



July 2024

AIRPORT ASSESSMENT AND GOVERNANCE OPTIONS ANALYSIS



PREPARED FOR
Delaware Municipal Airport



Aviation Management
Consulting Group

Airport Assessment

City of Delaware
County of Delaware

Delaware Municipal Airport



July 12, 2024

R. Thomas Homan, ICMA-CM
City Manager
1 South Sandusky Street
Delaware, Ohio 43015

Tracie Davies
Delaware County Administrator
91 North Sandusky Street
Delaware, Ohio 43015

RE: Airport Assessment

Dear Tom and Tracie:

This report conveys Aviation Management Consulting Group's (AMCG's) observations, opinions, findings, and recommendations relating to the assessment of Delaware Municipal Airport (Airport) for the City of Delaware (City) and County of Delaware (County).

AMCG evaluated the planning, development, operations, finances, and management of the Airport to develop short-term and long-term recommendations that, in AMCG's opinion, need to be resolved or improved prior to, during, or following a potential change in the governance structure. These recommendations are consistent with a best practices approach considering the circumstances that exist at the Airport and the conditions that exist in the market as of the effective date of this report. In addition to the short-term and long-term recommendations, AMCG identified immediate recommendations that should be addressed immediately while the City and County contemplate a change in the governance structure.

AMCG is pleased to have been called on to conduct this assessment and provide the associated recommendations. Please contact me if you have any questions pertaining to the findings or opinions conveyed in this report.

Helping your aviation management excellence,

A handwritten signature in blue ink that reads "D.C. Benner".

David C. Benner, C.M.
Managing Principal
AMCG

A handwritten signature in blue ink that reads "Joseph C. Walker".

Joseph C. Walker C.M., IACE
Associate Consultant
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I. EXECUTIVE SUMMARY

Scope of Work: This assessment conveys AMCG’s observations, opinions, findings, and recommendations relating to the planning, development, operations, finances, management, and governance of the Airport.

Table 1 – Assessment Recommendations

	Areas	Details
Immediate recommendations	Governance Determination	Determine Airport governance structure including control and ownership interest, define roles and responsibilities of represented parties
	Engage Parties Interested in Development	Engage parties interested in on-Airport development to provide specific timelines for Airport development projects and initiatives
	Tenant and Community Engagement	Develop a robust community engagement program and host informational events to convey the benefits of the Airport to the community
	Enhance Instrument Approach Procedures	Seek FAA guidance and assistance in developing precision approaches to the Airport
Short-Term Recommendations	Accounting Protocols	Implement accounting protocols to establish independent Airport and FBO departments
	Fuel Pricing Program	Develop fuel pricing program to include appropriate fees and target margin (jet and avgas) with discount program
	Lease and Compliance Review	Organize and review all leases and agreements for compliance to ensure accuracy of expiration dates, reversion protocols, and rent basis
	Leasing Policy	Develop a <i>Leasing Policy</i> that fosters development on Airport property and remains consistent with FAA guidance
	Airport Management and Staffing Plan	Analyze current/future staffing needs to ensure adequate staff to support the operation and management of the Airport and FBO
	Branding of Airport	Develop consistent branding cohesive with the organizational and ownership structure and represents the vision of the Airport
	ACIP Revisions	Review and revise ACIP to develop a more aggressive development approach for available Airport property
	Rules and Regulations	<i>Airport Operations Policies and Procedures</i> should be updated and transitioned to Airport Rules and Regulations
	Minimum Standards	Update <i>Minimum Standards</i> to reflect current circumstances and address future commercial aeronautical activities
	Snow and Ice Control Plan	Develop a <i>Snow and Ice Control Plan</i> to safeguard winter operations and establish expectations during inclement weather
Long-Term Recommendations	Customer Service Management	Develop standards to manage each customer and apply a fuel pricing program consistent with industry practices
	Airport Operations Manual	Develop <i>Airport Operations Manual</i> based on 14 CFR Part 139
	Airport Master Plan Update	Update <i>Airport Master Plan</i> within the recommended timeframe as established by the FAA
	Development Standards	Create <i>Development Guidelines</i> to set forth standards governing the design, development, and modification of improvements at the Airport
	Information Management System	Implement <i>Electronic Resource Planning</i> (ERP) including finance and lease management modules
	Operations Continuity Program	Develop <i>Operations Continuity Plan</i> which may include security plans, irregular operations plan, and wildlife hazard management plan
	Non-Aeronautical Development	Seek FAA approval for non-aeronautical development to support the Airport’s self-sustainability goals
	Staff Training Program	Develop staff training program that meets the expectations identified in updated job descriptions
	Infrastructure Connectivity Planning	Explore options to expand access and connectivity to the Airport
	Inventory/Asset Management Plan	Inventory and assess existing maintenance facility and equipment to identify future needs.
Part 139 Certification	Develop and meet FAA Part 139 certified airport status through managing the Airport as an essential public facility	

II. INTRODUCTION

A. Scope of Work

Aviation Management Consulting Group (AMCG) conducted an *Airport Assessment* (Assessment) of Delaware Municipal Airport (Airport) for the City of Delaware (City) and County of Delaware (County). The primary goal of the Assessment is to convey recommendations that, in AMCG's opinion, need to be resolved or improved prior to, during, or following a potential change in the governance structure in support of the governance assessment project. Additionally, the background of the Airport is provided to enhance the County's understanding of the current ownership, governance, management, and operation of the Airport. AMCG also conducted a limited strengths, weaknesses, opportunities, and threats (SWOT) analysis to isolate and properly categorize actual and perceived strengths and weaknesses (from an internal perspective) as well as opportunities and threats (from an external perspective).

AMCG's observations, opinions, findings, and recommendations are consistent with a best practices approach, considering the circumstances that exist at the Airport and the conditions that exist in the market.

B. Project Approach

AMCG conducted an evaluation and assessment of the planning, development, operations, finances, and management of the Airport. Specifically, AMCG reviewed historical documentation and current practices related to the (1) airport sponsor organization, (2) airport organization, (3) airport planning, management, and compliance documents, (4) airport operations, (5) airport airside land infrastructure, (6) aviation products, services, and facilities, (7) airport facilities, (8) airport environment, (9) community environment, (10) general environment, and (11) airport finances. The most significant observations, opinions, and findings are detailed in this report in priority order. Additionally, AMCG identified immediate recommendations for the City to consider for immediate resolution while the City and County contemplate a change in governance structure.

AMCG's recommendations are designed to provide a foundation for the ownership, governance, and management structure of the Airport. **It is important to note the assessment document is focused primarily on current planning, development, operations (including the fueling operation – Fixed Base Operator or FBO), finances, management, and current governance of the Airport (Element 1). The Governance Options Analysis identifies future managerial, operational, and financial impacts under different scenarios (Element 2).**

To achieve the scope of work, representatives of AMCG (David Benner – Managing Principal and Joe Walker – Associate Consultant) conducted a site visit from Monday, December 11th, 2023 – Tuesday, December 12th, 2023, which included the following:

- Meetings with City representatives, County representatives, Airport management/staff, and Specialized Aviation Service Operators (SASO) management/staff.
- Tour with Kevin Piatt (City Airport Manager) and Shane Harding (City Public Works Supervisor) to understand the current operation, management, and development of the Airport.
- Attended County Commission and City Council meetings to present AMCG’s purpose and project scope.

During the on-site meetings, current practices, challenges, and issues were discussed, including, but not limited to, the following:

- Airport/FBO operations and maintenance practices
- Staff roles and responsibilities
- Mission and Vision for the Airport
- Value of the Airport to the community and region
- Strengths, weakness, opportunities, and threats for the Airport
- Goals and Aspirations for the Airport
- Commercial aeronautical operators and major users of the Airport
- Management and facility improvements
- Airport current and future land use

To complete the Assessment, AMCG reviewed all available documents provided by the City and County. The most pertinent and contemporary documents include the following:

Management and Planning:

- ACIP DLZ (2023)
- Draft ACIP DLZ (2024)
- Current organizational structure and job descriptions
- Spill Prevention Control and Countermeasure Plan (SPCCP) (2008)
- Minimum Operating Standards (2005)
- Rules and Regulations (2005)
- Airport Layout Plan (2017)
- Airport Master Plan (2017)
- DLZ whitepaper (2022)
- DLZ Strategic Business Plan (2020)

Rents, Fees, and Financial:

- City of Delaware Budget (FY 2020, FY 2021, and FY 2022)
- City of Delaware Audit (FY 2020, FY 2021, and FY 2022)
- Depreciation Schedule (2022)
- Refunding Bonds Agreement (2017)
- Hangar numbering protocols and property maps
- Airport fees (2023)
- Hangar Rates (2023, 2024)
- Rates and Fees Schedule (handling fees, hangars)
- Asset list and depreciation schedule (undated)
- FAA DLZ Apron Grant Agreements (2023)

Operational:

- Fuel Volumes (CY 2018 – CY 2022)
- GA Airport Security Procedures (2007)
- Emergency Response Plan (2017)
- Voluntary Noise Abatement Program (2004)
- Ohio Department of Transportation (ODOT) Pavement Condition Index (2016)
- Lease agreements (land, T-hangar, executive hangar)

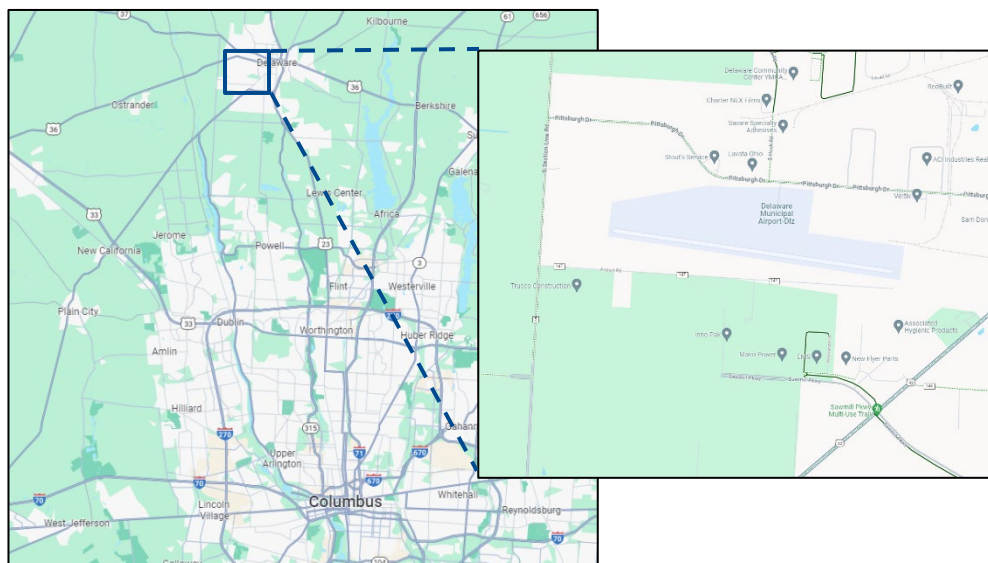
III. BACKGROUND

A. Community Overview

1. Geographic Location

The Airport is located within City limits approximately three miles southwest of the City of Delaware City Hall. As identified in Figure 1, the City is located approximately 28 miles North of Columbus, Ohio central business district.

Figure 1 – Geographic Location



2. Demographics

The population of the City has increased a total of 26.3% which results in a compounded annual increase of 2.2% from 34,753 in 2010 to 43,895 in 2022 (U.S. Census Bureau estimate). Recent estimated data shows a continuing increase in population.

The population of the County has increased a total of 29.9% or a compounded annual increase of 2.5% from 174,214 in 2010 to 226,296 in 2022 (U.S. Census Bureau estimate). Recent estimated data shows a continuing increase in population.

3. Business and Industry

As outlined in the U.S. Census Bureau American Community Survey for 2022, the largest employment sectors in the City are (1) education services, and health care and social assistance, (2) professional, scientific, and management, and administrative and waste management services, and (3) retail trade. These employment sectors, as of 2022, account for approximately 53% of the employment in the City.

As outlined in the U.S. Census Bureau American Community Survey for 2022, the largest employment sectors in the County are (1) education services, and health care and social assistance, (2) professional, scientific, and management, and administrative and waste management services, and (3) finance and insurance, and real estate and rental and leasing. These employment sectors, as of 2022, account for approximately 51% of the employment in the County.

4. *Economic Factors*

As outlined in the U.S. Census Bureau Decennial Census, the civilian labor force of the City has increased from 34,753 in 2010 to 41,302 in 2020, which represents a total increase of 18.8% or a compounded annual increase of 1.7%. The civilian labor force of the County has increased from 174,214 in 2010 to 214,124 in 2020, which represents a total increase of 22.9% or a compounded annual increase of 2.1%.

As identified by the U.S. Bureau of Labor Statistics, the unemployment rate of the City was estimated at 3.5% and the unemployment rate of the County was estimated at 3.1% (for January 2024). The City had a lower unemployment rate in comparison to the County and the U.S. national unemployment rate of approximately 3.9% (for 2022).

5. *Climate*

The City has a typical humid continental climate with warm humid summers and cold winters. The average annual high temperature is 61°F and the average annual low is 39°F. The hottest month of the year is July with an average high of 85°F and the coldest month of the year is January with an average low of 20°F. The City's average annual precipitation is 38 inches, and the average annual snowfall is 22 inches.

B. Airport Overview

1. Airport Sponsor

The Airport is owned by the City, which acts as the airport sponsor for all federal and state grants. The Airport is operated by the City of Delaware Public Works Department with an Airport Commission consisting of seven members serving staggered three-year terms. These members are appointed by the mayor and confirmed by the City Council. The members are appointed on the following basis:

- 1 appointed from the City Council;
- 1 recommended by County Commissioners;
- 1 recommended by the Delaware Area Chamber of Commerce;
- 3 members residing in the City of Delaware; and
- 1 member residing in the County is appointed by the City Council.

The purpose of the Airport Commission is to study, investigate, plan, advise, report, and recommend to the City Council, and the City Manager, any action, program, plan, or piece of legislation which the Airport Commission shall find or determine to be necessary or advisable for the care, preservation, maintenance, expansion, improvement, or operation of the Airport.

2. Airport Description

The Airport consists of approximately 325 acres of land and has one runway, as follows:

- Runway 10/28: 5,800 feet long and 100 feet wide, asphalt in good condition.

The Airport does not have an Air Traffic Control Tower but is served by several Instrument Approach Procedures, an RNAV (GPS) approach to Runway 10, an RNAV (GPS) approach to Runway 28, and a VOR approach to Runway 28. The Airport is designated a general aviation regional airport in the Federal Aviation Administration (FAA) *National Plan of Integrated Airports System (NPIAS)* and a local airport in the FAA *General Aviation Airport Asset Study*.

3. Airport Management

Management of the day-to-day activities is currently managed through a variety of roles. Operations duties are conducted by the Airport Manager and Airport Operations personnel, and decision-making roles are performed by a combination of City administrators and Public Works administration. Further support is provided by the City Manager's Office, Finance, Legal, and other City departments.

4. *Airport Employees*

The Airport Manager, reporting to the Operations Manager of the Public Works Department, oversees day-to-day operations of the Airport. The City fulfills operational positions at the Airport and exercises its proprietary exclusive right to provide commercial aircraft fueling.

At least one full-time employee is available to address customer inquiries on an as-needed basis during duty hours at the Airport. After-hours support is available as needed with prior arrangements.

AMCG understands certain aspects of a typical Airport Manager role are addressed jointly between the City Administration, Public Works Director, and the Airport Manager. Aircraft fueling, line services, and aircraft parking (tiedown and hangar) in addition to facility/grounds maintenance and snow removal are provided through the City. Some aspects, including runway/taxiway painting and general facility maintenance, are conducted by Airport Operations personnel, or authorized contractors for projects beyond the scope of the City's capabilities. Other aspects of airport management, including self-inspection of the airport infrastructure, are also conducted on a routine basis by Airport Operations personnel.

Overall, the current Airport staff fulfills all Airport and commercial fueling roles, including management, operations, airfield maintenance, and line services. These individuals serve in various roles at the Airport but do at times overlap between duties. Four full-time and one part-time Airport staff members fulfill these various roles.

5. *Airport Equipment*

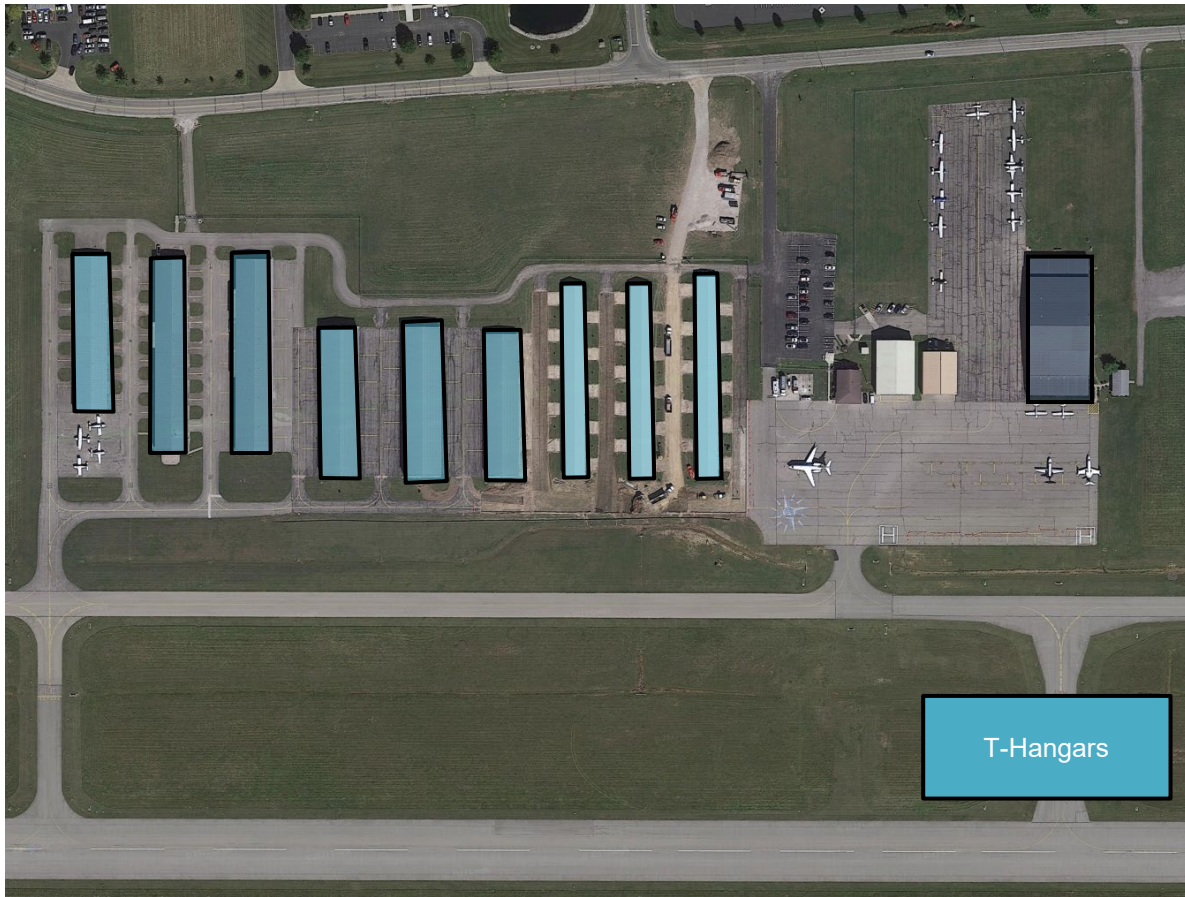
The City owns and maintains the necessary equipment for landscape maintenance, Airport operations, aircraft fueling, and snow removal operations. The equipment is currently stored in a hangar owned and operated by the City. While some of the equipment is dated, the City has the necessary equipment to maintain the Airport. It is important to note a few pieces of equipment are on loan from the Parks Department and are available seasonally at the Airport, but not owned by the Airport.

6. *Airport Facilities*

The Airport has several hangar facilities available to based aircraft customers. Currently, there are 36 privately owned hangars, 1 large corporate hangar, and 60 City-owned T-hangars which can accommodate a range of smaller general aviation aircraft as identified in Figure 2. It is important to note the Airport also coordinates large aircraft storage with local private hangar operators on an as needed/available basis.

