tie-downs in order to provide ample maneuvering room for larger jet aircraft accessing the northeast quadrant of the apron. Work on the section of pavement is not eligible for federal FAA or ODOT funding, and therefore must be paid for locally.



PROJECT TIMELINE

| | |
|------|-------------------------|
| 2022 | |
| 2023 | Design/Bid/Construction |
| 2024 | |
| 2025 | |
| 2026 | |

FINANCING

| YEAR | AMOUNT | IDENTIFIED FUNDING SOURCE(S) |
|--------------|------------------|---|
| 2022 | | \$356,250 ODOT & \$18,750 Local Funds. Not eligible for FAA Funds |
| 2023 | \$375,000 | |
| 2024 | | |
| 2025 | | |
| 2026 | | |
| TOTAL | \$375,000 | |

PROJECT TEAM

CITY LEAD: Public Works – Airport/Engineering
DESIGN CONSULTANT: CHA
CONTRACTOR: TBD

ABOVE GROUND FUEL SYSTEM ACCESS DRIVE

BACKGROUND

Delaware Municipal Airport Jim Moore Field is a leading Central Ohio general aviation facility. It is home to approximately 100 aircraft and handles an estimated 40,000 operations per year. In 2021, the City agreed to service corporate jet traffic associated with the Muirfield Golf Club. As a result, certain airport infrastructure needs must be addressed to accommodate the increase in aircraft ground traffic if an acceptable LOS is to be maintained. In 2022 a new Above Ground Fuel Storage and Dispensing System (AGF) will be designed with construction following in 2023. The AGF will be relocated from the existing fuel system location to accommodate future airport growth and to better utilize existing Apron space for priority aircraft operations. The new location will require the construction of an access drive to allow refueler vehicles to access the system for both fuel delivery and daily airport fueling operations.



**PROJECT
TIMELINE**

| | |
|-------------|----------------------------|
| 2022 | Preliminary & Final Design |
| 2023 | Construction |

FINANCING

| YEAR | AMOUNT | IDENTIFIED FUNDING SOURCE(S) |
|--------------|------------------|------------------------------|
| 2021 | | Airport TIF |
| 2022 | 50,000 | |
| 2023 | 200,000 | |
| 2024 | | |
| 2025 | | |
| TOTAL | \$250,000 | |

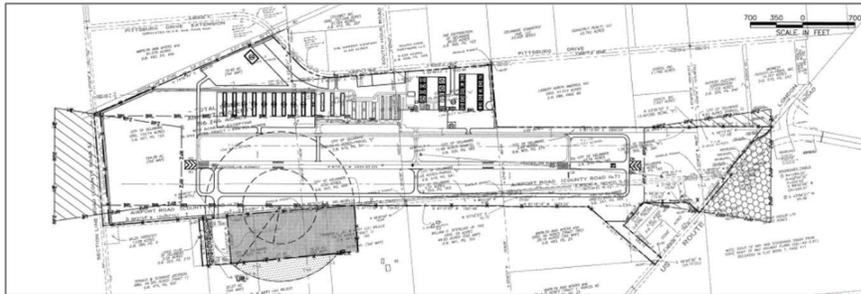
**PROJECT
TEAM**

CITY LEAD: Public Works
DESIGN CONSULTANT: TBD
CONTRACTOR: TBD

BACKGROUND

The Airport is managed in part by an FAA approved Airport Master Plan that includes facility improvements into the future that support the airport operations. The last plan update was completed in 2006. The general goals and objectives addressed by an airport master plan include the following:

- To provide a framework for long-range planning (20 to 30 yrs)
- To graphically present preferred airport development concepts
- To define the purpose and need for development projects
- To comply with all applicable FAA requirements
- To enable the airport to achieve its mission
- To assure compatible land use development
- To identify facility requirements for all airport users



**PROJECT
TIMELINE**

| | |
|------|-------------|
| 2022 | |
| 2023 | |
| 2024 | |
| 2025 | |
| 2026 | Plan Update |

FINANCING

| YEAR | AMOUNT | IDENTIFIED FUNDING SOURCE(S) |
|--------------|------------------|---|
| 2022 | | \$315,000 FAA; \$17,500 State; \$17,500 Local Match |
| 2023 | | |
| 2024 | | |
| 2025 | | |
| 2026 | \$350,000 | |
| TOTAL | \$350,000 | |

**PROJECT
TEAM**

CITY LEAD: Public Works Airport/Engineering
DESIGN CONSULTANT: CHA
CONTRACTOR: N/A