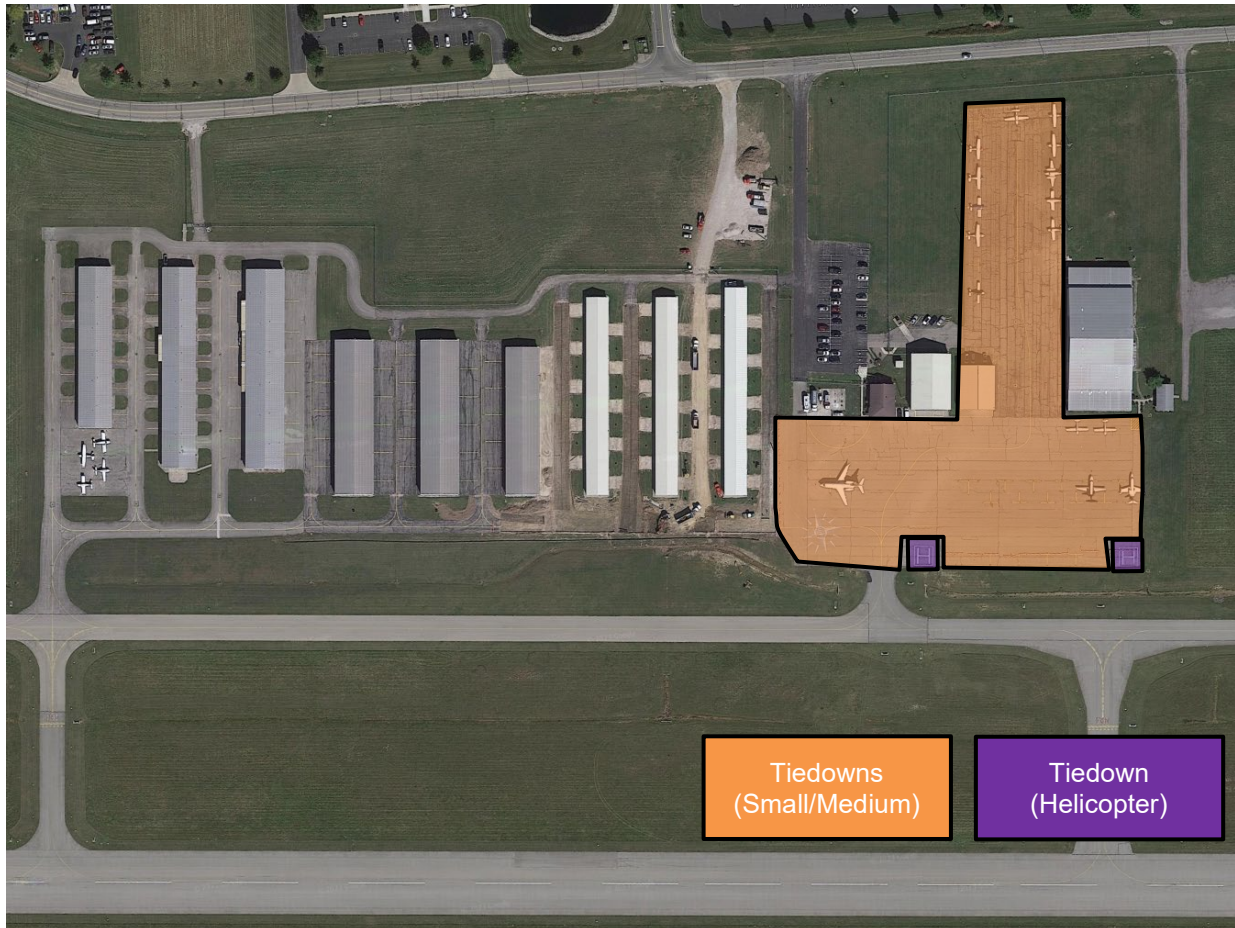
The Airport has tiedown space to accommodate 32 small to medium size aircraft, and 2 helicopters as identified in Figure 3.

Figure 2 – Airport Hangars



For reference purposes only

Figure 3 – Airport Tiedowns



For reference purposes only

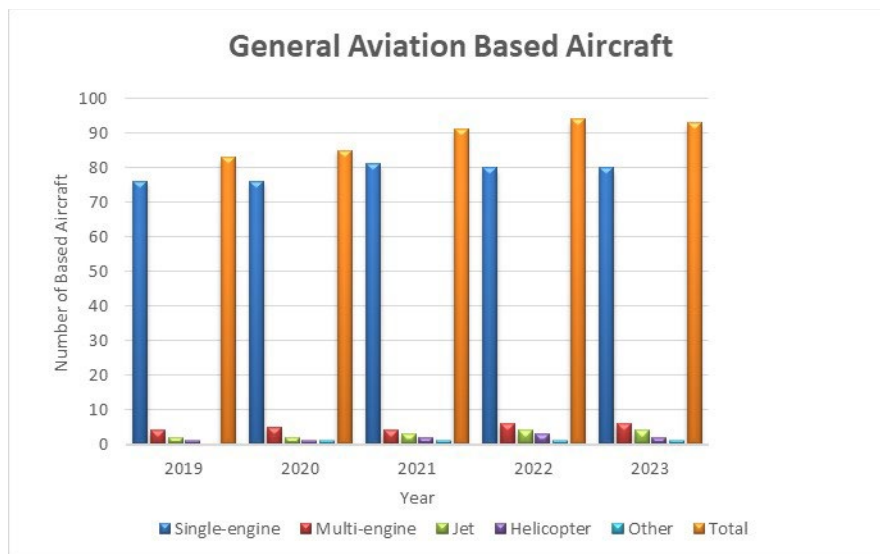
7. Airport Operations

Total aircraft operations at the Airport were approximately 39,300 in 2023, as reported by the FAA *Master Record 5010*. Total general aviation aircraft operations consisted of approximately 33,000 local operations (approximately 84%) and approximately 3,300 itinerant operations (approximately 8.4%). The remaining 3,000 operations (approximately 7.6%) consisted of air taxi operations.

8. Based Aircraft

Figure 4 illustrates the number of based aircraft at the Airport from 2019 to 2023, as reported by the FAA *Master Record 5010*.

Figure 4 – General Aviation Based Aircraft



As shown in Table 2, 93 aircraft are currently based at the Airport. From 2019 to 2023, the number of total aircraft based at the Airport has increased by a total of 11.7%, or a compounded annual increase of 2.9%. No periods of recent extended hangar vacancy have been reported, and there is an active waitlist for hangars.

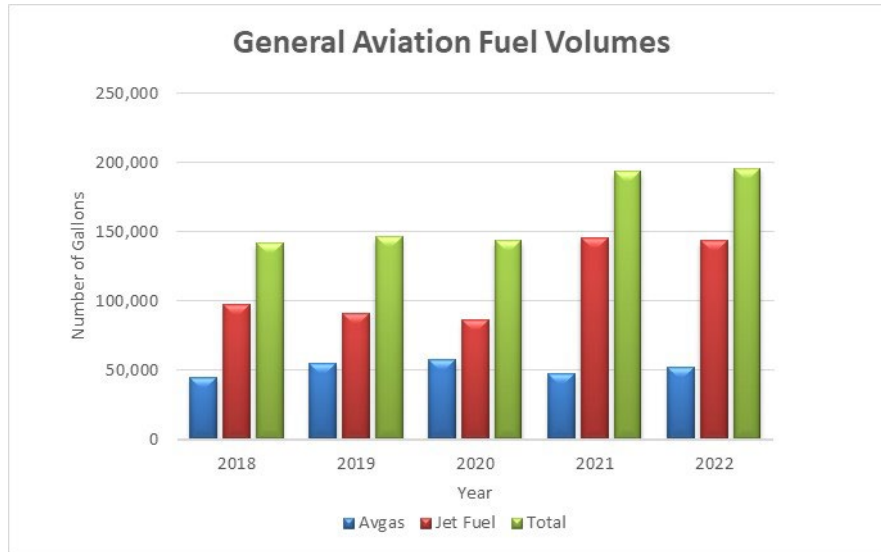
Table 2 – General Aviation Based Aircraft

General Aviation Based Aircraft							
Year	Single-engine	Multi-engine	Jet	Helicopter	Other	Total	% Change
2019	76	4	2	1	0	83	N/A
2020	76	5	2	1	1	85	2.4%
2021	81	4	3	2	1	91	7.1%
2022	80	6	4	3	1	94	3.3%
2023	80	6	4	2	1	93	-1.1%

9. Fuel Volumes

Figure 5 depicts total general aviation fuel volumes (by type – jet fuel and avgas) at the Airport from 2018 to 2022, as reported by Airport management.

Figure 5 – General Aviation Fuel Volumes



As depicted in Table 3, total general aviation fuel volumes increased from 141,796 gallons in 2018 to 195,673 gallons in 2022, which represents a total increase of 38.0% or a compounded annual increase of 8.4%. Since 2021, total general aviation fuel volumes have increased by a total of 1.1%. Additionally, approximately 68% of the general aviation fuel volume is jet fuel.

Table 3 – General Aviation Fuel Volumes

General Aviation Fuel Volumes				
Year	Avgas	Jet Fuel	Total	% Change
2018	44,585	97,211	141,796	N/A
2019	55,086	91,076	146,162	3.1%
2020	57,388	86,115	143,503	-1.8%
2021	47,640	145,902	193,542	34.9%
2022	52,327	143,346	195,673	1.1%

10. Commercial Operators

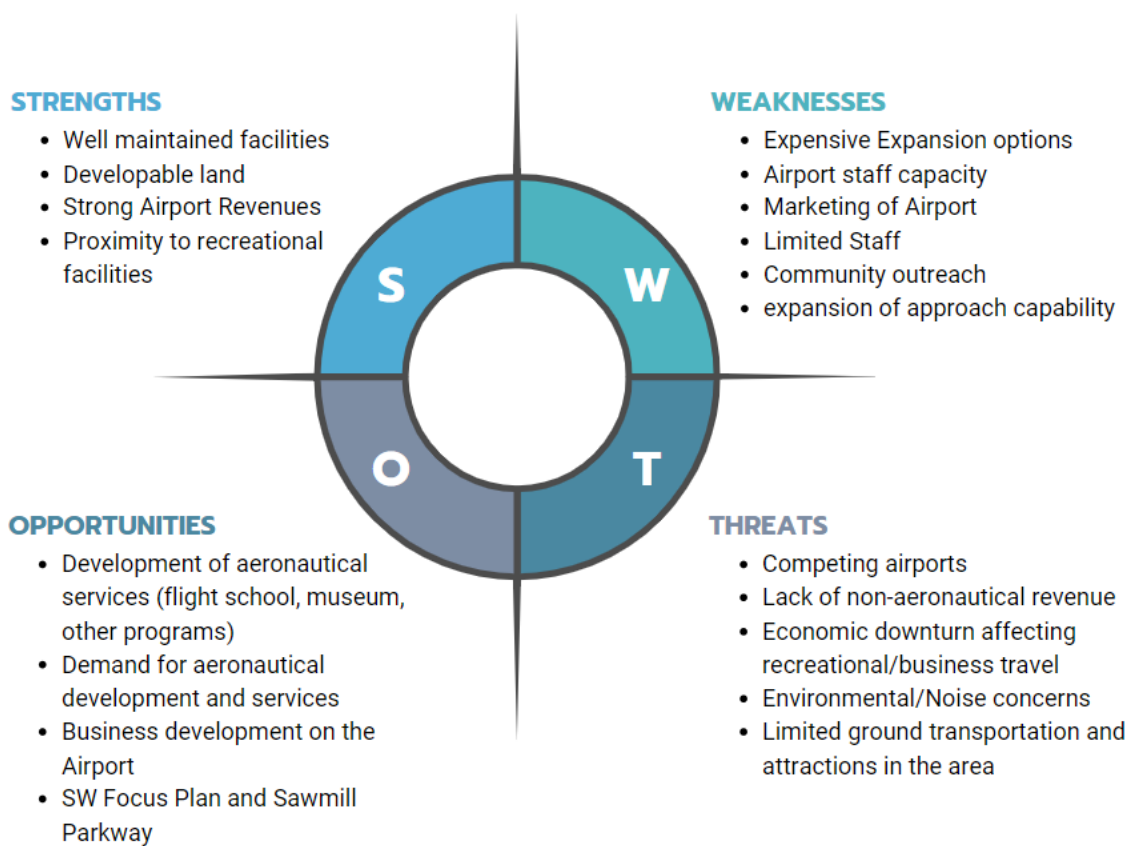
Multiple commercial operators are located at the Airport. 907 Aviation, Spencer Aviation, Rotocraft Training Center, Jetstream Corporate Center, and John Schoettermer, M.D. all serving as SASOs, providing a variety of services including aircraft maintenance services, flight training (fixed and helicopter), on-site flight physicals, aircraft storage, office space, and other services. Full-service fueling (jet and avgas), line services, and aircraft parking (hangar and tiedown) are provided by the City.

IV. SWOT Analysis

In conjunction with the Assessment, AMCG conducted a limited SWOT analysis of the Airport with a key focus on the internal strengths and weaknesses which can be leveraged or addressed through the Assessment.

The primary objective of the SWOT analysis was to isolate and properly categorize (to the greatest extent possible) actual and perceived strengths and weaknesses of the Airport (from an internal perspective) and opportunities and threats (actual and perceived) from an external perspective. The data was gathered from AMCG’s site visit, document review, meetings with City and County staff, meetings with Airport management, and interviews conducted with stakeholders.

Figure 6 – SWOT Analysis



1. Strengths

Strengths are internal items accomplished particularly well or unique assets of the Airport, especially in comparison to local and regional airports. Strengths need to be preserved, built on, and leveraged.

- Well-maintained facilities – The majority of aeronautical facilities were well-maintained, or deficiencies were recognized and noted for corrective action by Airport management.
- Developable land – The Airport has large areas of developable land on Airport property.
- Strong airport revenues – The Airport reports consistently strong annual revenues.
- Proximity to recreational facilities – an asset to the tourism industry for visitors to the region providing tax revenue enhancements and access to services.

2. **Weakness**

Weaknesses are internal items that are not accomplished particularly well, hinder or prevent desired performance, or are acutely lacking or need to be improved. Weaknesses need to be addressed and remedied.

- Expensive expansion options – expansion or construction of any facilities located on Airport property will require significant investment.
- Airport staff capacity – Airport management needs additional tools, experience, and skills to efficiently advance Airport objectives.
- Marketing of airport – current marketing efforts are not sufficient to further grow or develop the Airport.
- Limited Staff – The Airport has a limited number of staff to manage Airport finances, grants, operations, and maintenance.
- Community outreach – community outreach efforts for the Airport should be improved and appear to lack sufficient community engagement.
- Expansion of approach capability – The Airport should lead efforts to increase the instrument approach capability of the Airport including the addition of a precision approach.

3. **Opportunities and Threats**

Opportunities are external items that could help realize the mission and vision of the Airport. Opportunities need to be seized or capitalized on. Threats are external items that could threaten the realization of the Airport's mission and vision. Threats need to be managed or, if possible, eliminated.

Opportunities for the Airport are directly related to being in proximity to recreational facilities. With physical space for expansion, appropriate outreach, and the perceived demand for aeronautical development, the Airport can support both local economic and tourism efforts. Conversely, the Airport is faced with a threat from competitive airports. Additionally, a significant portion of the Airport and fuel sales revenue streams are limited to recreational and business travel which could be impacted during an economic downturn.

V. IMMEDIATE RECOMMENDATIONS

Immediate recommendations are based on the unique circumstances of the Airport and AMCG recommends resolution within the next year. The immediate recommendations reflect actions the City could take while the City and the County contemplate Airport ownership/sponsorship changes. These actions would benefit the Airport and demonstrate a commitment to a supportive transition if the City and the County choose to pursue a new governance structure.

A. Governance Determination

AMCG recommends the City review the *Governance Options Analysis* and determine the best structure for the Airport.

AMCG understands the potentially contentious nature of airport ownership and the concerns associated with recommendations to change ownership/sponsorship and governance structures. When the Airport is viewed from an outside perspective, the Airport is wholly within City limits, the Airport is connected by City infrastructure (including power, water, roadways, and emergency services), and is accessed by way of traversing the City. Conversely, the Airport is within Delaware County and serves a regional purpose, and most tenants and users are either based in the County or are seeking amenities in the County. Based on the information provided to AMCG, 45 hangar tenants reside in the County, 8 reside in the City, and 40 reside outside those areas but within the region. Based on discussions, the geographical relationship between the City and the Airport is advantageous for both the City and County.

While none of these factors serve as a sole reason for an ownership/sponsorship change, collectively these create a convincing logical segue for changing the governance structure of the Airport to better serve both municipalities' constituents and further represent mutual interests in economic development. While federally obligated airports are prohibited from providing revenue directly to the airport sponsor, airports serve as economic engines that generate ancillary economic activity that facilitates growth.

It is the opinion of AMCG that the County can provide additional support, beyond financial that the City is not equipped to offer the Airport. If the Airport were jointly managed by an airport authority, the Airport could utilize additional services through an inter-fund agreement from both the City and County as needed to further support the Airport and generate economic activity at and around the Airport.

The Airport would also provide additional influence and leverage for the City and County's economic development initiatives. It is important to note an airport authority would be required to meet certain finance and accounting practices such as establishing an enterprise fund, which is discussed further in Short-Term Recommendation H. *Accounting Protocols*. The airport sponsor's objectives related to the Airport should include a comprehensive plan on what initiatives the airport sponsor will support as well as fully understanding the obligations of owning a federally obligated airport. Specific governance analysis and recommendations are provided in the *Governance Options Analysis*.

B. Engage Parties Interested in Development

AMCG recommends the City re-engage with parties interested in development at the Airport.

The City should pursue open dialogue with parties interested in aeronautical development at the Airport while contemplating a change in governance structure. Often airport sponsors are unable to develop facilities due to limited funding or limitations of other competing resources. It is important for airports to find the balance between operating a public facility and private investment that can provide a long-term benefit to the Airport.

Engaging these parties will provide the Airport with increased demand and could potentially increase long-term revenue. Once sites for aeronautical facilities are shovel ready sites, a marketing campaign should begin to recruit suitable lessees, or tenants, to available space. This recommendation is concurrent with several short-term recommendations to adopt a new Leasing Policy, Minimum Standards, and Rules and Regulations.

C. Tenant and Community Engagement

AMCG recommends the City implement a tenant and community engagement program to develop the Airport as a community asset.

Involvement from the tenant community appears to be robust at the Airport. During discussions with multiple stakeholders, concerns, apprehension, and optimism were expressed to AMCG related to a possible transfer of airport sponsorship that could occur at the Airport. AMCG also understands the perception of certain tenants who do not feel adequately involved in processes at the Airport.

Community engagement overall is lacking and not currently performed at a notable level by the City. The Airport's value as an asset to the community can be solidified by ensuring the community understands not only the vision for the future of the Airport but also the benefits provided to the community. Obtaining community support is important for meeting Airport goals, but also for telling the story of the Airport to community members who have little or no interaction with the Airport.

It is critical to convey how the Airport benefits the local community and not solely Airport user groups. Hosting a fly-in, airshow, airport appreciation lunch, or open house all provide an opportunity for airport sponsors and staff to showcase the benefits of the Airport to the community.

Outreach should be designed to inform and engage the tenants regarding ownership of the Airport, management of the Airport, benefits to the community, and use of surrounding Airport property. Effective outreach efforts should embrace extensive use of social media to reach a broad spectrum of the tenants and community. Further, Airport management and staff should continue conducting outreach efforts including:

- In-person communications: continue returning all calls related to complaints about the Airport and implement a call log to identify recurring issues to be shared with the City as well as initiating contact with tenants that have not participated in other engagement efforts.
- Tenant meetings: tenants should be regularly engaged by the City and Airport staff to obtain feedback on Airport initiatives, and concerns with those initiatives.
- Community meetings: continue attending community meetings to actively receive input and present information related to the Airport and the Airport's initiative (including services offered to the public and economic impact on the community).
- Airport open house: host an annual Airport open house that is free and open to the public to improve awareness and educate the public on the Airport. This event should be structured to primarily engage community members and not be limited to tenants or pilot advocacy groups.

D. Enhance Instrument Approach Procedures

AMCG recommends working with the FAA to enhance the instrument approach capabilities at the Airport.

The Farmer's Almanac reports, "... Central and southern Ohio gets between 72 and 77 clear days per year." This data is important to understand that approximately 80% of the time there is a potential for Instrument Meteorological Condition (IMC) at the Airport. This potential does not necessarily mean IMC conditions exist, but the visibility and cloud ceiling are impacted rather than a clear, unobstructed sky. Automated weather observation system (AWOS) data and Airport user data, such as reported diversions, or operations affected by a lack of approach capability would help support a need for precision instrument approaches at the Airport that do not currently exist. Establishing a relationship with the FAA and working to enhance the approach capabilities of the Airport will allow more aircraft to use the Airport during inclement weather. The increased capabilities would allow based aircraft to operate with more consistency, increasing operations and safety.

VI. SHORT-TERM RECOMMENDATIONS

Short-term recommendations are applicable regardless of Airport governance structure and are written in the context of progressing the Airport in the vision conveyed to AMCG while on-site. AMCG recommends resolution within the next 1 – 3 years.

A. Accounting Protocols

AMCG recommends developing an airport enterprise fund with two financial departments (Airport and FBO).

The airport sponsor would be required to meet certain finance and accounting practices that in essence establish an Airport Enterprise Fund. The FAA does not specifically state an Airport must operate as an enterprise fund, but does infer it through language used by the FAA and generally accepted accounting principles (GAAP). FAA Order 5190.6B Change 3, *Airport Compliance Manual, Permitted Uses of Airport Revenue Section A* states, “Operating costs for an airport may be both direct and indirect and may include all of the expenses and costs that are recognized under the generally accepted accounting principles and practices (GAAP) that apply to the airport enterprise funds of state and local government entities.” GAAP requires state and local governments to use the enterprise fund type to account for “business-type activities” as stated by Warren Ruppel in *Wiley GAAP for Governments 2020*. This in essence establishes an airport enterprise fund needing support from the airport sponsor through leadership and creating initiatives to support the overall mission of the Airport.

Airport revenues in general are closely tied to several economic indicators and are subject to revenue impacts that occur with little or no notice, such as recessions, pandemics, or terrorism. In conjunction with an airport enterprise fund, AMCG recommends establishing an airport reserve fund. Reserve funds create financial resiliency for the Airport. It is prudent to create a reserve fund with a balance of no less than 6-12 months of continuous funding for Airport operations. These funds can also be held in interest-bearing accounts, but not long-term investments. The interest from those accounts would provide additional revenue for the Airport. The reserve fund also provides grant matching funds that would be reimbursed to the airport sponsor and alleviate the use of airport sponsor general funds.

As outlined in current financial statements, all revenues and expenses related to the operation and management of the Airport and FBO (fueling operation) are consolidated in one account. A consolidated financial approach is problematic in two key areas:

- Difficulty in establishing cost-recovery fees to specifically recover the costs being incurred by the airport sponsor relating to the planning, development, operation (including maintenance and repair), management, and marketing of the Airport.

- Difficulty in determining an appropriate fuel pricing margin (including payment of a fuel flowage fee to the Airport department) to recover the costs and expenses of operating, managing, and marketing the FBO.

In an alternative to the current approach, AMCG recommends creating two financial departments consisting of the Airport and the FBO. While this approach will require Airport management to make informed allocations of certain expenses to each department (e.g., payroll, utilities, rent, capital expenditures, etc.), the airport sponsor will be able to appropriately analyze the financial performance of each department. By conducting a financial performance of each department, the airport sponsor can establish cost-recovery fees to recover the costs and expenses of the Airport as well as establish a fuel pricing margin to recover costs and expenses of the FBO as well as a target profit margin.

In the case of an airport authority being established, consideration should also be placed on interlocal agreements to supplement the Airport with additional staff, equipment, or financial resources required to maintain maintenance, operations, or capital projects.

B. Fuel Pricing Program

AMCG recommends developing a fuel pricing plan to include appropriate fees and target margin (jet and avgas) with a discount program and formally exercise a proprietary exclusive right for fuel storage.

AMCG understands the fuel pricing program utilizes target margins but does not include a fuel flowage fee paid by the FBO department to the Airport. Additionally, AMCG understands discounts are available for volume purchases (on an annual and per event basis).

Based on discussions with Airport personnel, the current target margins do not appear unreasonable, but the target margins are not based on current financial performance and may not recover all necessary costs.

The airport sponsor should adopt a fuel pricing program consistent with industry best practices that includes a fuel flowage fee and target margin. The per gallon fuel flowage fee should be charged to any entity dispensing aviation fuel at the Airport. A restructured target margin approach based on the current financial performance of the FBO will permit better financial forecasting. While the airport sponsor can monitor retail fuel pricing in comparison to other surrounding and competitive airports, the target margin approach will correlate the retail fuel price and the wholesale purchase price by the airport sponsor.

Additionally, the airport sponsor should ensure all fuel discount programs are consistently documented and applied. Fuel pricing discount programs are common within the industry focused on based tenants and transient customers (using volume discounts). Combined with an enhanced marketing program, the airport sponsor could offer discounts to weekend customers or during special events.

Fuel pricing is often difficult for airports that operate using dated equipment, have tanks of varying capacities, and other challenges. The implementation of a fuel pricing program will adequately address competitive pricing and benefit the highest volume customers while maximizing fuel revenue and reducing expenses. The ability of an airport sponsor to exercise their exclusive right to provide fuel at an airport can be a significant benefit to the financial well-being of the Airport. The Airport has exercised this right and while exercising that right comes with tradeoffs, it is often advantageous for the long-term financial outlook of the Airport and moves the Airport toward self-sustainment.

C. Lease and Compliance Review

AMCG recommends the City pursue a compliance review of all leases and agreements used at the Airport and execute new agreements if ownership changes.

All existing leases and agreements should be reviewed and updated with contemporary language that is reflective of the conditions at the Airport and that preserves the airport sponsor's rights and powers. Updated lease agreements should also include reversion clauses for all long-term ground leases, with a highly defined process to minimize the Airport's expenses associated with reversion. If Airport ownership changes, templates should be created and used consistently to update the aeronautical and non-aeronautical lease agreements. This would provide the airport sponsor with compliant foundational documents moving forward.

Additionally, the airport sponsor should review lease agreements with compliance in mind. Current FAA guidance states "Leases that exceed 50 years may be considered a disposal of the property in that the term of the lease will likely exceed the useful life of the structures erected on the property." (FAA Order 5190.6B at 12.3(b)(3)). While not every lease is subject to this guidance due to leases being executed before the Order being issued, this Order does convey the FAA's position on future lease agreements. It is also important to note that 50 years is the FAA's interpretation of the maximum lease term, with few exceptions, most investments in facilities at airports can be amortized with a reasonable return in 20, 30, or 40 years.

D. Leasing Policy

AMCG recommends the Airport develop and implement a Leasing Policy.

Currently, the City does not have a leasing policy to guide the management, negotiation, and development of lease agreements at the Airport. A significant source of Airport revenue comes from aircraft hangar leases/rentals. The airport sponsor needs to consistently convey the policies guiding leasing practices at the Airport. Rates, terms, and conditions should be uniformly applied, with very few variables, one being differing levels of investment. The FAA does not review aeronautical lease agreements and therefore no approval is required for an airport sponsor to enter into an agreement and the specific document used is the sole responsibility of the airport sponsor according to the FAA.

However, the FAA specifically details the most important articles of a lease to review. The seven (7) areas the FAA specifically details are:

- premises,
- rights and obligations,
- term,
- payment of fees to the airport sponsor,
- title,
- subordination, and
- assignment and subletting.

A crucial statement by the FAA is provided in Section (3) Term of Order 5190.6B, “Most tenant ground leases of 30 to 35 years are sufficient to retire a tenant’s initial financing and provide a reasonable return for the tenant’s development of major facilities.” Establishing a leasing policy that remains compliant with the FAA’s expectations and directives further enhances the expectations of lessees and overall airport compliance.

ACRP Report 47: *Guidebook for Developing and Leasing Airport Property* discusses the importance of airports’ role as significant economic engines in almost any community. The report also presents best practices for land and facility leasing at airports. This information can serve as a guide in the pursuit of a new Leasing Policy development. This critical policy would provide the airport sponsor with an invaluable resource to assist in making informed decisions regarding the future management, operation, and development of the Airport.

E. Airport Management and Staffing Plan

AMCG recommends developing an Airport management and staffing plan to manage and operate the Airport based on industry best practices.

Airport staff currently report to the City’s Public Works Department. Through various discussions with stakeholders, there were concerns expressed that while Airport staff has performed extremely well in operational support for the Airport, there is a need for more direct experience and knowledge regarding airport management to facilitate the continued development of the Airport. There was a consensus that progressing the Airport to a higher level would require additional experience leading the current staff.

While AMCG agrees additional experienced staff would benefit the Airport, it is important to note the Airport staff has been afforded limited opportunities to attend/obtain industry conferences, certifications, training, and events that would provide further depth to their knowledge and benefit the Airport. While airport staff have received National Air Transportation Association (NATA) training, additional training focused primarily on airport management provided by the American Association of Airport Executives (AAAE), National Business Aviation Association (NBAA), or International Air Transport Association (IATA) is recommended. Adding experienced aviation leadership would also assist in

developing staff training programs to enhance the historical knowledge of staff to include current industry best practices. This is discussed further in Long-Term Recommendation VII, Section H, *Staff Training Program*.

The airport sponsor should create an Airport management and staffing plan to ensure all responsibilities for the Airport and FBO are adequately addressed (e.g., management, airfield inspections, airfield maintenance, fueling, etc.) and responsibilities are not duplicated. The plan should be based on operations statistics of the Airport and a review of financial documents of similarly sized airports. The Airport is well staffed with the capability to handle many maintenance items that similarly sized airports would be forced to contract with outside vendors. A staffing analysis conducted by the airport sponsor will provide more insight into balancing personnel expenses with in-house services provided to the Airport and identifying all the roles that may be required to operate an airport authority.

Key positions need to be identified, job descriptions need to be developed or updated, and job duties need to be created before implementing a staffing plan that balances the management/operational needs of the Airport with reasonable financial considerations. However, based on AMCG's extensive experience in the aviation industry, it is recommended that the airport sponsor consider expanding the current Airport staff (1 Airport Operations Manager and 3 Airport Operations/Maintenance/Line Specialists) with the following staff positions for the Airport:

- Aviation Director (1)
- Accounting Clerk/Grants Specialist (1)

F. Branding of Airport

AMCG recommends the airport sponsor develop, through a collaborative effort with Airport stakeholders, a brand and logo for the Airport.

The Airport currently operates under the branding (logo, website, etc.) of the City of Delaware, while using the website domain of:

<https://www.delawareohio.net/government/departments/airport>.

ACRP Report 28: *Marketing Guidebook for Small Airports* outlines best practices in the marketing of general aviation airports. One of those practices is to maintain a standalone website for small airports. Developing a standalone website provides the Airport with its own identity and allows the airport sponsor to convey information that an airport sponsor's website may not be capable of conveying due to competing resources.

Developing the Airport's identity will assist in branding efforts. The Airport's identity should encompass (1) the mission and vision for the Airport; (2) the assets, amenities, and attributes of the Airport; and (3) the values of the sponsor organization. Identity shapes the way the Airport is portrayed to customers, stakeholders, and the community. The

Internet, social media, and other types of digital communication have created opportunities to develop and implement cost-effective branding initiatives.

It is important to note industry best practices dictate a welcoming and transparent Airport website with many forward-facing documents and portals published online. Those items include the Airport Master Plan, Airport Layout Plan (ALP), Spill Prevention, Control, and Countermeasures (SPCC) Plan, Stormwater Pollution Prevention Plan (SWPPP), Primary Management and Compliance Documents (PMCDs), including Rules and Regulations, Minimum Standards, Development and Leasing Policies, other relevant plans or documents, rental rates and fees, maintenance work order requests, and noise complaint portals. The goal of the website is to open dialogue between the Airport, stakeholders, users, and the community.

Effective branding will increase mind share for users, develop loyalty from clients, and increase referrals from current users. Consistent messaging will aid in the development of branding. In the long-term, a marketing plan can be considered to provide guidance and goals to staff responsible for marketing the Airport.

G. ACIP Revisions

AMCG recommends revising the ACIP to prioritize projects and help meet the Airports' goals.

Based on AMCG's review of the ACIP for the Airport, there may be opportunities to revise the ACIP for a more strategic approach to project funding. Recent funding bills have provided most FAA airport district offices (ADO) with ample funding and often extra discretionary funds for projects that are planned or ready for construction. Regional airports in the NPIAS such as the Airport receive non-primary entitlement (NPE) funds of \$150,000 per year toward airport-directed and eligible capital projects. Those funds are guaranteed and may be rolled over for up to 5 years to fund larger capital projects. It is commonplace that airports receive discretionary funding from time to time above the NPE amounts to take on larger and more costly capital projects covered under the AIP program. Working with the local ADO is essential in developing projects that are expected to exceed the NPE funds allotted to the Airport. The FAA awards discretionary funds based on several parameters in a project scoring system. Developing a clear understanding of the scoring methodology and interrelationships of capital projects can further advance airport initiatives. Examples of projects that would benefit the Airport are security fencing and a perimeter road, infrastructure development (taxilane, utilities, etc.), and projects that advance the objectives and goals of the Airport.

H. Rules and Regulations

AMCG recommends drafting and adopting new *Rules and Regulations* to establish new foundational documents for the management and operation of the Airport.

One of the essential elements of effective airport management is to ensure PMCDs are established and current to guide the management, operation, security, development, and maintenance of the Airport. The development of these critical documents requires commitment from the airport sponsor and staff to ensure the resulting policy documents are reasonable and appropriate for the Airport. The current *Rules and Regulations for Delaware Municipal Airport* needs to be replaced to reflect contemporary industry best practices. The current rules and regulations are two pages in length and do not adequately address issues that may arise at the Airport. It is common for rules and regulations to range from 20-40+ pages to completely encompass issues that may arise at the Airport.

The *Rules and Regulations* will set forth the requirements for the safe, orderly, and efficient operation and use of the Airport as well as outline the general provisions and defined words that are common to all PMCDs. The purpose of *Rules and Regulations* is to protect public health, safety, interest, and welfare at the Airport and to restrict any activity or action that would interfere with the safe, orderly, and efficient operation and use of the Airport. The *Rules and Regulations* will also clearly delineate acceptable practices related to aircraft maintenance within hangars, storage of non-aeronautical items within hangars, and using hangars for housing and/or sleeping purposes. Upon adoption of new *Rules and Regulations*, AMCG recommends the airport sponsor not codify the *Rules and Regulations*, but instead codify a process for the governing authority (i.e., City Council, Airport Authority, County Commission) to review *Rules and Regulations* and approve revisions by resolution or similar action.

I. Minimum Standards

AMCG recommends drafting and adopting new *Minimum Standards* to establish new foundational documents for the management and operation of the Airport.

In parallel with the *Rules and Regulations*, AMCG recommends the *Minimum Standards for Aeronautical Activity (Minimum Standards)* be updated. The current *Minimum Operating Standards for Delaware Municipal Airport* need to be updated to reflect contemporary industry best practices. Updating both documents at the same time will ensure consistency. In conjunction with *Rules and Regulations*, the airport sponsor should utilize a (1) *Commercial Operator and Lessee Application* for an entity interested in engaging in commercial aeronautical activities or leasing and/or developing improvements as well as a (2) *Commercial Operator Permit* for those entities providing commercial aeronautical activities.

The *Minimum Standards* will set forth the minimum requirements that need to be met as a condition for conducting commercial aeronautical activities at the Airport. The purpose of *Minimum Standards* is to provide a fair and reasonable opportunity, without unjust discrimination, to applicants to qualify, or otherwise compete, to occupy available Airport land and/or improvements and engage in authorized commercial aeronautical activities (including independent activities).

The *Minimum Standards* will also clearly delineate any of the proprietary exclusive rights that may be exercised by the airport sponsor (i.e., commercial aircraft fueling, aircraft line services, etc.).

Upon adoption of new *Minimum Standards*, AMCG recommends the City not codify the *Minimum Standards*, but instead codify a process for the governing authority (i.e., City Council, Airport Authority, County Commission) to review *Minimum Standards* and approve revisions by resolution or similar action.

J. Snow and Ice Control Plan

AMCG recommends the airport sponsor develop and adopt a snow and ice control plan.

During AMCG’s site visit, it was noted the Airport does not currently have a snow and ice control plan. It was explained to AMCG that the current approach to snow and ice events is a potentially costly “plow until clear” approach. Industry best practices include snow and ice control plans, and the lack of a snow and ice control plan leaves the Airport open to uncontrolled staff, equipment, and supply costs associated with snow and ice events. The development of these plans is low-cost and can provide the Airport with more predictable staff, equipment, and supply costs associated with snow and ice removal. The plan would also evaluate and select the most cost-effective products to use in deicing treatments at the Airport.

It is important to note since the Airport is not a 14 CFR Part 139-certified airport, there are no specific requirements to clear snow or ice, and the decisions and practices to do so remain at the discretion of the airport sponsor. While 14 CFR Part 139 provides specific goals and a starting point for industry best practices, airport sponsors still need to balance costs versus benefits to airport users. It is reasonable from an airport sponsor’s perspective to issue relevant notice to air missions (NOTAMs) for partial closures when Airport staff lacks capacity, equipment, or financial means to keep the entire Airport snow and ice-free.

The snow and ice control plans directly correlate with the Airport’s financial standing, equipment capability, and available staffing. Development of the snow and ice control plan should be a priority when reviewing, developing, or drafting new documents for the Airport.

VII. LONG-TERM RECOMMENDATIONS (3-10 Years)

Long-term recommendations are applicable regardless of whether the City pursues the formation of an airport authority. AMCG recommends resolution within the next 3 – 10 years.

A. Customer Service Management

AMCG recommends the airport sponsor develop a customer service management plan.

Airport staff received significant praise for the quality of services currently provided at the Airport during the interviews AMCG conducted while on-site. Interviews also revealed that there was no clear management of customer relationships by the Airport. Delivering high-quality service is a strength of the Airport that should be enhanced through proper customer service management. The goal of customer service management is to build rapport, boost customer retention, foster loyalty, and drive development/sales.

The Airport does not lack demand for services but needs to address customer service management to enhance the non-monetary value of the Airport to its customer base. Managing airport customer relationships can not only provide repeat business but also foster Airport development and advance the long-term goals of the Airport.

The development of formal plans/policies surrounding customer service management will serve as a guide for handling customer interactions, understanding expectations, and escalations processes, and providing solutions for customers.

B. Airport Operations Manual

AMCG recommends the development of an Airport Operations Manual (AOM) to guide operating the Airport consistent with industry best practices.

The airport sponsor should develop an Airport Operations Manual to document and guide Airport Operations personnel with best practices for operating and maintaining the Air Operations Areas (AOA). Airports that operate under 14 CFR Part 139 certification are required to maintain an Airport Certification Manual (ACM) that includes operational information for the Airport including organizational charts, security plans, wildlife plans, maps, signs and markings, self-inspection program, and emergency plans. While maintaining a similar document is optional for non-14 CFR Part 139 certified airports, it is a recommended best practice to create and maintain a similar document in the form of the Airport Operations Manual (AOM). The document will comprehensively cover the daily operation of the Airport, including all relevant and guiding policies, PMCD's, security plans, emergency plans, snow and ice control plans, wildlife mitigation plans, permits, licenses, ALP, as-builts, area maps, asset inventory, organizational charts, position responsibilities, etc.

The document should be available to Airport personnel to review and be updated regularly. The manual will provide uniformity to the documentation that guides the Airport's best operational practices and allows current and future staff to understand the scope of tasks the Airport has completed recently and historically. The AOM can also accelerate future certification under 14 CFR Part 139 if the airport sponsor pursues certification.

C. Airport Master Plan Update

AMCG recommends the Airport conduct an Airport Master Plan update commencing no later than 2027.

Airport Master Plans are FAA-funded planning documents that provide short-term, medium-term, and long-term planning goals based on the anticipated growth of an airport. The planning window is typically 20 years with updates every 7-10 years. If an airport experiences little activity, or no changes during the planning window, update frequency can be extended. The last Master Plan for the Airport was completed by Baker and Associates and dated February 2006. The current Master Plan should have undergone an update no later than 2016. In less than 2 years, the Airport should be undertaking a new Master Plan project, however the Master Plan is not listed on the 10-year draft ACIP. This project should be a higher priority and may be able to take place simultaneously with a smaller project. New Master Plans can take up to approximately 2 years to complete and vary based on the degree of complexity of the Airport, and the level of engineering involved.

During the Airport Master Plan process, an evaluation of current and forecasted aeronautical activity, facility requirements, and various alternatives for the Airport will be conducted. An updated Airport Master Plan will provide guidance for future development which will satisfy aviation demand in an environmentally and fiscally responsible manner while adhering to FAA safety and design standards. Alternative development scenarios will be devised, each satisfying projected needs in a unique way. Through a coordinated review by the airport sponsor, FAA, Airport users, and the public, a recommended development concept would evolve to serve as a guide to realistic and achievable Airport development in the future. The Master Plan would also require the critical aircraft and airport design groups to be updated based on the activity at the Airport, which could provide additional funding opportunities to accommodate the identified critical aircraft.

D. Development Standards

AMCG recommends creating Development Standards for the Airport.

Development Standards are considered an integral part of PMCDs and provide prospective tenants with the airport sponsor's requirements, expectations, and guidelines for developing structures that are compliant, compatible, and visually consistent with other developments on the Airport. Development Standards also contribute to the look, feel, and image of the Airport.

The "look" is an internal visual perception of the Airport either from the airport sponsor, or management. The "feel" is the visual perception by the Airport users and tenants and the "image" is the visual perception of the Airport by the community. Development Standards also provide standards for construction type (e.g., metal, wood, etc.). The standards may also present textures, paint colors, styles, materials, and finishes that keep developments consistent with the existing or desired long-term visual theme of the Airport. Certain airports also have requirements placed on them from an external source that require viewshed studies to maintain compliance with local regulations. The Airport has the opportunity to create development standards that could add long-term value to the overall look, feel, and image of the Airport.

E. Information Management System

AMCG recommends conducting a thorough review of all Airport-related documents (hardcopy and electronic) and purge all documentation that is no longer relevant, archive all documents useful for future reference, and convert to a fully electronic document library.

Airport personnel must have current documentation (electronic or hardcopy) readily available to perform each responsibility. While the current Airport office has a combination of electronic and hard copies of leases, some of the hardcopy documents may not be current or usable. After reviewing all available Airport documents, Airport personnel should determine which documents are no longer relevant and purge them from the system. Any documentation useful for future reference should be appropriately organized in a fully electronic document library with a hardcopy backup for redundancy. Documentation such as Airport daily inspection forms, fuel logs, and maintenance requests, can all be easily interfaced with several different types of airport property management software. Additionally, the Airport rents and leases a substantial number of hangars directly to end users. A fully electronic Airport property management system would be of significant benefit to managing these agreements.

F. Operations Continuity Plan

AMCG recommends developing an Operations Continuity Plan to manage the operation and management of the Airport and FBO services based on industry best practices.

Airports are essential public facilities and as such should have plans for the continuity of operations to ensure that the mission essential functions continue to be performed during a wide range of emergencies including, but not limited to, law enforcement activity, terrorism, natural disasters, long-term power outages, extreme weather events, and national emergencies. Typical Operations Continuity Plans include, at a minimum, essential functions, support activities, delegations of authority, and lines of succession. Furthermore, the plan will identify alternate facilities or work locations, communication procedures, essential records, and procedures for testing and exercising the Plan.

Development of the Operations Continuity Plan will effectively integrate the Airport and assets into the airport sponsor-wide emergency management effort. FAA Airport Sponsor Assurance #27 *Use by Government Aircraft*, and the National Emergency Use Provision (NEUP) define the U.S. government’s interest in and ability to reactivate an airport as a military facility in case of war or national emergency.

G. Non-Aeronautical Development

AMCG recommends the airport sponsor explore non-aeronautical development at the Airport.

AMCG recommends the Airport explore non-aeronautical development that would be compatible with the aeronautical functions of the Airport. Non-aeronautical development on airport property can provide vital financial support for Airport operations and development. The process of non-aeronautical developments on airport property is guided by FAA policy and must be approved by the FAA in advance. The Airport has vacant property that the FAA may consider allowing non-aeronautical use of a limited portion. Once approved by the FAA, non-aeronautical property can be used for almost any purpose that does not conflict with the operation of the Airport. Examples that would serve the Airport and community well are hotels, restaurants, commercial, and retail space. All the revenue generated would be required to stay in the Airport fund and be used for Airport purposes. The revenue provided by private non-aeronautical development could subsidize or pay for future aeronautical development and support Airport operations.

H. Staff Training Program

AMCG recommends a structured staff training program that meets the expectations identified in updated job descriptions.

The airport sponsor should implement training protocols and requirements for all Airport Operations personnel. This would include updated job descriptions for every position identified in the airport staffing plan. In addition, AAEE has extensive airport operations educational programs designed to train airport operations personnel on day-to-day airport operations from fixing runway lights to conducting airport safety inspections.

Airport Certified Employee (ACE) training programs (including Airport Operations, Airfield Lighting Maintenance, Safety Management Systems, Security, etc.) increase the knowledge and understanding of Airport Operations personnel. The Airport Safety and Operations Specialist (ASOS) programs (basic and advanced) are designed to increase the knowledge and understanding of airport operations personnel to ensure airports operate safely and conform with FAA requirements. These industry-recognized training programs are highly recommended.

Airport Operations personnel should be afforded the same opportunity as Airport management to work toward professional certification. Consistency with training will allow Airport staff to communicate with the Airport's interests and obligations in mind.

I. Infrastructure/Connectivity Planning

AMCG recommends the airport sponsor create a plan to facilitate the necessary infrastructure and connectivity to the Airport.

The Airport is located within the City, approximately three miles from the downtown area and within the County. Regardless of airport sponsorship, airports are considered essential public facilities, and a comprehensive plan to address the infrastructure available to the Airport should be addressed including power, water, sanitation, roadways, and emergency services. These services are vital to ensuring compatible development on and around the Airport property. The airport sponsor should focus on integrating the Airport as a community asset. Additional focus should also be placed on connectivity planning. Rental cars, crew cars, ride-share services, and public transportation all provide vital links to local services, attractions, and recreation facilities for both crews and passengers utilizing the Airport. Efforts to expand the availability of these services at the Airport will enhance the experience of airport users.

J. Inventory/Asset Management Plan

AMCG recommends the Airport develop an Inventory/Asset Management Plan

While conducting the on-site visit, AMCG recognized most equipment on-site was owned by the Airport, however, some equipment was on seasonal loan from other City departments as reported by Airport personnel. The airport sponsor should make a concerted effort to identify and appropriately mark Airport equipment as directed in the *FAA Advisory Circular AC 150/5210-5D - Painting, Marking, and Lighting of Vehicles Used on an Airport*. AMCG recommends the airport sponsor develop a plan for inventory/asset management. The plan would identify specifically what inventory and assets belong to the Airport and FBO operation, the cost basis for those items, and a replacement schedule for those items. In the plan, the assets' entire life cycle costs including the initial purchase would be calculated. Added costs such as maintenance, capital, condition, and disposal costs would be included in any calculations. Developing an accurate plan with that information will allow Airport management to plan proactively rather than reactively to needs for airport equipment.

K. 14 CFR Part 139 Certification

AMCG recommends pursuing 14 CFR Part 139 Certification as a long-term goal.

In 2023, there were 3,287 airports included in the National Plan of Integrated Airport Systems of which, 517 maintained a 14 CFR Part 139 Certificate. Under 14 CFR Part 139, Certification of Airports (Part 139), airports obtain certification by meeting safety and emergency response requirements specified in Part 139. Some of the requirements addressed include signs and markings, lighting, aircraft rescue and firefighting, aviation fueling safety, snow and ice control, runway safety, safety management systems, and wildlife hazard management. The benefits of pursuing Part 139 Certification can be significant. Commercial airlines through FAA regulations are only able to land at Part 139 certificated airports, with a few exceptions.

While Part 139 Certification is not necessary for most general aviation traffic, including most business aviation traffic, many business turbine/jet operators through preference or insurance requirements will operate at certificated airports when available. Meeting Part 139 requirements in full would hold the Airport to the highest standards of operational compliance. Pursuing this certification is a lofty, expensive, and time-consuming goal, thus its positioning in the long-term recommendations. Meeting Part 139 standards, at least in part, is an industry best practice within general aviation, and will at minimum provide guidance and standards to meet for the safe and efficient operation of the Airport. An easy starting point is to develop a self-inspection program that performs daily inspections of operational items and establishes recognized policies for making repairs. Gradual implementation of these standards could lead to eventual certification.

VIII. CHANGE OF SPONSORSHIP PROCESS

AMCG recommends following established guidance for transferring federally obligated airports.

FAA Compliance Guidance Letter 2021-1 *Guidance for Transfer of Federally Obligated Airports* (dated July 28, 2021) details the federal process for the transfer of airport sponsorship. The memorandum's purpose is to provide guidance, checklists, and templates to aid in the transfer of airport sponsorship, which ultimately must be approved by the FAA. The process of transferring airport sponsorship is lengthy and detailed. It is highly recommended the City and County utilize this memorandum as a tool in any transfer of sponsorship. It is also important to emphasize the FAA maintains the final authority to approve or deny any transfer of an obligated airport.



Aviation Management
Consulting Group

Governance Options Analysis

City of Delaware
County of Delaware

Delaware Municipal Airport



July 12, 2024

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City Manager
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Delaware, Ohio 43015

Tracie Davies
Delaware County Administrator
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RE: Governance Options Analysis

Dear Tom and Tracie:

This report conveys Aviation Management Consulting Group's (AMCG) observations, opinions, findings, and recommendations relating to the governance options of Delaware Municipal Airport (Airport) for the City of Delaware (City) and County of Delaware (County).

AMCG evaluated the planning, development, operations, finances, and management of the Airport to present the advantages and disadvantages of various Airport governance options that, in AMCG's opinion, are most consistent with a best practices approach considering the circumstances that exist at the Airport and the conditions that exist in the market as of the effective date of this report. In addition to providing the advantages and disadvantages of various governance structures, AMCG identified a recommended governance structure that would enhance the operational effectiveness of the Airport.

AMCG is pleased to have been called on to conduct this governance options analysis and provide the associated recommendations. Please contact me if you have any questions pertaining to the findings or opinions conveyed in this report.

Helping your aviation management excellence,

A handwritten signature in blue ink that reads "D.C. Benner".

David C. Benner, C.M.
Managing Consultant
AMCG

A handwritten signature in blue ink that reads "Joseph C. Walker".

Joseph C. Walker
Associate Consultant
AMCG

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IX. INTRODUCTION

A. Scope of Work

Aviation Management Consulting Group (AMCG) conducted a *Governance Options Analysis* (Options Analysis) of Delaware Municipal Airport (Airport) for the City of Delaware (City) and County of Delaware (County). The primary goal of the Options Analysis is to present the advantages and disadvantages of various Airport governance options that, in AMCG's opinion, are most consistent with a best practices approach considering the circumstances that exist at the Airport and the conditions that exist in the market. Additionally, AMCG identified a recommended governance structure that would enhance the operational effectiveness of the Airport.

B. Project Approach

Following completion of the Airport Assessment, AMCG evaluated the managerial, operational, and financial impacts of the governance options the City (and County, as applicable) should consider regarding the future operation and management of the Airport. The managerial and operational analysis will be conducted from the airport sponsor and customer perspective while the financial analysis will project revenues, costs, expenses, capital expenditures, and the financial performance over a 5-year projection period incorporating necessary expenditures identified in the *Airport Assessment*.

The Options Analysis (1) identifies continuing concerns, (2) identifies feasible airport governance options, including key facts, advantages, and disadvantages of each governance structure, (3) provides a preferred governance structure, and (4) identifies items that would require further planning or resolution during a potential governance transition.

Consistent with the *Project Authorization Agreement*, AMCG analyzed a City governance structure (the current situation) and Authority governance structure. Additionally, AMCG analyzed a Multijurisdictional governance structure. It is important to note that while other airport governance structures (e.g., County, Port Authority, etc.) may provide functional governance, the three identified are the most relevant from the perspective of feasibility, cost, interest by the current airport sponsor, and industry best practices.

C. Identification of Concerns

To identify areas of concern surrounding the current and future governance structure of the Airport, AMCG conducted interviews during a two-day site visit from Monday, December 11th, 2023 – Tuesday, December 12th, 2023. The opinions expressed in this section are a direct result of input from City and County staff, stakeholders, tenants, and users and do not reflect an opinion or directly influence the opinion(s) provided by AMCG.

- Concerns were expressed that without additional capital investment in the Airport, changing the governance structure would not substantially change the Airport’s viability or contribution to local economics.
- Concern that the Airport is burdened by local regulations designed primarily for commercial businesses in the community. An example provided was the City ordinance on signage being applied to the Airport.
- Concerns surrounding “buy-in” on a new governance structure and uncertainty on what would happen to the current contributions made by the Airport Commission and others who have volunteered time and effort.
- Some interviewees suggested that even if the governance structure changes, current Airport management lacks some of the required skills to progress the Airport to the next level. This statement was always preempted with respect to the quality of service and work the Airport staff provides for the Airport and customers.
- Concerns about the lack of flexibility to market and develop Airport property were expressed in conjunction with a desire to see this change if the governance structure changes.

X. IDENTIFICATION AND ANALYSIS OF OPTIONS

AMCG analyzed the three most feasible governance options and developed important key facts about each governance structure. Additionally, the key advantages and disadvantages of each governance structure are outlined.

It is important to note each governance structure is compatible with the short-term and long-term recommendations identified in the *Airport Assessment*. The only impact to the short-term and long-term recommendations is the entity (i.e., City, Authority, Multijurisdictional) undertaking the recommendations outlined.

AMCG understands the County does not currently sponsor or operate an airport. As an additional background, an airport sponsor’s key role is to direct and support (i.e., legally, financially, etc.) Airport management in the responsibilities of strategy, management, operations, finance, marketing, and development.

Airport Management Roles and Responsibilities

STRATEGY	MANAGEMENT	OPERATIONS	DEVELOPMENT
<p>Market Assessments</p> <ul style="list-style-type: none"> • Industry • Airport • Community • Market • Customer Segments • Market Drivers • Demand and Capacity • Competition <p>SWOT Analysis</p> <ul style="list-style-type: none"> • Strengths (Internal) • Weaknesses (Internal) • Opportunities (External) • Threats (External) <p>Strategic Business Plan</p> <ul style="list-style-type: none"> • Mission • Vision • Values • Goals • Objectives • Action Plans <p>Implementation</p> <ul style="list-style-type: none"> • Responsibility • Leadership • Accountability • Empowerment • Ownership • Recognition 	<p>Planning</p> <ul style="list-style-type: none"> • Developing and Implementing Policies • Tenant, Community, and Agency Relations • Lease Negotiations • Compliance Issues • Sustainability • Succession Planning <p>Human Resources</p> <ul style="list-style-type: none"> • Recruiting • Hiring • Training • Development • Compensation • Benefits • Policies and Procedures • Motivational Strategies • Disciplinary Strategies <p>Management and Compliance Documents</p> <ul style="list-style-type: none"> • Rules and Regulations • Minimum Standards • Leasing and Development Standards • Rents and Fees Policy 	<ul style="list-style-type: none"> • Staffing • Products and Services • Inspections/Reporting • Safety and Security • Maintenance • Emergency Response • Vehicles/Equipment • Vendors and Suppliers • Insurance • Procedures • Manuals <p>FINANCIAL</p> <ul style="list-style-type: none"> • Financial Controls • Accounting Systems • Financial Statements • Funding Mechanisms • Performance Measures • Variance Analysis • Budgeting Techniques • Revenue Enhancement • Expenditure Reduction <p>MARKETING</p> <ul style="list-style-type: none"> • Branding • Communications • Special Events • Social Media • Public Relations • Airport Advocacy 	<p>Existing Conditions</p> <ul style="list-style-type: none"> • Inventory • Socioeconomic • Financial Resources • Human Resources <p>Forecasting</p> <ul style="list-style-type: none"> • Economic • Demographic • Geographic • Business • Political <p>Requirements</p> <ul style="list-style-type: none"> • Airside Land • Landside Land • Airside Infrastructure • Landside Infrastructure • Airside Improvements • Landside Improvements <p>Project Implementation</p> <ul style="list-style-type: none"> • Team Building • Land Use • Site Planning • Facility Programming • Budget • Funding • Schedule

A. City Operated Governance Structure

City operated airports are owned and operated by municipal governmental bodies and operated by departments, or within the local government by bodies such as commissions, city councils, or a combination of airport management and advisory bodies. This governance structure allows the airport sponsor to guide and direct the airport’s operations and development to align with the community’s priorities and needs while adhering to relevant safety and compliance standards. This governance option would maintain the status quo, the City would maintain full control over Airport policy, guidance of development, and the ability to fulfill City objectives.

Key Facts:

- City operated governance is the most common structure (approximately 40% of NPIAS airports).
- Single entity sponsorships provide the most direct guidance of the Airport.
- City would have greatest influence over future development.
- City would maintain full responsibility and cost burden for the Airport.

City Operated Governance	
Option Overview	
Key advantages	Existing structure Lowest cost Simplified decision-making Existing staffing and management Stability and consistency
Key disadvantages	Slow growth Limited new capital Smaller outreach capability Does not address current identified concerns
Airport Sponsor Perspective	
Control and responsibility	City has continued direct control over operations and management
Financial contribution	City continues to be fully responsible for financial support including grant matching
Capital requirements	City continues to be fully responsible for all vehicles and equipment, new infrastructure, grant matching, and improvements
Liability exposure	City continues to be fully burdened with any liability not addressed through a lease agreement
Administration	City continues to be fully responsible for direction and support
Customer Perspective	
Infrastructure/improvements	Limited concern for infrastructure given City’s historical performance
Rents and fees	Limited concern based on City’s historical practices
Vehicles and equipment	Concern for financial ability to acquire updated vehicles and equipment
Personnel	Concern for training opportunities and fulfillment of Director role
Airport relations	Concern for Airport management autonomy and ability to market/develop Airport given expressed demand

B. Airport Authority Governance Structure

Airport Authority operated airports are operated by independent entities created by two or more municipal government bodies and governed by an Authority board, or commission and created by the state. The board or commission positions are often appointed through agreements (between the municipal government bodies) defining responsibilities for appointing qualified board or commission members and in some cases local elections. This governance structure allows the authority to focus solely on the development and operation of the Airport. This governance option would require the initiation of resolutions creating an airport authority under Ohio Revised Code Section

Key Facts:

- Airport authority governance is a common structure (approximately 13% of NPIAS airports).
- Would require Delaware County's commitment and assistance to establish the airport authority.
- City and County have full responsibility and cost burden for the Airport.
- The Airport would be operated semi-autonomously by the Authority and board appointments would limit guidance of the Airport.

308.03 and the establishment of a board. The City and County would become co-sponsors for the purposes of federal grants. The City and County would not have direct control over airport policy, guidance, and development. Rather, influence on policy, guidance, and development would be dictated from board appointments.

Airport Authority Operated Governance	
Option Overview	
Key advantages	Airport centric oversight Stability from political influence Simplified, direct decision-making May provide capital infusion to advance Airport goals
Key disadvantages	Highest cost to implement Least amount of oversight from City and County elected officials Substantial change for existing Airport staff Additional staff will be required Sponsors (City and County) remain fiscally responsible for Airport
Airport Sponsor Perspective	
Control and responsibility	Authority assumes all control and responsibility
Financial contribution	Authority operates as independent entity
Capital requirements	Authority responsible for all vehicles and equipment, new infrastructure, grant matching, and improvements (unless supported by co-sponsors)
Liability exposure	Authority assumes all liability
Administration	Authority assumes administrative functions (except board appointments)
Customer Perspective	
Infrastructure/improvements	Reduced concern due to potential funding sources
Rents and fees	Concern due to independent entity requiring financial performance
Vehicles and equipment	Reduced concern due to financial ability for acquiring updated vehicles and equipment
Personnel	Reduced concern for training opportunities and fulfillment of Director role
Airport relations	Reduced concern due to independent entity pursuing opportunities

C. Multijurisdictional Operated Airport Governance Structure

Multijurisdictional operated airports are owned by two or more municipal government bodies and can be operated in a variety of manners through a memorandum of understanding (MOU), interlocal agreement, or other agreement(s). Common structures include commissions or boards with membership being appointed by the governmental body responsible for that position. This governance structure allows the airport sponsors to guide the airport’s operations and development to align with the community’s priorities and needs while adhering to relevant safety and compliance standards. This governance option would create partner sponsors, and the City or County would maintain majority control over Airport policy with input from other partners. The City and County would maintain significant control over Airport policy and development.

Key Facts:

- Multijurisdictional airport governance is less common.
- Multi-entity sponsorships provide less direct guidance of the Airport.
- City and County would share full responsibility and cost burden for the Airport.
- Development would require cooperation in developing initiatives and funding.

Multijurisdictional Operated Governance	
Option Overview	
Key advantages	Less complex implementation Mid-level cost to implement Simplified decision-making Existing staffing and management Less stability and consistency
Key disadvantages	Controlling interest would be negotiated Require high-level of cooperation and communication between partners Does not address current identified concerns
Airport Sponsor Perspective	
Control and responsibility	City and County share control over operations and management
Financial contribution	City and County share financial responsibility including grant matching
Capital requirements	City and County share responsibility for vehicles and equipment, new infrastructure, grant matching, and improvements
Liability exposure	Liability to shared between City and County
Administration	City and County fully responsible for direction and support
Customer Perspective	
Infrastructure/improvements	Reduced concern due to potential funding sources
Rents and fees	Limited concern based on City’s historical practices influencing decision
Vehicles and equipment	Reduced concern due to financial ability for acquiring updated vehicles and equipment
Personnel	Concern for training opportunities and fulfillment of Director role
Airport relations	Concern for Airport management autonomy and ability to market/develop Airport given expressed demand

D. Preferred Governance Structure

The preferred governance structure recommended by AMCG is Airport Authority operated.

After thorough review this structure was selected; it does have a higher implementation cost up front (e.g., legal, personnel, etc.), but this option more closely aligns with the long-term vision for the Airport as a regional airport serving general and business aviation. The structure would allow partner organizations to share both responsibility, influence, and the benefits of the Airport’s economic activities.

The City and County would have representation within the Airport Authority, providing a local and regional perspective. The Airport currently serves a regional purpose but lacks regional stakeholders and influence that would be beneficial to the Airport as well as the community. The primary benefit to organizations not currently engaged with Airport activities is the influence over decision-making and the ability to measure economic impact in the region.

XI. OPERATIONAL BASIS

The Airport and FBO (fueling operation) are owned and operated by the City. The financial statements analyzed (CY 2019 Actual, CY 2020 Actual, CY 2021 Projected, CY 2022 Budget, and CY 2023 Projected) outlined the historical and projected revenues, costs, and expenses of the Airport. Additionally, historical operational activities (i.e., number of based aircraft, aircraft operations, and fuel volumes) were provided by the City. Through analysis of the information provided and observations made by AMCG during the site visit, AMCG was able to formulate an opinion regarding the type, range, and level of Airport products, services, and facilities required to meet the projected demand of tenants and customers at the Airport under an Airport Authority governance structure.

With consideration given to best practices, AMCG estimated the revenues, costs, expenses, capital expenditures, and the financial performance under best management practices. Certain key assumptions and correlations were developed to support the financial analysis. As such, key assumptions related to fueling, rents, vehicles and equipment, and pay rates are outlined below.

A. Key Aircraft Operations Assumptions

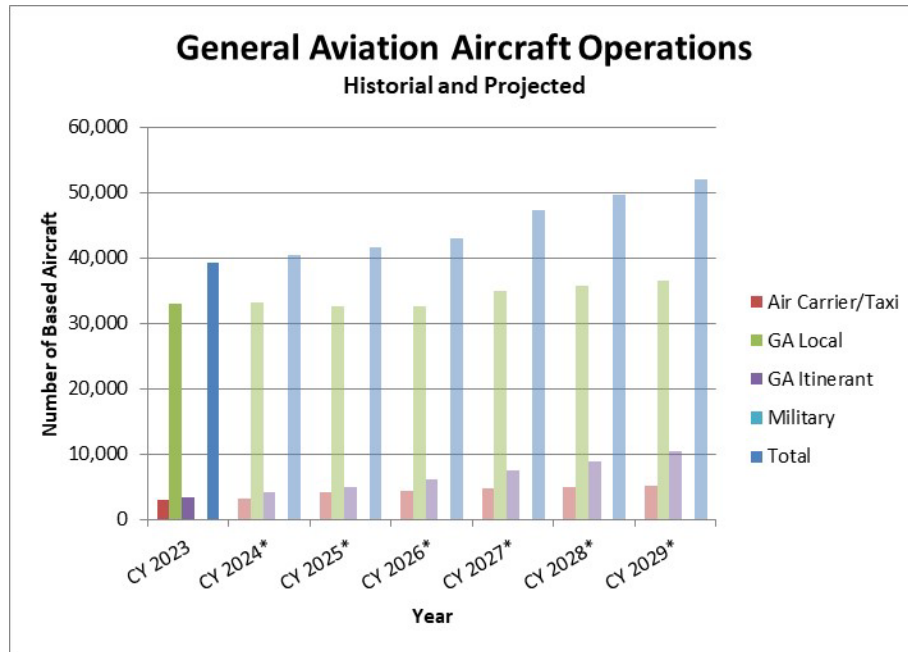
Table 4 and Figure 7 depict projected aircraft operations (by type – air carrier/taxi, general aviation local, general aviation itinerant, and military) based on an analysis of historical aircraft operations (CY 2023). It is important to note historical information pertaining to aircraft operations was limited influencing a conservative projection but reflecting increased demand due to the operational enhancements recommended in the *Airport Assessment*. Additionally, the projections are reflective of new hangar development in CY 2027.

Table 4 – Aircraft Operations Projection

General Aviation Aircraft Operations (CY 2023 - CY 2029)						
Year	Air Carrier/Taxi	GA Local	GA Itinerant	Military	Total	% Change
CY 2023 Percent	7.6%	84.0%	8.4%	0.0%	100.0%	
CY 2023	3,000	33,000	3,300	0	39,300	N/A
CY 2024*	3,238	33,193	4,048	0	40,479	3.0%
CY 2025*	4,169	32,521	5,003	0	41,693	3.0%
CY 2026*	4,294	32,637	6,012	0	42,944	3.0%
CY 2027*	4,724	34,956	7,558	0	47,238	10.0%
CY 2028*	4,960	35,712	8,928	0	49,600	5.0%
CY 2029*	5,208	36,456	10,416	0	52,080	5.0%

* Projected Data

Figure 7 – Aircraft Operations Projection



B. Key Based Aircraft Assumptions

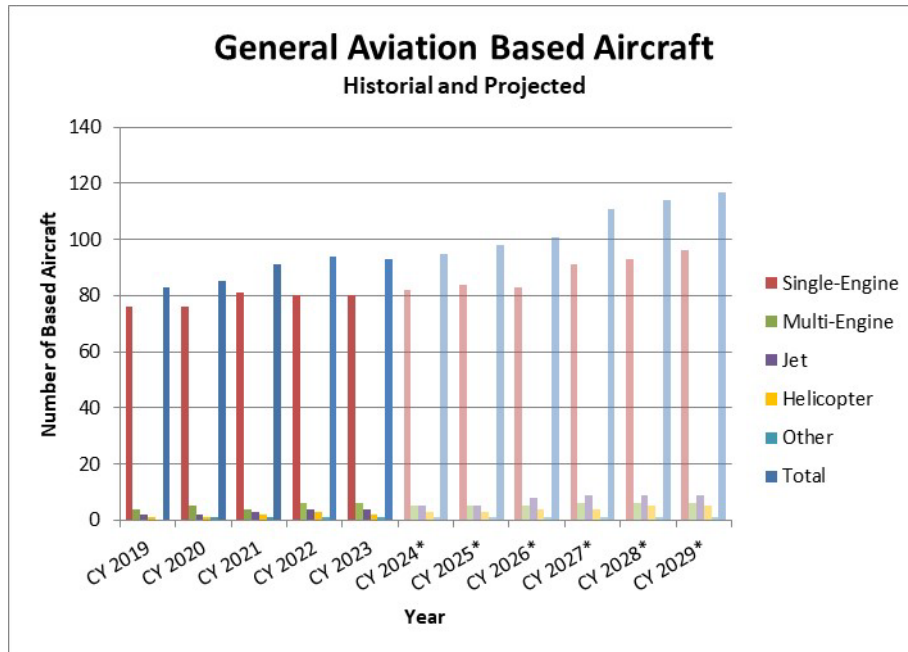
Table 5 and Figure 8 depict projected based aircraft (by type – single-engine, multi-engine, jet, and other) based on an analysis of historical based aircraft (CY 2019 – CY 2023). The projections reflect increased demand due to potential development (projected in CY 2027) and the operational enhancements recommended in the *Airport Assessment*.

Table 5 – Based Aircraft Projection

General Aviation Based Aircraft (CY 2019 - CY 2029)							
Year	Single-Engine	Multi-Engine	Jet	Helicopter	Other	Total	% Change
CY 2019	76	4	2	1	0	83	N/A
CY 2020	76	5	2	1	1	85	2.4%
CY 2021	81	4	3	2	1	91	7.1%
CY 2022	80	6	4	3	1	94	3.3%
CY 2023	80	6	4	2	1	93	-1.1%
CY 2024*	82	5	5	3	1	95	2.2%
CY 2025*	84	5	5	3	1	98	3.2%
CY 2026*	83	5	8	4	1	101	3.1%
CY 2027*	91	6	9	4	1	111	9.9%
CY 2028*	93	6	9	5	1	114	2.7%
CY 2029*	96	6	9	5	1	117	2.6%

* Projected Data

Figure 8 – Based Aircraft Projection



C. Key Fueling Assumptions

Table 6 and Figure 9 depict projected fuel volumes (by type – jet and avgas) based on an analysis of historical fuel volumes (CY 2018 – CY 2022). The projections reflect increased demand due to potential development (projected in CY 2027) and the operational enhancements recommended in the *Airport Assessment*.

For the purposes of this analysis, the fuel volumes have been allocated to retail sales (typically transient aircraft) and discount sales (for based aircraft). The percentage of discount sales for avgas is projected to decrease throughout the projection period due to the operational enhancements attracting more transient piston aircraft (as compared with new based aircraft). Conversely, the percentage of discount sales for jet is projected to increase throughout the projection period due to the operational enhancements attracting more based turbine aircraft (as compared with more transient turbine aircraft).

Table 6 – Fuel Volume Projection

General Aviation Fuel Volumes (CY 2018 - CY 2029)											
Year	Avgas				Jet				Total	% Change	
	Retail	% Based	Based	Total	Retail	% Based	Based	Total			
CY 2018	N/A	N/A	N/A	44,585	N/A	N/A	N/A	97,211	141,796	N/A	
CY 2019	N/A	N/A	N/A	55,086	N/A	N/A	N/A	91,076	146,162	3.1%	
CY 2020	N/A	N/A	N/A	57,388	N/A	N/A	N/A	86,115	143,503	-1.8%	
CY 2021	N/A	N/A	N/A	47,640	N/A	N/A	N/A	145,902	193,542	34.9%	
CY 2022	N/A	N/A	N/A	52,327	N/A	N/A	N/A	143,346	195,673	1.1%	
CY 2023*	N/A	N/A	N/A	53,500	N/A	N/A	N/A	152,500	206,000	5.3%	
CY 2024*	N/A	N/A	N/A	54,699	N/A	N/A	N/A	162,239	216,938	5.3%	
Projected	CY 2025*	17,230	70%	40,204	57,434	98,154	45%	80,308	178,462	235,897	8.7%
	CY 2026*	21,610	65%	40,132	61,742	99,314	47%	88,071	187,386	249,127	5.6%
	CY 2027*	26,549	60%	39,823	66,372	103,062	50%	103,062	206,124	272,497	9.4%
	CY 2028*	31,361	55%	38,330	69,691	106,154	50%	106,154	212,308	281,999	3.5%
	CY 2029*	36,588	50%	36,588	73,176	107,003	52%	115,920	222,923	296,099	5.0%

* Projected Data

Figure 9 – Fuel Volume Projection

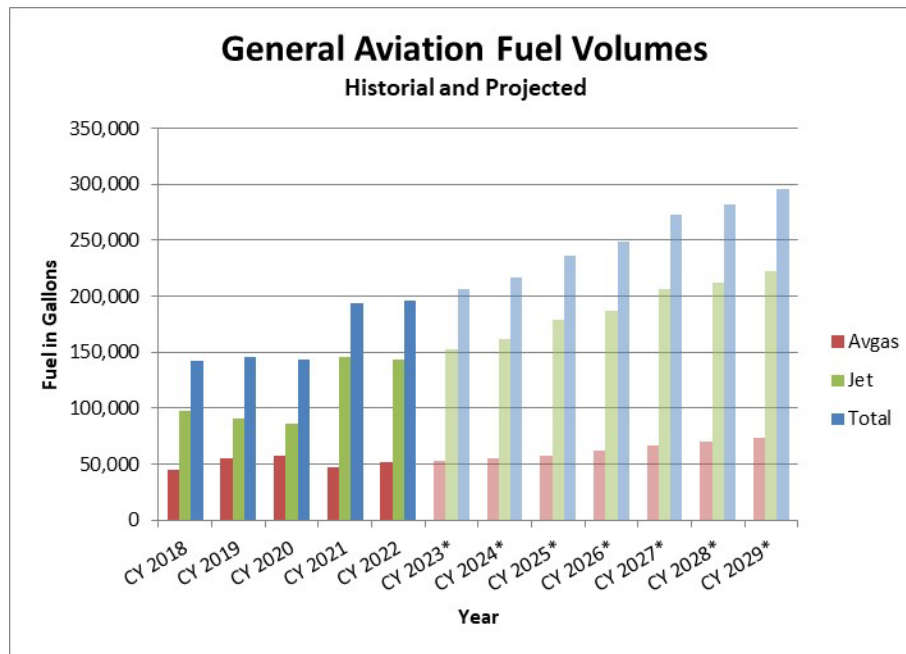


Table 7 conveys the key underlying assumptions for projected revenues and costs associated with fueling which are based on retail fuel pricing margins of \$2.50 per gallon (jet) and \$2.15 per gallon (avgas) throughout the 5-year projection period. Fuel pricing and costs are a dynamic variable likely to change on a fuel delivery-to-delivery basis. As such, AMCG recommends utilizing a margin-pricing basis to determine price per gallon based on cost per gallon. For the purposes of this analysis, the cost per gallon remains constant throughout the projection period while recommending slight increases to the margin throughout the projection period.

Table 7 – Projected Fueling Analysis

Fuel Revenue and Cost Projection	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029
Jet (Retail)					
Volume	98,154	99,314	103,062	106,154	107,003
Revenue	\$ 579,111	\$ 590,920	\$ 613,219	\$ 636,923	\$ 642,019
Cost of Goods Sold	\$ 333,725	\$ 337,669	\$ 350,411	\$ 360,923	\$ 363,811
Price Per Gallon	\$ 5.90	\$ 5.95	\$ 5.95	\$ 6.00	\$ 6.00
Cost Per Gallon	\$ 3.40	\$ 3.40	\$ 3.40	\$ 3.40	\$ 3.40
Margin Per Gallon	\$ 2.50	\$ 2.55	\$ 2.55	\$ 2.60	\$ 2.60
Margin Percentage	42.37%	42.86%	42.86%	43.33%	43.33%
Jet (Based)					
Volume	80,308	88,071	103,062	106,154	115,920
Revenue	\$ 463,779	\$ 513,015	\$ 600,336	\$ 623,654	\$ 681,030
Cost of Goods Sold	\$ 273,048	\$ 299,442	\$ 350,411	\$ 360,923	\$ 394,128
Price Per Gallon	\$ 5.78	\$ 5.83	\$ 5.83	\$ 5.88	\$ 5.88
Cost Per Gallon	\$ 3.40	\$ 3.40	\$ 3.40	\$ 3.40	\$ 3.40
Margin Per Gallon	\$ 2.38	\$ 2.43	\$ 2.43	\$ 2.48	\$ 2.48
Margin Percentage	41.13%	41.63%	41.63%	42.13%	42.13%
Avgas (Retail)					
Volume	17,230	21,610	26,549	31,361	36,588
Revenue	\$ 118,027	\$ 149,107	\$ 183,188	\$ 217,959	\$ 254,285
Cost of Goods Sold	\$ 80,982	\$ 101,565	\$ 124,780	\$ 147,397	\$ 171,963
Price Per Gallon	\$ 6.85	\$ 6.90	\$ 6.90	\$ 6.95	\$ 6.95
Cost Per Gallon	\$ 4.70	\$ 4.70	\$ 4.70	\$ 4.70	\$ 4.70
Margin Per Gallon	\$ 2.15	\$ 2.20	\$ 2.20	\$ 2.25	\$ 2.25
Margin Percentage	31.39%	31.88%	31.88%	32.37%	32.37%
Avgas (Based)					
Volume	40,204	40,132	39,823	38,330	36,588
Revenue	\$ 271,075	\$ 272,598	\$ 270,501	\$ 262,274	\$ 250,352
Cost of Goods Sold	\$ 188,959	\$ 188,621	\$ 187,170	\$ 180,151	\$ 171,963
Price Per Gallon	\$ 6.74	\$ 6.79	\$ 6.79	\$ 6.84	\$ 6.84
Cost Per Gallon	\$ 4.70	\$ 4.70	\$ 4.70	\$ 4.70	\$ 4.70
Margin Per Gallon	\$ 2.04	\$ 2.09	\$ 2.09	\$ 2.14	\$ 2.14
Margin Percentage	30.29%	30.81%	30.81%	31.31%	31.31%

D. Key Rent Assumptions

Consistent with Section VI., A. of the *Airport Assessment*, AMCG recommends creation of an FBO department under the Airport Department. As such, the FBO department will pay rent to the Airport department for the FBO terminal building, Hangar #1 (subleased for the purposes of aircraft maintenance), apron and tiedown area, and vehicle parking area (identified in Figure 3). In addition to the FBO leased area, the Airport has multiple hangars for lease to based customers (identified in Figure 2) and multiple land leases.

It is important to note the current land lease structure is based on a footprint only lease and does not include any land or apron areas immediately adjacent to the tenant-owned hangars.

Table 8 conveys the key underlying assumptions for Airport projected rent related to the FBO leased premises, Airport hangars, and land leases based on the information provided by the City and contained in AMCG’s national rental rate database¹. Additionally, Table 8 identifies the projected rental rate of the fuel storage facility from the FBO department.

Table 8 – Airport Projected Rent Analysis

Airport Rent Analysis	Square Feet or Number	Gallons	Rental Rate*	Total
FBO				
Terminal Building	1,700	N/A	\$ 6.00	\$ 10,200
Hangar #1 (907 Aviation)	5,600	N/A	\$ 4.00	\$ 22,400
Asphalt Apron and Tiedown Area	62,300	N/A	\$ 0.55	\$ 34,265
Vehicle Parking (Asphalt)	10,250	N/A	\$ 0.45	\$ 4,613
Total FBO Rent				\$ 71,478
Hangar				
T-Hangar A (Small T-Hangar)	8	N/A	\$ 250.00	\$ 24,000
T-Hangar A (Small T-Hangar with Storage)	2	N/A	\$ 275.00	\$ 6,600
T-Hangar B (Small T-Hangar)	8	N/A	\$ 250.00	\$ 24,000
T-Hangar B (Small T-Hangar with Storage)	2	N/A	\$ 275.00	\$ 6,600
T-Hangar C (Small T-Hangar)	8	N/A	\$ 250.00	\$ 24,000
T-Hangar C (Small T-Hangar with Storage)	2	N/A	\$ 275.00	\$ 6,600
T-Hangar D (Medium T-Hangar)	8	N/A	\$ 360.00	\$ 34,560
T-Hangar D (Medium T-Hangar with Storage)	2	N/A	\$ 410.00	\$ 9,840
T-Hangar E (Medium T-Hangar)	8	N/A	\$ 360.00	\$ 34,560
T-Hangar E (Medium T-Hangar with Storage)	2	N/A	\$ 410.00	\$ 9,840
T-Hangar F (Medium T-Hangar)	8	N/A	\$ 360.00	\$ 34,560
T-Hangar F (Medium T-Hangar with Storage)	2	N/A	\$ 410.00	\$ 9,840
Total Hangar Rent				\$ 225,000
Land (Existing)				
Hangar #3 (Jet Stream)	22,400	N/A	\$ 0.100	\$ 2,240
Condominium Hangars (Air Space Place)	50,000	N/A	\$ 0.240	\$ 12,000
Total Land Rent (Existing)				\$ 14,240
Land (Future)				
Future Lessee (CY 2027)	25,000	N/A	\$ 0.350	\$ 8,750
Total Land Rent (Future)				\$ 8,750
Fuel Storage Facility				
Jet (1 tank)	N/A	10,000	\$ 0.750	\$ 7,500
Avgas (1 tank)	N/A	10,000	\$ 0.750	\$ 7,500
Total Fuel Storage Facility Rent				\$ 15,000

* Based on query of AMCG’s national airport database (per square foot per year or monthly)

Table 9 conveys the key underlying assumptions for FBO projected rent related to the leased premises for daily/overnight and monthly aircraft parking (tiedown).

¹ AMCG maintains an extensive national database of more than 750 airports located in the United States with more than 5,600 data points specifically related to this purpose.

Table 9 – FBO Projected Rent Analysis

FBO Rent Analysis	Square Feet or Number	Gallons	Rental Rate*	Total
FBO				
Terminal Building	1,700	N/A	\$ 6.00	\$ 10,200
Hangar #1 (907 Aviation)	5,600	N/A	\$ 4.00	\$ 22,400
Asphalt Apron and Tiedown Area	62,300	N/A	\$ 0.55	\$ 34,265
Vehicle Parking (Asphalt)	10,250	N/A	\$ 0.45	\$ 4,613
Total FBO Rent				\$ 71,478
Fuel Storage Facility				
Jet (1 tank)	N/A	10,000	\$ 0.750	\$ 7,500
Avgas (1 tank)	N/A	10,000	\$ 0.750	\$ 7,500
Total Fuel Storage Facility Rent				\$ 15,000

* Based on query of AMCG's national airport database (per square foot per year or monthly)

E. Key Pay Rate Assumptions

Table 10 and Table 11 convey the key underlying assumptions for projected employment levels based on the type, range, and level of Airport and FBO products, services, and facilities required to meet projected demand of tenants and customers at the Airport. Collectively, AMCG projects six total FTE employees throughout the project period consisting of the following:

- Aviation Director (1)
- Accounting Clerk/Grants Specialist (1)
- Airport Operations Manager (1)
- Airport Operations/Maintenance/Line Specialists (3)

It is important to note additional Airport Operations/LSTs or dedicated CSRs may be required throughout the projection period due to increased demand, service enhancements, or expanded hours.

Table 10 – Projected Employees (Airport)

Day of the Week	Shift 1		Shift 2		Airport Allocation	Total Hours
	Hours	Employees	Hours	Employees		
Airport Operations						
Monday	0800-1700	2.00	1500-2000	-	40%	333
Tuesday	0800-1700	2.00	1500-2000	-	40%	333
Wednesday	0800-1700	2.00	1500-2000	-	40%	333
Thursday	0800-1700	2.00	1500-2000	-	40%	333
Friday	0800-1700	2.00	1500-2000	-	40%	333
Saturday	1000-1400	1.00	1500-2000	-	25%	52
Sunday	1000-1400	1.00	1500-2000	-	25%	52
Total Hours (excluding Benefits)						1,768
FTE Equivalent (excluding Benefits)						0.85
Benefit Hours (Vacation, Sick, Holiday)						170
Total Hours (including Benefits)						1,938
FTE Equivalent (including Benefits)						0.93
FTE (Rounded)						1.00
Airport Facility Maintenance						
Monday	0800-1700	0.50			50%	104
Tuesday	0800-1700	0.50			50%	104
Wednesday	0800-1700	0.50			50%	104
Thursday	0800-1700	0.50			50%	104
Friday	0800-1700	0.50			50%	104
Saturday	0800-1700	-			50%	-
Sunday	0800-1700	-			50%	-
Total Hours (excluding Benefits)						520
FTE Equivalent (excluding Benefits)						0.25
Benefit Hours (Vacation, Sick, Holiday)						50
Total Hours (including Benefits)						570
FTE Equivalent (including Benefits)						0.27
FTE (Rounded)						0.25

* Assumption - all after-hours (on-call) will be handled with overtime

Table 11 – Projected Employees (FBO)

Day of the Week	Shift 1		Shift 2		FBO Allocation	Total Hours
	Hours	Employees	Hours	Employees		
FBO Line Service						
Monday	0800-1700	2.00	1500-2000	-	60%	499
Tuesday	0800-1700	2.00	1500-2000	-	60%	499
Wednesday	0800-1700	2.00	1500-2000	-	60%	499
Thursday	0800-1700	2.00	1500-2000	-	60%	499
Friday	0800-1700	2.00	1500-2000	-	60%	499
Saturday	1000-1400	1.00	1500-2000	-	75%	156
Sunday	1000-1400	1.00	1500-2000	-	75%	156
Total Hours (excluding Benefits)						2,808
FTE Equivalent (excluding Benefits)						1.35
Benefit Hours (Vacation, Sick, Holiday)						270
Total Hours (including Benefits)						3,078
FTE Equivalent (including Benefits)						1.48
FTE (Rounded)						1.50
FBO Facility Maintenance						
Monday	0700-1700	0.50			50%	104
Tuesday	0700-1700	0.50			50%	104
Wednesday	0700-1700	0.50			50%	104
Thursday	0700-1700	0.50			50%	104
Friday	0700-1700	0.50			50%	104
Saturday	0700-1700	-			50%	-
Sunday	0700-1700	-			50%	-
Total Hours (excluding Benefits)						520
FTE Equivalent (excluding Benefits)						0.25
Benefit Hours (Vacation, Sick, Holiday)						50
Total Hours (including Benefits)						570
FTE Equivalent (including Benefits)						0.27
FTE (Rounded)						0.25

* Assumption - all after-hours (on-call) will be handled with overtime

Table 12 and Table 13 convey the key underlying assumptions for projected pay rates. To estimate the pay rate for each FTE employee at the Airport and FBO, AMCG analyzed historical pay rates at the Airport as compared with current industry pay rates.

Based on AMCG’s analysis, a minimum of six employees are required. Additionally, total expenses relating to payroll taxes and employee benefits are projected as follows:

- Payroll taxes: 10.00% of total payroll expenses
- Employee benefits: 17.50% of total payroll expenses

Table 12 – Projected Pay Rates (Airport)

Position	Payroll			Uniform
	Number	Rate	Allocated	
Airport Administration				
Aviation Director	0.75	\$ 97,500	\$ 73,125	No
Airport Operations Manager	0.50	\$ 80,000	\$ 40,000	Yes
Accounting Clerk/Grants Specialist	0.50	\$ 55,000	\$ 27,500	No
<i>Airport Administration Total</i>	1.75		\$ 140,625	
Airport Operations and Maintenance				
Airport Operations Specialist	1.00	\$ 50,000	\$ 50,000	Yes
Airport Maintenance Technician	0.25	\$ 47,500	\$ 11,875	Yes
<i>Airport Operations and Maintenance Total</i>	1.25		\$ 61,875	
Total Employees	3.00			
Total Payroll			\$ 202,500	
Total Payroll Taxes			\$ 20,250	
<i>Percent of Total Payroll</i>			10.00%	
Total Employee Benefits			\$ 35,438	
<i>Percent of Total Payroll</i>			17.50%	
Uniform Costs (Annually)	1.75	\$ 2,080	\$ 3,640	
Recruiting and Testing (Annually)	3.00	\$ 250	\$ 750	
Training Costs (Annually)	1.75	\$ 200	\$ 350	

* Assumption - all after-hours (on-call) will be handled with overtime

Table 13 – Projected Pay Rates (FBO)

Position	Payroll			Uniform
	Number	Rate	Allocated	
FBO Administration				
Aviation Director	0.25	\$ 97,500	\$ 24,375	No
Airport Operations Manager	0.50	\$ 80,000	\$ 40,000	Yes
Accounting Clerk/Grants Specialist	0.50	\$ 55,000	\$ 27,500	No
<i>FBO Administration Total</i>	1.25		\$ 91,875	
FBO Operations and Maintenance				
FBO Line Service Technician	1.50	\$ 50,000	\$ 75,000	Yes
FBO Customer Service	-	\$ 37,500	\$ -	
FBO Maintenance Technician	0.25	\$ 47,500	\$ 11,875	Yes
<i>FBO Operations and Maintenance Total</i>	1.75		\$ 86,875	
Total Employees	3.00			
Total Payroll			\$ 178,750	
Total Payroll Taxes			\$ 17,875	
<i>Percent of Total Payroll</i>			10.00%	
Total Employee Benefits			\$ 31,281	
<i>Percent of Total Payroll</i>			17.50%	
Uniform Costs (Annually)	2.25	\$ 2,080	\$ 4,680	
Recruiting and Testing (Annually)	3.00	\$ 250	\$ 750	
Training Costs (Annually)	1.75	\$ 200	\$ 350	

* Assumption - all after-hours (on-call) will be handled with overtime

F. Key Vehicles and Equipment Assumptions

Table 14 and Table 15 convey key underlying assumptions for projected vehicles and equipment in CY 2024. It is important to note certain equipment (i.e., compressed air unit, radios, and miscellaneous office equipment) will be shared equally between the Airport and FBO. As such, the capital expenditure has been equally split. AMCG assumes additional vehicles and equipment will be purchased directly by the Airport Authority. It is important to note vehicles and equipment purchased by the Airport (using Airport funding) will be transferred to the Authority. These vehicles and equipment are identified in Table 14 and Table 15 without an associated cost.

Table 14 – Projected Vehicles and Equipment (Airport)

Airport Vehicles and Equipment	Quantity	Unit Cost New	Total Cost New
Location Based Services			
2013 Ford Explorer	1	\$ -	\$ -
2011 Ford F250	1	\$ -	\$ -
2006 Ford 12-Passenger Van	1	\$ -	\$ -
2000 International Dumptruck	2	\$ -	\$ -
Clark CT50 Towtractor	1	\$ -	\$ -
John Deere Gator	1	\$ -	\$ -
Grasshopper Mower	2	\$ -	\$ -
Meyers Snow Sweeper	1	\$ -	\$ -
Snow Removal Attachment	1	\$ -	\$ -
Golf Cart	-	\$ -	\$ -
Compressed Air Unit	1.0	\$ -	\$ -
Forklift	-	\$ -	\$ -
Radios	1.0	\$ -	\$ -
Miscellaneous Office Equipment	1.0	\$ -	\$ -
VEHICLE AND EQUIPMENT TOTAL			\$ -

Table 15 – Projected Vehicles and Equipment (FBO)

Vehicles and Equipment	Quantity	Unit Cost New	Total Cost New
Location Based Services			
1998 Volvo Refueling Vehicle	1	\$ -	
2006 International Refueling Vehicle	1	\$ -	
Refueling trailer	1	\$ -	
2011 Ford F250	0.5	\$ -	\$ -
2004 Tug	1	\$ -	\$ -
Towbars/towheads	1	\$ -	\$ -
Ground Power Unit	1	\$ -	\$ -
Lavatory Cart	1	\$ -	\$ -
Emergency Response Cart	1	\$ -	\$ -
Potable Water Cart	1	\$ 7,500	\$ 7,500
Oxygen Cart	1	\$ 2,500	\$ 2,500
Nitrogen Cart	1	\$ 3,000	\$ 3,000
Compressed Air Unit	1	\$ -	\$ -
Radios	1	\$ -	\$ -
Miscellaneous Office Equipment	1	\$ -	\$ -
EQUIPMENT TOTAL			\$ 13,000

XII. FINANCIAL ANALYSIS

Based on the key assumptions, AMCG projected the revenues, costs, expenses, capital expenditures, and financial performance of the Airport and FBO over a 5-year period under the Airport Authority governance structure. A detailed financial analysis for the 5-year projection period is included in the Appendix.

It is important to note the financial summary does not require financial contribution from the Authority co-sponsors for operational functions. Contribution may be necessary for all major maintenance items, major capital investment (and grant matches), and acquisition of future vehicles and equipment until the financial reserves of the Authority are adequately funded. The financial projections do not include any acquisition or transition costs related to the Airport or FBO.

For example, if the Authority desires to enhance FBO services through acquisition of an additional refueling vehicle, the financial projections do not provide adequate funding to acquire a refueling vehicle through purchase or annual lease.

Similarly, major capital investment (and grant matches) would require additional financial contribution from the City and County until the Authority is adequately funded. This may include, but is not limited to, hangar development (T-Hangar and/or Executive/Box Hangars), security fencing, and Airport maintenance facility.

Certain projects may be eligible for federal and/or state funding significantly decreasing the required financial contribution from the City and County. Additionally, the financial projections do not include the annual Non-Primary Entitlement grant (\$150,000) from the FAA which is provided to the airport sponsor for eligible projects.

A. Historical Financial Summary

As a reference, the historical financial performance of the Airport and FBO are conveyed in Table 16.

Table 16 – Historical Financial Summary (Airport and FBO)

Historical Financial Summary					
Item	CY 2019 Actual	CY 2020 Actual	CY 2021 Projected	CY 2022 Budget	CY 2023 Projected
<i>Revenue - Rents, Fees, Other</i>	\$ 198,491	\$ 196,145	\$ 224,689	\$ 211,950	\$ 213,161
<i>Revenue - Fueling</i>	\$ 683,739	\$ 583,336	\$ 741,655	\$ 802,200	\$ 810,222
<i>Revenue - Products/Services</i>	\$ 13,377	\$ 11,695	\$ 14,680	\$ 12,500	\$ 12,625
REVENUES	\$ 895,607	\$ 791,176	\$ 981,024	\$ 1,026,650	\$ 1,036,008
COST OF GOODS SOLD	\$ 484,564	\$ 324,566	\$ 559,000	\$ 559,000	\$ 570,180
GROSS MARGIN	\$ 411,043	\$ 466,610	\$ 422,024	\$ 467,650	\$ 465,828
OPERATING EXPENSES	\$ 343,646	\$ 273,722	\$ 305,637	\$ 534,701	\$ 552,144
OPERATING INCOME (EBITDA)	\$ 67,397	\$ 192,888	\$ 116,387	\$ (67,051)	\$ (86,316)
<i>Non-Operating Sources of Funds</i>	\$ 69,355	\$ 125,013	\$ 35,574	\$ 120,521	\$ 292,535
<i>Non-Operating Use of Funds</i>	\$ 216,809	\$ 221,682	\$ 255,773	\$ 193,511	\$ 195,598
NET CASH FLOW	\$ (80,057)	\$ 96,219	\$ (103,812)	\$ (140,041)	\$ 10,621

B. Projected Financial Summary

Table 17 conveys the projected financial summary for the Airport and FBO over the projection period under an Airport Authority governance structure.

It is significant to note the financial summary does not reflect major maintenance items, major capital investment (and grant matches), or acquisition of future vehicles and equipment which could be funded from the operational net cash flow or from the Authority co-sponsors.

Table 17 – Projected Financial Summary (Airport and FBO)

Projected Financial Summary					
Item	CY 2025	CY 2026	CY 2027	CY 2028	CY 2029
<i>Revenue - Rents, Fees, Other</i>	\$ 419,306	\$ 432,197	\$ 455,393	\$ 468,524	\$ 482,567
<i>Revenue - Fueling</i>	\$ 1,434,493	\$ 1,528,215	\$ 1,669,897	\$ 1,743,542	\$ 1,830,501
<i>Revenue - Products/Services</i>	\$ 5,303	\$ 5,462	\$ 14,064	\$ 14,485	\$ 14,920
REVENUES	\$ 1,867,055	\$ 1,974,065	\$ 2,139,353	\$ 2,226,552	\$ 2,327,988
COST OF GOODS SOLD	\$ 878,213	\$ 928,842	\$ 1,014,364	\$ 1,051,034	\$ 1,103,553
GROSS MARGIN	\$ 988,842	\$ 1,045,223	\$ 1,124,989	\$ 1,175,518	\$ 1,224,435
OPERATING EXPENSES	\$ 791,527	\$ 816,856	\$ 844,413	\$ 870,477	\$ 897,672
OPERATING INCOME (EBITDA)	\$ 197,314	\$ 228,367	\$ 280,577	\$ 305,041	\$ 326,763
<i>Non-Operating Sources of Funds</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Non-Operating Use of Funds</i>	\$ 13,000	\$ -	\$ -	\$ -	\$ -
NET CASH FLOW	\$ 184,314	\$ 228,367	\$ 280,577	\$ 305,041	\$ 326,763

XIII. RECOMMENDATIONS

The recommendations outlined are a result of AMCG's site visit, interviews with stakeholders, review of the information provided, the qualitative analysis of each option, and the quantitative (financial) analysis.

The quantitative (financial) analysis estimated the revenues, costs, expenses, capital expenditures, and the financial performance over the projection period. The projections are based on historical, current, and projected activity indicators (e.g., aircraft operations, based aircraft, fuel volumes) for the Airport, historical operational information pertaining to the Airport and FBO, existing PMCDs, and the Airport Master Plan/Airport Layout Plan. Through this analysis and observations during the site visit, AMCG identified key correlations and formulate an opinion regarding the type, range, and level of Airport and FBO products, services, and facilities required to meet the projected demand of tenants and customers of the Airport.

A. Airport Recommendations

Each option analyzed creates a combination of positive and negative impacts to both the Airport sponsor and Airport customers. As conveyed previously, most impacts are interrelated around the concept of control and finances. The entity granted control of the Airport is positioned to receive the financial contribution of the Airport through rents (e.g., land and hangars, etc.) and fees (e.g., fuel flowage fees, based aircraft fees, TTF access fees, etc.). However, control is directly related to responsibility which includes supporting capital requirements and assuming liability exposure. Capital requirements include infrastructure development, financing matches for federal and state grants, and procuring necessary equipment.

While each option can be appropriate under certain circumstances, the details of the situation are imperative to determine the most appropriate option. These details include the financial potential of the Airport against the ability and willingness to finance capital requirements, willingness of the entity to bear responsibility for the activities, and the entity's desire to control and foster activity at the airport.

Additionally, the negative impacts can be mitigated through policy development, commitment to personnel, and capital commitments for future financial contribution.

While the City is willing and committed to the Airport, the City's financial depth to fund significant capital improvements is limited. Additionally, the Airport would benefit from a complete staff of personnel with more direct experience in the aviation industry along with the necessary training for current staff. As such, AMCG recommends creating an Airport Authority (in conjunction with the County) to acquire ownership, governance, operation, and management of the Airport from the City and implement the *Airport Assessment Recommendations*.

B. FBO Recommendations

Consistent with the Airport analysis, each option analyzed creates a combination of positive and negative impacts to both the Airport sponsor and Airport customers. Again, most impacts are interrelated around the concept of control and finances. The entity granted control of the FBO (fueling operation) is ultimately positioned to receive the financial contribution of the FBO through fuel sales, hangar rent, and enhanced services (lavatory services, catering, cleaning services, rental cars, etc.). This control is directly related to the responsibility of financing the operation and assuming liability exposure. Financing the operation includes employing qualified individuals during all hours of operation, maintaining fuel inventory, supporting proactive marketing efforts, and procuring necessary equipment.

Although each option can be appropriate under certain circumstances, the details of the situation are imperative to determine the most appropriate option. These details include the financial potential of the FBO against the ability and willingness to finance the operation, willingness of the entity to bear responsibility for the activities, and the entity's desire to control and foster activity at the Airport. Additionally, the negative impacts can be mitigated through commitment to personnel and capital commitments for future financial contribution.

While the City has fulfilled the FBO (fueling operation) role through personnel, equipment, and customer service responsibilities, AMCG recommends the Airport Authority acquire ownership, operation, and management of the FBO.

C. Synergies of Recommendations

As stated previously, AMCG recommends the Airport Authority acquire ownership and operation of both the Airport and FBO. Operating both aspects (Airport and FBO) through one entity ultimately leads to operational and financial synergies. These synergies can result in lower costs and improved customer service. For example, the FBO (through the City) provides commercial aircraft fueling services. Given the activity level and total annual fuel volumes, it is not financially likely or operationally necessary for an FBO to employ multiple personnel (separate from Airport personnel) strictly for fueling and customer service activities. Similarly, the need for multiple personnel conducting Airport management duties may not be needed given the overall size of the Airport, activity levels, and lease structure of hangar facilities. However, in combination, the activity level and demands of a combined operation would dictate multiple personnel to fulfill all necessary Airport and FBO functions.

XIV. APPENDIX

A. Definitions

- Commercial – An activity undertaken with the intent to generate and/or secure earnings, income, or compensation (including exchange or barter of goods or services), and/or profit, whether such objectives are accomplished.
- Executive/Box Hangar – A square or rectangular-shaped hangar designed to accommodate the proprietary aircraft operations of a single company or individual. Executive Hangars (typically smaller than 100 feet by 100 feet) are typically larger than T-Hangars and smaller than Community Hangars. These hangars may have associated shop, office, and storage areas located within or adjacent to the footprint of the hangar.
- General Aviation Airport – A public airport that does not have scheduled commercial air carrier service or has scheduled commercial air carrier services with less than 2,500 passenger enplanements per year.
- Independent Operators – An entity offering aeronautical service(s) but without an established place of business on the Airport.
- Itinerant Operation – Aircraft operations terminated at an airport which (1) arrive from outside the airport area or (2) depart the airport and leave the airport area.
- Local Operation – Aircraft operations which (1) remain in the local traffic pattern, (2) execute simulated instrument approaches or low passes at an airport, or (3) operate to or from an airport and a designated practice area within a 20-mile radius of the Air Traffic Control Tower.
- Local Role – NPIAS airport that supplements local communities by providing access to markets within a State or immediate region. Local airports are most often located near larger population centers, but not necessarily in metropolitan or micropolitan areas. Most of the flying at Local airports is by piston aircraft in support of business and personal needs. These airports typically accommodate flight training, emergency services, and charter passenger services. Criteria include public ownership, 10 or more instrument operations and 15 or more based aircraft or more than 2,500 annual enplanements.
- Portable Hangar – A hangar that is square, rectangular-shaped, or “T” shaped and is not permanently affixed to associated apron area and the Portable Hangar can be reasonably removed or is designed to be removed.
- T-Hangar – A Hangar that typically has the capacity to store only one aircraft, usually not larger than a cabin class multi-engine aircraft. This type of hangar derives its name from its shape (in the form of a “T”) which increases the efficiency of the design so as to accommodate the wingspan and the tail section of an aircraft. T-Hangars may be stand-alone structures, or they may be combined and “nested” so that the tail sections of the “T” configuration interlock to form a single congruous structure.
- Through-the-Fence (TTF) – In general, TTF operations encompass the ground movement of aircraft to/from land adjacent to, but not part of, airport property to/from the airport’s airside infrastructure (e.g., runways and taxiways). More specifically, TTF operations occur when an airport sponsor grants an entity ground access by an aircraft across the airport’s property boundary to the airport’s airside infrastructure (commonly through-the fence) and permission to engage in associated activities from property adjacent to the airport.
- Tiedown – An aircraft parking area typically signified by a painted “T” and equipped with three-point tiedown anchors to secure the aircraft wingtips and tail.

B. Acronyms

AAAE	American Association of Airport Executives
AAC	Airport Advisory Committee
AC	Advisory Circular
ACE	Airport Certified Employee
ACM	Airport Certification Manual
ACRP	Airport Cooperative Research Program
ADOT	Ohio Department of Transportation
Airport	Delaware Municipal Airport
ALP	Airport Layout Plan
AMCG	Aviation Management Consulting Group
AOA	Air Operations Area
ARS	Arizona Revised Statutes
ASOS	Airport Safety and Operations Specialist
CFR	Code of Federal Regulation
City	City of Delaware
CLUP	Comprehensive Land Use Plan
County	Delaware County
FAA	Federal Aviation Administration
FBO	Fixed Base Operator
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GPS	Global Positioning System
GPU	Ground power unit
NFPA	National Fire Protection Association
NPIAS	National Plan of Integrated Airports Systems
PMCD	Primary Management and Compliance Documents
SABP	Strategic Airport Business Plan
SPCC	Spill Prevention, Control, and Countermeasures
SWOT	Strengths, Weaknesses, Opportunities, and Threats
SWPPP	Stormwater Pollution Prevention Program
U.S.	United States
UAS	Unmanned Aircraft System

C. Limiting Conditions

This report is subject to the following assumptions and limiting conditions:

- The data utilized in compiling this report was provided by and/or obtained from sources considered reliable and authentic. AMCG has accepted the information provided by and/or obtained from others without audit or cross verification. As such, AMCG assumes no liability for its accuracy or correctness.
- The estimates, conclusions, and projections contained in this report are included to assist the reader in understanding the uniqueness of the aviation industry. As assumptions are a necessary component of future projections, the assumptions made in this report are based on reasonable and prudent estimates. These estimates are, however, subject to unforeseen and unpredictable influences such as: competition; local, regional, national, and global economies; fuel supply volatility, pricing, and discounting; quality of management, supervision, and operating-level employees; and, the implementation of strategic/business plans and sales, marketing, and business development initiatives. Therefore, actual outcomes may vary from the estimates, projections, and conclusions contained herein.
- It is intended that this report be considered as a total product, the components of which must not be considered independently.
- Compensation for preparing this report is not, in any manner, contingent on the conclusions suggested or drawn herein.
- This report is made for the client to whom it is addressed and is delivered to the client on the condition this report is to be used by the client only for the purpose stated in the report. No reliance is to be placed on this report for any other purposes.
- Neither all nor any part of this report (nor any findings, opinions, and/or recommendations contained in this report) shall be disseminated to the news media or the public by the client. If all or any part of this report (or any findings, opinions, and/or recommendations) is requested by a third party, under the applicable (federal or state) Freedom of Information Act or other similar public or open records act, the client will notify AMCG.

D. CY 2025 Financial Summary

Table 19 and Table 20 convey the CY 2025 financial summary for the Airport and FBO.

Table 18 – Revenue Projection (CY 2025)

Revenues	Airport		FBO		Total
	% of Total	Amount	% of Total	Amount	
Rents, Fees, Other					
Rent - Land	100.00%	\$ 14,240	0.00%	\$ -	\$ 14,240
Rent - Hangars	N/A	\$ 225,000	9.05%	\$ 22,400	\$ 247,400
Rent - Tiedown	0.00%	\$ -	100.00%	\$ 33,550	\$ 33,550
Rent - FBO Facilities	100.00%	\$ 71,478	0.00%	\$ -	\$ 71,478
Rent - Fuel Storage Facility	100.00%	\$ 15,000	0.00%	\$ -	\$ 15,000
Fees - Late Fees	100.00%	\$ 1,167	0.00%	\$ -	\$ 1,167
Fees - Gate Cards	100.00%	\$ 1,960	0.00%	\$ -	\$ 1,960
Fees - Fuel Flowage	100.00%	\$ 28,308	0.00%	\$ -	\$ 28,308
Hangar Deposits	100.00%	\$ 1,697	0.00%	\$ -	\$ 1,697
Miscellaneous	100.00%	\$ 4,508	0.00%	\$ -	\$ 4,508
<i>Revenue - Rents, Fees, Other</i>		\$ 363,356		\$ 55,950	\$ 419,306
<i>% of Total Revenue</i>		100.00%		3.72%	22.46%
<i>Cost of Good Sold - Rents, Fees, Other</i>	N/A	\$ -	N/A	\$ -	\$ -
<i>% of Total Revenue - Rents, Fees, Other</i>		N/A		N/A	N/A
<i>Gross Margin - Rents, Fees, Other</i>		\$ 363,356		\$ 55,950	\$ 419,306
<i>% of Total Revenue - Rents, Fees, Other</i>		100.00%		100.00%	100.00%
Fueling					
Jet (Retail)	0.00%	\$ -	100.00%	\$ 579,111	\$ 579,111
Jet (Based)	0.00%	\$ -	100.00%	\$ 463,779	\$ 463,779
Jet (Retail)	0.00%	\$ -	100.00%	\$ 118,027	\$ 118,027
Avgas (Based)	0.00%	\$ -	100.00%	\$ 271,075	\$ 271,075
Prist	N/A	\$ -	N/A	\$ -	\$ -
Oil	0.00%	\$ -	100.00%	\$ 2,500	\$ 2,500
<i>Revenue - Fueling</i>		\$ -		\$ 1,434,493	\$ 1,434,493
<i>% of Total Revenue</i>		N/A		95.40%	76.83%
<i>Cost of Good Sold - Fueling</i>	N/A	\$ -	100.00%	\$ 876,713	\$ 876,713
<i>% of Total Revenue - Fueling</i>		N/A		61.12%	61.12%
<i>Gross Margin - Fueling</i>		\$ -		\$ 557,779	\$ 557,779
<i>% of Total Revenue - Fueling</i>		N/A		38.88%	38.88%
Products/Services					
Call Out Fees	N/A	\$ -	N/A	\$ 5,303	\$ 5,303
GPU Fees	0.00%	\$ -	100.00%	\$ 1,061	\$ 1,061
Ramp Fees	0.00%	\$ -	100.00%	\$ 6,893	\$ 6,893
<i>Revenue - Products/Services</i>		\$ -		\$ 13,256	\$ 13,256
<i>% of Total Revenue</i>		N/A		0.88%	0.71%
<i>Cost of Good Sold - Products/Services</i>	N/A	\$ -	100.00%	\$ 1,500	\$ 1,500
<i>% of Total Revenue - Products/Services</i>		N/A		11.32%	11.32%
<i>Gross Margin - Products/Services</i>		\$ -		\$ 11,756	\$ 11,756
<i>% of Total Revenue - Products/Services</i>		N/A		88.68%	88.68%
Summary					
REVENUES		\$ 363,356		\$ 1,503,699	\$ 1,867,055
COST OF GOODS SOLD	0.00%	\$ -	100.00%	\$ 878,213	\$ 878,213
GROSS MARGIN	36.75%	\$ 363,356	63.25%	\$ 625,486	\$ 988,842

Table 19 – Expense Projection (CY 2025)

Expenses	Airport		FBO		Total
	% of Total	Amount	% of Total	Amount	
Operating Expenses					
Bad Debts	19.46%	\$ 363	80.54%	\$ 1,504	\$ 1,867
Bank/Credit Card Fees and Security Deposits	7.45%	\$ 1,817	92.55%	\$ 22,555	\$ 24,372
Communications	50.00%	\$ 3,600	50.00%	\$ 3,600	\$ 7,200
Contributions/Donations	0.00%	\$ -	100.00%	\$ 750	\$ 750
Dues and Subscriptions	50.00%	\$ 964	50.00%	\$ 964	\$ 1,928
Employee Benefits	53.11%	\$ 35,438	46.89%	\$ 31,281	\$ 66,719
Employee Recruiting and Testing	50.00%	\$ 750	50.00%	\$ 750	\$ 1,500
Fuel Storage Maintenance	0.00%	\$ -	100.00%	\$ 5,400	\$ 5,400
Fuel Storage Lease	0.00%	\$ -	100.00%	\$ 15,000	\$ 15,000
Governing Body Related Expenses	N/A	\$ 6,600	N/A	\$ -	\$ 6,600
Insurance	19.46%	\$ 5,450	80.54%	\$ 22,555	\$ 28,006
Lease (Rent)	0.00%	\$ -	100.00%	\$ 71,478	\$ 71,478
License, Fees, and Business Taxes	0.00%	\$ -	100.00%	\$ 301	\$ 301
Maintenance - Airside	100.00%	\$ 3,600	0.00%	\$ -	\$ 3,600
Maintenance - Facilities	91.45%	\$ 19,531	8.55%	\$ 1,825	\$ 21,356
Maintenance - Landside	100.00%	\$ 3,000	0.00%	\$ -	\$ 3,000
Maintenance - NAVAIDs/AWOS	100.00%	\$ 7,500	0.00%	\$ -	\$ 7,500
Marketing	50.00%	\$ 2,500	50.00%	\$ 2,500	\$ 5,000
Miscellaneous	50.00%	\$ 3,000	50.00%	\$ 3,000	\$ 6,000
Office Equipment and Supplies	50.00%	\$ 2,700	50.00%	\$ 2,700	\$ 5,400
Office Equipment Maintenance	50.00%	\$ 1,200	50.00%	\$ 1,200	\$ 2,400
Payroll	53.11%	\$ 202,500	46.89%	\$ 178,750	\$ 381,250
Payroll Taxes	53.11%	\$ 20,250	46.89%	\$ 17,875	\$ 38,125
Postage and Freight	50.00%	\$ 600	50.00%	\$ 600	\$ 1,200
Printing and Copying	50.00%	\$ 600	50.00%	\$ 600	\$ 1,200
Professional Services	50.00%	\$ 15,000	50.00%	\$ 15,000	\$ 30,000
Supplies	50.00%	\$ 1,500	50.00%	\$ 1,500	\$ 3,000
Training	50.00%	\$ 350	50.00%	\$ 350	\$ 700
Travel, Conventions, and Training	50.00%	\$ 1,500	50.00%	\$ 1,500	\$ 3,000
Uniforms	43.75%	\$ 3,640	56.25%	\$ 4,680	\$ 8,320
Utilities	75.00%	\$ 18,716	25.00%	\$ 6,239	\$ 24,954
Vehicle/Equipment Leasing	N/A	\$ -	N/A	\$ -	\$ -
Vehicle/Equipment Maintenance	50.00%	\$ 4,500	50.00%	\$ 4,500	\$ 9,000
Vehicle/Equipment Operations	50.00%	\$ 2,700	50.00%	\$ 2,700	\$ 5,400
Summary					
OPERATING EXPENSES	46.73%	\$ 369,870	53.27%	\$ 421,658	\$ 791,527
OPERATING INCOME (EBITDA)	N/A	\$ (6,514)	N/A	\$ 203,828	\$ 197,314
Non-Operating Sources of Funds					
Property Taxes	N/A	\$ -	N/A	\$ -	\$ -
General Fund Contribution - City	N/A	\$ -	N/A	\$ -	\$ -
SUBTOTAL (NOSF)	N/A	\$ -	N/A	\$ -	\$ -
Non-Operating Use of Funds					
Property Taxes	N/A	\$ -	N/A	\$ -	\$ -
Loan Payments	N/A	\$ -	N/A	\$ -	\$ -
Vehicle and Equipment CapEx	0.00%	\$ -	100.00%	\$ 13,000	\$ 13,000
SUBTOTAL (NOUF)	0.00%	\$ -	100.00%	\$ 13,000	\$ 13,000
NET CASH FLOW	N/A	\$ (6,514)	N/A	\$ 190,828	\$ 184,314

E. CY 2026 Financial Summary

Table 21 and Table 22 convey the CY 2026 financial summary for the Airport and FBO.

Table 20 – Revenue Projection (CY 2026)

Revenues	Airport		FBO		Total
	% of Total	Amount	% of Total	Amount	
Rents, Fees, Other					
Rent - Land	100.00%	\$ 14,240	0.00%	\$ -	\$ 14,240
Rent - Hangars	90.95%	\$ 231,750	9.05%	\$ 23,072	\$ 254,822
Rent - Tiedown	0.00%	\$ -	100.00%	\$ 34,557	\$ 34,557
Rent - FBO Facilities	100.00%	\$ 73,622	0.00%	\$ -	\$ 73,622
Rent - Fuel Storage Facility	100.00%	\$ 15,450	0.00%	\$ -	\$ 15,450
Fees - Late Fees	100.00%	\$ 1,202	0.00%	\$ -	\$ 1,202
Fees - Gate Cards	100.00%	\$ 2,019	0.00%	\$ -	\$ 2,019
Fees - Fuel Flowage	100.00%	\$ 29,895	0.00%	\$ -	\$ 29,895
Hangar Deposits	100.00%	\$ 1,748	0.00%	\$ -	\$ 1,748
Miscellaneous	100.00%	\$ 4,643	0.00%	\$ -	\$ 4,643
<i>Revenue - Rents, Fees, Other</i>		\$ 374,568		\$ 57,629	\$ 432,197
<i>% of Total Revenue</i>		100.00%		3.60%	21.89%
<i>Cost of Good Sold - Rents, Fees, Other</i>	<i>N/A</i>	\$ -	<i>N/A</i>	\$ -	\$ -
<i>% of Total Revenue - Rents, Fees, Other</i>		<i>N/A</i>		<i>N/A</i>	<i>N/A</i>
<i>Gross Margin - Rents, Fees, Other</i>		\$ 374,568		\$ 57,629	\$ 432,197
<i>% of Total Revenue - Rents, Fees, Other</i>		100.00%		100.00%	100.00%
Fueling					
Jet (Retail)	0.00%	\$ -	100.00%	\$ 590,920	\$ 590,920
Jet (Based)	0.00%	\$ -	100.00%	\$ 513,015	\$ 513,015
Jet (Retail)	0.00%	\$ -	100.00%	\$ 149,107	\$ 149,107
Avgas (Based)	0.00%	\$ -	100.00%	\$ 272,598	\$ 272,598
Prist	N/A	\$ -	N/A	\$ -	\$ -
Oil	0.00%	\$ -	100.00%	\$ 2,575	\$ 2,575
<i>Revenue - Fueling</i>		\$ -		\$ 1,528,215	\$ 1,528,215
<i>% of Total Revenue</i>		<i>N/A</i>		95.54%	77.41%
<i>Cost of Good Sold - Fueling</i>	<i>N/A</i>	\$ -	<i>100.00%</i>	\$ 927,297	\$ 927,297
<i>% of Total Revenue - Fueling</i>		<i>N/A</i>		<i>60.68%</i>	<i>60.68%</i>
<i>Gross Margin - Fueling</i>		\$ -		\$ 600,917	\$ 600,917
<i>% of Total Revenue - Fueling</i>		<i>N/A</i>		39.32%	39.32%
Products/Services					
Call Out Fees	0.00%	\$ -	100.00%	\$ 5,462	\$ 5,462
GPU Fees	0.00%	\$ -	100.00%	\$ 1,092	\$ 1,092
Ramp Fees	0.00%	\$ -	100.00%	\$ 7,100	\$ 7,100
<i>Revenue - Products/Services</i>		\$ -		\$ 13,654	\$ 13,654
<i>% of Total Revenue</i>		<i>N/A</i>		0.85%	0.69%
<i>Cost of Good Sold - Products/Services</i>	<i>N/A</i>	\$ -	<i>100.00%</i>	\$ 1,545	\$ 1,545
<i>% of Total Revenue - Products/Services</i>		<i>N/A</i>		<i>11.32%</i>	<i>11.32%</i>
<i>Gross Margin -Products/Services</i>		\$ -		\$ 12,109	\$ 12,109
<i>% of Total Revenue - Products/Services</i>		<i>N/A</i>		88.68%	88.68%
Summary					
REVENUES		\$ 374,568		\$ 1,599,497	\$ 1,974,065
COST OF GOODS SOLD	0.00%	\$ -	100.00%	\$ 928,842	\$ 928,842
GROSS MARGIN	35.84%	\$ 374,568	64.16%	\$ 670,654	\$ 1,045,223

Table 21 – Expense Projection (CY 2026)

Expenses	Airport		FBO		Total
	% of Total	Amount	% of Total	Amount	
Operating Expenses					
Bad Debts	18.97%	\$ 375	81.03%	\$ 1,599	\$ 1,974
Bank/Credit Card Fees and Security Deposits	7.24%	\$ 1,873	92.76%	\$ 23,992	\$ 25,865
Communications	50.00%	\$ 3,708	50.00%	\$ 3,708	\$ 7,416
Contributions/Donations	0.00%	\$ -	100.00%	\$ 773	\$ 773
Dues and Subscriptions	50.00%	\$ 993	50.00%	\$ 993	\$ 1,986
Employee Benefits	53.11%	\$ 36,501	46.89%	\$ 32,220	\$ 68,720
Employee Recruiting and Testing	50.00%	\$ 773	50.00%	\$ 773	\$ 1,545
Fuel Storage Maintenance	0.00%	\$ -	100.00%	\$ 5,562	\$ 5,562
Fuel Storage Lease	0.00%	\$ -	100.00%	\$ 15,450	\$ 15,450
Governing Body Related Expenses	N/A	\$ 6,798	0.00%	\$ -	\$ 6,798
Insurance	18.96%	\$ 5,614	81.04%	\$ 23,992	\$ 29,606
Lease (Rent)	0.00%	\$ -	100.00%	\$ 73,622	\$ 73,622
License, Fees, and Business Taxes	0.00%	\$ -	100.00%	\$ 320	\$ 320
Maintenance - Airside	100.00%	\$ 3,708	0.00%	\$ -	\$ 3,708
Maintenance - Facilities	91.45%	\$ 20,117	8.55%	\$ 1,880	\$ 21,997
Maintenance - Landside	100.00%	\$ 3,090	0.00%	\$ -	\$ 3,090
Maintenance - NAVAIDs/AWOS	100.00%	\$ 7,725	0.00%	\$ -	\$ 7,725
Marketing	50.00%	\$ 2,575	50.00%	\$ 2,575	\$ 5,150
Miscellaneous	50.00%	\$ 3,090	50.00%	\$ 3,090	\$ 6,180
Office Equipment and Supplies	50.00%	\$ 2,781	50.00%	\$ 2,781	\$ 5,562
Office Equipment Maintenance	50.00%	\$ 1,236	50.00%	\$ 1,236	\$ 2,472
Payroll	53.11%	\$ 208,575	46.89%	\$ 184,113	\$ 392,688
Payroll Taxes	53.11%	\$ 20,858	46.89%	\$ 18,411	\$ 39,269
Postage and Freight	50.00%	\$ 618	50.00%	\$ 618	\$ 1,236
Printing and Copying	50.00%	\$ 618	50.00%	\$ 618	\$ 1,236
Professional Services	50.00%	\$ 15,450	50.00%	\$ 15,450	\$ 30,900
Supplies	50.00%	\$ 1,545	50.00%	\$ 1,545	\$ 3,090
Training	50.00%	\$ 361	50.00%	\$ 361	\$ 721
Travel, Conventions, and Training	50.00%	\$ 1,545	50.00%	\$ 1,545	\$ 3,090
Uniforms	43.75%	\$ 3,749	56.25%	\$ 4,820	\$ 8,570
Utilities	75.00%	\$ 19,277	25.00%	\$ 6,426	\$ 25,703
Vehicle/Equipment Leasing	N/A	\$ -	N/A	\$ -	\$ -
Vehicle/Equipment Maintenance	50.00%	\$ 4,635	50.00%	\$ 4,635	\$ 9,270
Vehicle/Equipment Operations	50.00%	\$ 2,781	50.00%	\$ 2,781	\$ 5,562
Summary					
OPERATING EXPENSES	46.64%	\$ 380,968	53.36%	\$ 435,888	\$ 816,856
OPERATING INCOME (EBITDA)	N/A	\$ (6,400)	N/A	\$ 234,767	\$ 228,367
Non-Operating Sources of Funds					
Property Taxes	N/A	\$ -	N/A	\$ -	\$ -
General Fund Contribution - City	N/A	\$ -	N/A	\$ -	\$ -
SUBTOTAL (NOSF)	N/A	\$ -	N/A	\$ -	\$ -
Non-Operating Use of Funds					
Property Taxes	N/A	\$ -	N/A	\$ -	\$ -
Loan Payments	N/A	\$ -	N/A	\$ -	\$ -
Vehicle and Equipment CapEx	N/A	\$ -	N/A	\$ -	\$ -
SUBTOTAL (NOUF)	N/A	\$ -	N/A	\$ -	\$ -
NET CASH FLOW	N/A	\$ (6,400)	N/A	\$ 234,767	\$ 228,367

F. CY 2027 Financial Summary

Table 23 and Table 24 convey the CY 2027 financial summary for the Airport and FBO.

Table 22 – Revenue Projection (CY 2027)

Revenues	Airport		FBO		Total
	% of Total	Amount	% of Total	Amount	
Rents, Fees, Other					
Rent - Land	N/A	\$ 22,990	N/A	\$ -	\$ 22,990
Rent - Hangars	90.95%	\$ 238,703	9.05%	\$ 23,764	\$ 262,467
Rent - Tiedown	0.00%	\$ -	100.00%	\$ 35,593	\$ 35,593
Rent - FBO Facilities	100.00%	\$ 75,830	0.00%	\$ -	\$ 75,830
Rent - Fuel Storage Facility	100.00%	\$ 15,914	0.00%	\$ -	\$ 15,914
Fees - Late Fees	100.00%	\$ 1,238	0.00%	\$ -	\$ 1,238
Fees - Gate Cards	100.00%	\$ 2,079	0.00%	\$ -	\$ 2,079
Fees - Fuel Flowage	100.00%	\$ 32,700	0.00%	\$ -	\$ 32,700
Hangar Deposits	100.00%	\$ 1,800	0.00%	\$ -	\$ 1,800
Miscellaneous	100.00%	\$ 4,782	0.00%	\$ -	\$ 4,782
<i>Revenue - Rents, Fees, Other</i>		\$ 396,035		\$ 59,357	\$ 455,393
<i>% of Total Revenue</i>		100.00%		3.40%	21.29%
<i>Cost of Good Sold - Rents, Fees, Other</i>	N/A	\$ -	N/A	\$ -	\$ -
<i>% of Total Revenue - Rents, Fees, Other</i>		N/A		N/A	N/A
<i>Gross Margin - Rents, Fees, Other</i>		\$ 396,035		\$ 59,357	\$ 455,393
<i>% of Total Revenue - Rents, Fees, Other</i>		100.00%		100.00%	100.00%
Fueling					
Jet (Retail)	0.00%	\$ -	100.00%	\$ 613,219	\$ 613,219
Jet (Based)	0.00%	\$ -	100.00%	\$ 600,336	\$ 600,336
Jet (Retail)	0.00%	\$ -	100.00%	\$ 183,188	\$ 183,188
Avgas (Based)	0.00%	\$ -	100.00%	\$ 270,501	\$ 270,501
Prist	N/A	\$ -	N/A	\$ -	\$ -
Oil	0.00%	\$ -	100.00%	\$ 2,652	\$ 2,652
<i>Revenue - Fueling</i>		\$ -		\$ 1,669,897	\$ 1,669,897
<i>% of Total Revenue</i>		N/A		95.79%	78.06%
<i>Cost of Good Sold - Fueling</i>	N/A	\$ -	100.00%	\$ 1,012,773	\$ 1,012,773
<i>% of Total Revenue - Fueling</i>		N/A		60.65%	60.65%
<i>Gross Margin - Fueling</i>		\$ -		\$ 657,124	\$ 657,124
<i>% of Total Revenue - Fueling</i>		N/A		39.35%	39.35%
Products/Services					
Call Out Fees	0.00%	\$ -	100.00%	\$ 5,625	\$ 5,625
GPU Fees	0.00%	\$ -	100.00%	\$ 1,125	\$ 1,125
Ramp Fees	0.00%	\$ -	100.00%	\$ 7,313	\$ 7,313
<i>Revenue - Products/Services</i>		\$ -		\$ 14,064	\$ 14,064
<i>% of Total Revenue</i>		N/A		0.81%	0.66%
<i>Cost of Good Sold - Products/Services</i>	N/A	\$ -	100.00%	\$ 1,591	\$ 1,591
<i>% of Total Revenue - Products/Services</i>		N/A		11.32%	11.32%
<i>Gross Margin - Products/Services</i>		\$ -		\$ 12,472	\$ 12,472
<i>% of Total Revenue - Products/Services</i>		N/A		88.68%	88.68%
Summary					
REVENUES		\$ 396,035		\$ 1,743,318	\$ 2,139,353
COST OF GOODS SOLD	0.00%	\$ -	100.00%	\$ 1,014,364	\$ 1,014,364
GROSS MARGIN	35.20%	\$ 396,035	64.80%	\$ 728,954	\$ 1,124,989

Table 23 – Expense Projection (CY 2027)

Expenses	Airport		FBO		Total
	% of Total	Amount	% of Total	Amount	
Operating Expenses					
Bad Debts	18.51%	\$ 396	81.49%	\$ 1,743	\$ 2,139
Bank/Credit Card Fees and Security Deposits	7.04%	\$ 1,980	92.96%	\$ 26,150	\$ 28,130
Communications	50.00%	\$ 3,819	50.00%	\$ 3,819	\$ 7,638
Contributions/Donations	0.00%	\$ -	100.00%	\$ 796	\$ 796
Dues and Subscriptions	50.00%	\$ 1,023	50.00%	\$ 1,023	\$ 2,045
Employee Benefits	53.11%	\$ 37,596	46.89%	\$ 33,186	\$ 70,782
Employee Recruiting and Testing	50.00%	\$ 796	50.00%	\$ 796	\$ 1,591
Fuel Storage Maintenance	0.00%	\$ -	100.00%	\$ 5,729	\$ 5,729
Fuel Storage Lease	0.00%	\$ -	100.00%	\$ 15,914	\$ 15,914
Governing Body Related Expenses	N/A	\$ 7,002	0.00%	\$ -	\$ 7,002
Insurance	18.11%	\$ 5,782	81.89%	\$ 26,150	\$ 31,932
Lease (Rent)	0.00%	\$ -	100.00%	\$ 75,830	\$ 75,830
License, Fees, and Business Taxes	0.00%	\$ -	100.00%	\$ 349	\$ 349
Maintenance - Airside	100.00%	\$ 3,819	0.00%	\$ -	\$ 3,819
Maintenance - Facilities	91.45%	\$ 20,721	8.55%	\$ 1,936	\$ 22,657
Maintenance - Landside	100.00%	\$ 3,183	0.00%	\$ -	\$ 3,183
Maintenance - NAVAIDs/AWOS	100.00%	\$ 7,957	0.00%	\$ -	\$ 7,957
Marketing	50.00%	\$ 2,652	50.00%	\$ 2,652	\$ 5,305
Miscellaneous	50.00%	\$ 3,183	50.00%	\$ 3,183	\$ 6,365
Office Equipment and Supplies	50.00%	\$ 2,864	50.00%	\$ 2,864	\$ 5,729
Office Equipment Maintenance	50.00%	\$ 1,273	50.00%	\$ 1,273	\$ 2,546
Payroll	53.11%	\$ 214,832	46.89%	\$ 189,636	\$ 404,468
Payroll Taxes	53.11%	\$ 21,483	46.89%	\$ 18,964	\$ 40,447
Postage and Freight	50.00%	\$ 637	50.00%	\$ 637	\$ 1,273
Printing and Copying	50.00%	\$ 637	50.00%	\$ 637	\$ 1,273
Professional Services	50.00%	\$ 15,914	50.00%	\$ 15,914	\$ 31,827
Supplies	50.00%	\$ 1,591	50.00%	\$ 1,591	\$ 3,183
Training	50.00%	\$ 371	50.00%	\$ 371	\$ 743
Travel, Conventions, and Training	50.00%	\$ 1,591	50.00%	\$ 1,591	\$ 3,183
Uniforms	43.75%	\$ 3,862	56.25%	\$ 4,965	\$ 8,827
Utilities	75.00%	\$ 19,856	25.00%	\$ 6,619	\$ 26,474
Vehicle/Equipment Leasing	N/A	\$ -	N/A	\$ -	\$ -
Vehicle/Equipment Maintenance	50.00%	\$ 4,774	50.00%	\$ 4,774	\$ 9,548
Vehicle/Equipment Operations	50.00%	\$ 2,864	50.00%	\$ 2,864	\$ 5,729
Summary					
OPERATING EXPENSES	46.48%	\$ 392,458	53.52%	\$ 451,954	\$ 844,413
OPERATING INCOME (EBITDA)	N/A	\$ 3,577	N/A	\$ 276,999	\$ 280,577
Non-Operating Sources of Funds					
Property Taxes	N/A	\$ -	N/A	\$ -	\$ -
General Fund Contribution - City	N/A	\$ -	N/A	\$ -	\$ -
SUBTOTAL (NOSF)	N/A	\$ -	N/A	\$ -	\$ -
Non-Operating Use of Funds					
Property Taxes	N/A	\$ -	N/A	\$ -	\$ -
Loan Payments	N/A	\$ -	N/A	\$ -	\$ -
Vehicle and Equipment CapEx	N/A	\$ -	N/A	\$ -	\$ -
SUBTOTAL (NOUF)	N/A	\$ -	N/A	\$ -	\$ -
NET CASH FLOW	N/A	\$ 3,577	N/A	\$ 276,999	\$ 280,577

G. CY 2028 Financial Summary

Table 25 and Table 26 convey the CY 2028 financial summary for the Airport and FBO.

Table 24 – Revenue Projection (CY 2028)

Revenues	Airport		FBO		Total
	% of Total	Amount	% of Total	Amount	
Rents, Fees, Other					
Rent - Land	N/A	\$ 22,990	N/A	\$ -	\$ 22,990
Rent - Hangars	90.95%	\$ 245,864	9.05%	\$ 24,477	\$ 270,341
Rent - Tiedown	0.00%	\$ -	100.00%	\$ 36,661	\$ 36,661
Rent - FBO Facilities	100.00%	\$ 78,105	0.00%	\$ -	\$ 78,105
Rent - Fuel Storage Facility	100.00%	\$ 16,391	0.00%	\$ -	\$ 16,391
Fees - Late Fees	100.00%	\$ 1,275	0.00%	\$ -	\$ 1,275
Fees - Gate Cards	100.00%	\$ 2,142	0.00%	\$ -	\$ 2,142
Fees - Fuel Flowage	100.00%	\$ 33,840	0.00%	\$ -	\$ 33,840
Hangar Deposits	100.00%	\$ 1,854	0.00%	\$ -	\$ 1,854
Miscellaneous	100.00%	\$ 4,926	0.00%	\$ -	\$ 4,926
<i>Revenue - Rents, Fees, Other</i>		\$ 407,386		\$ 61,138	\$ 468,524
<i>% of Total Revenue</i>		100.00%		3.36%	21.04%
<i>Cost of Good Sold - Rents, Fees, Other</i>	N/A	\$ -	N/A	\$ -	\$ -
<i>% of Total Revenue - Rents, Fees, Other</i>		N/A		N/A	N/A
<i>Gross Margin - Rents, Fees, Other</i>		\$ 407,386		\$ 61,138	\$ 468,524
<i>% of Total Revenue - Rents, Fees, Other</i>		100.00%		100.00%	100.00%
Fueling					
Jet (Retail)	0.00%	\$ -	100.00%	\$ 636,923	\$ 636,923
Jet (Based)	0.00%	\$ -	100.00%	\$ 623,654	\$ 623,654
Jet (Retail)	0.00%	\$ -	100.00%	\$ 217,959	\$ 217,959
Avgas (Based)	0.00%	\$ -	100.00%	\$ 262,274	\$ 262,274
Prist	N/A	\$ -	N/A	\$ -	\$ -
Oil	0.00%	\$ -	100.00%	\$ 2,732	\$ 2,732
<i>Revenue - Fueling</i>		\$ -		\$ 1,743,542	\$ 1,743,542
<i>% of Total Revenue</i>		N/A		95.84%	78.31%
<i>Cost of Good Sold - Fueling</i>	N/A	\$ -	100.00%	\$ 1,049,395	\$ 1,049,395
<i>% of Total Revenue - Fueling</i>		N/A		60.19%	60.19%
<i>Gross Margin - Fueling</i>		\$ -		\$ 694,147	\$ 694,147
<i>% of Total Revenue - Fueling</i>		N/A		39.81%	39.81%
Products/Services					
Call Out Fees	0.00%	\$ -	100.00%	\$ 5,794	\$ 5,794
GPU Fees	0.00%	\$ -	100.00%	\$ 1,159	\$ 1,159
Ramp Fees	0.00%	\$ -	100.00%	\$ 7,532	\$ 7,532
<i>Revenue - Products/Services</i>		\$ -		\$ 14,485	\$ 14,485
<i>% of Total Revenue</i>		N/A		0.80%	0.65%
<i>Cost of Good Sold - Products/Services</i>	N/A	\$ -	100.00%	\$ 1,639	\$ 1,639
<i>% of Total Revenue - Products/Services</i>		N/A		11.32%	11.32%
<i>Gross Margin - Products/Services</i>		\$ -		\$ 12,846	\$ 12,846
<i>% of Total Revenue - Products/Services</i>		N/A		88.68%	88.68%
Summary					
REVENUES		\$ 407,386		\$ 1,819,166	\$ 2,226,552
COST OF GOODS SOLD	0.00%	\$ -	100.00%	\$ 1,051,034	\$ 1,051,034
GROSS MARGIN	34.66%	\$ 407,386	65.34%	\$ 768,132	\$ 1,175,518

Table 25 – Expense Projection (CY 2028)

Expenses	Airport		FBO		Total
	% of Total	Amount	% of Total	Amount	
Operating Expenses					
Bad Debts	18.30%	\$ 407	81.70%	\$ 1,819	\$ 2,227
Bank/Credit Card Fees and Security Deposits	6.95%	\$ 2,037	93.05%	\$ 27,287	\$ 29,324
Communications	50.00%	\$ 3,934	50.00%	\$ 3,934	\$ 7,868
Contributions/Donations	0.00%	\$ -	100.00%	\$ 820	\$ 820
Dues and Subscriptions	50.00%	\$ 1,053	50.00%	\$ 1,053	\$ 2,107
Employee Benefits	53.11%	\$ 38,724	46.89%	\$ 34,182	\$ 72,905
Employee Recruiting and Testing	50.00%	\$ 820	50.00%	\$ 820	\$ 1,639
Fuel Storage Maintenance	0.00%	\$ -	100.00%	\$ 5,901	\$ 5,901
Fuel Storage Lease	0.00%	\$ -	100.00%	\$ 16,391	\$ 16,391
Governing Body Related Expenses	N/A	\$ 7,212	0.00%	\$ -	\$ 7,212
Insurance	17.92%	\$ 5,956	82.08%	\$ 27,287	\$ 33,243
Lease (Rent)	0.00%	\$ -	100.00%	\$ 78,105	\$ 78,105
License, Fees, and Business Taxes	0.00%	\$ -	100.00%	\$ 364	\$ 364
Maintenance - Airside	100.00%	\$ 3,934	0.00%	\$ -	\$ 3,934
Maintenance - Facilities	91.45%	\$ 21,342	8.55%	\$ 1,994	\$ 23,337
Maintenance - Landside	100.00%	\$ 3,278	0.00%	\$ -	\$ 3,278
Maintenance - NAVAIDs/AWOS	100.00%	\$ 8,195	0.00%	\$ -	\$ 8,195
Marketing	50.00%	\$ 2,732	50.00%	\$ 2,732	\$ 5,464
Miscellaneous	50.00%	\$ 3,278	50.00%	\$ 3,278	\$ 6,556
Office Equipment and Supplies	50.00%	\$ 2,950	50.00%	\$ 2,950	\$ 5,901
Office Equipment Maintenance	50.00%	\$ 1,311	50.00%	\$ 1,311	\$ 2,623
Payroll	53.11%	\$ 221,277	46.89%	\$ 195,325	\$ 416,602
Payroll Taxes	53.11%	\$ 22,128	46.89%	\$ 19,532	\$ 41,660
Postage and Freight	50.00%	\$ 656	50.00%	\$ 656	\$ 1,311
Printing and Copying	50.00%	\$ 656	50.00%	\$ 656	\$ 1,311
Professional Services	50.00%	\$ 16,391	50.00%	\$ 16,391	\$ 32,782
Supplies	50.00%	\$ 1,639	50.00%	\$ 1,639	\$ 3,278
Training	50.00%	\$ 382	50.00%	\$ 382	\$ 765
Travel, Conventions, and Training	50.00%	\$ 1,639	50.00%	\$ 1,639	\$ 3,278
Uniforms	43.75%	\$ 3,978	56.25%	\$ 5,114	\$ 9,091
Utilities	75.00%	\$ 20,451	25.00%	\$ 6,817	\$ 27,268
Vehicle/Equipment Leasing	N/A	\$ -	N/A	\$ -	\$ -
Vehicle/Equipment Maintenance	50.00%	\$ 4,917	50.00%	\$ 4,917	\$ 9,835
Vehicle/Equipment Operations	50.00%	\$ 2,950	50.00%	\$ 2,950	\$ 5,901
Summary					
OPERATING EXPENSES	46.44%	\$ 404,229	53.56%	\$ 466,248	\$ 870,477
OPERATING INCOME (EBITDA)	N/A	\$ 3,157	N/A	\$ 301,884	\$ 305,041
Non-Operating Sources of Funds					
Property Taxes	N/A	\$ -	N/A	\$ -	\$ -
General Fund Contribution - City	N/A	\$ -	N/A	\$ -	\$ -
SUBTOTAL (NOSF)	N/A	\$ -	N/A	\$ -	\$ -
Non-Operating Use of Funds					
Property Taxes	N/A	\$ -	N/A	\$ -	\$ -
Loan Payments	N/A	\$ -	N/A	\$ -	\$ -
Vehicle and Equipment CapEx	N/A	\$ -	N/A	\$ -	\$ -
SUBTOTAL (NOUF)	N/A	\$ -	N/A	\$ -	\$ -
NET CASH FLOW	N/A	\$ 3,157	N/A	\$ 301,884	\$ 305,041

H. CY 2029 Financial Summary

Table 27 and Table 28 convey the CY 2029 financial summary for the Airport and FBO.

Table 26 – Revenue Projection (CY 2029)

Revenues	Airport		FBO		Total
	% of Total	Amount	% of Total	Amount	
Rents, Fees, Other					
Rent - Land	N/A	\$ 22,990	N/A	\$ -	\$ 22,990
Rent - Hangars	90.95%	\$ 253,239	9.05%	\$ 25,211	\$ 278,451
Rent - Tiedown	0.00%	\$ -	100.00%	\$ 37,761	\$ 37,761
Rent - FBO Facilities	100.00%	\$ 80,449	0.00%	\$ -	\$ 80,449
Rent - Fuel Storage Facility	100.00%	\$ 16,883	0.00%	\$ -	\$ 16,883
Fees - Late Fees	100.00%	\$ 1,313	0.00%	\$ -	\$ 1,313
Fees - Gate Cards	100.00%	\$ 2,206	0.00%	\$ -	\$ 2,206
Fees - Fuel Flowage	100.00%	\$ 35,532	0.00%	\$ -	\$ 35,532
Hangar Deposits	100.00%	\$ 1,910	0.00%	\$ -	\$ 1,910
Miscellaneous	100.00%	\$ 5,073	0.00%	\$ -	\$ 5,073
<i>Revenue - Rents, Fees, Other</i>		\$ 419,595		\$ 62,972	\$ 482,567
<i>% of Total Revenue</i>		100.00%		3.30%	20.73%
<i>Cost of Good Sold - Rents, Fees, Other</i>	N/A	\$ -	N/A	\$ -	\$ -
<i>% of Total Revenue - Rents, Fees, Other</i>		N/A		N/A	N/A
<i>Gross Margin - Rents, Fees, Other</i>		\$ 419,595		\$ 62,972	\$ 482,567
<i>% of Total Revenue - Rents, Fees, Other</i>		100.00%		100.00%	100.00%
Fueling					
Jet (Retail)	0.00%	\$ -	100.00%	\$ 642,019	\$ 642,019
Jet (Based)	0.00%	\$ -	100.00%	\$ 681,030	\$ 681,030
Jet (Retail)	0.00%	\$ -	100.00%	\$ 254,285	\$ 254,285
Avgas (Based)	0.00%	\$ -	100.00%	\$ 250,352	\$ 250,352
Prist	N/A	\$ -	N/A	\$ -	\$ -
Oil	0.00%	\$ -	100.00%	\$ 2,814	\$ 2,814
<i>Revenue - Fueling</i>		\$ -		\$ 1,830,501	\$ 1,830,501
<i>% of Total Revenue</i>		N/A		95.92%	78.63%
<i>Cost of Good Sold - Fueling</i>	N/A	\$ -	100.00%	\$ 1,101,864	\$ 1,101,864
<i>% of Total Revenue - Fueling</i>		N/A		60.19%	60.19%
<i>Gross Margin - Fueling</i>		\$ -		\$ 728,636	\$ 728,636
<i>% of Total Revenue - Fueling</i>		N/A		39.81%	39.81%
Products/Services					
Call Out Fees	0.00%	\$ -	100.00%	\$ 5,968	\$ 5,968
GPU Fees	0.00%	\$ -	100.00%	\$ 1,194	\$ 1,194
Ramp Fees	0.00%	\$ -	100.00%	\$ 7,758	\$ 7,758
<i>Revenue - Products/Services</i>		\$ -		\$ 14,920	\$ 14,920
<i>% of Total Revenue</i>		N/A		0.78%	0.64%
<i>Cost of Good Sold - Products/Services</i>	N/A	\$ -	100.00%	\$ 1,688	\$ 1,688
<i>% of Total Revenue - Products/Services</i>		N/A		11.32%	11.32%
<i>Gross Margin - Products/Services</i>		\$ -		\$ 13,232	\$ 13,232
<i>% of Total Revenue - Products/Services</i>		N/A		88.68%	88.68%
Summary					
REVENUES		\$ 419,595		\$ 1,908,393	\$ 2,327,988
COST OF GOODS SOLD	0.00%	\$ -	100.00%	\$ 1,103,553	\$ 1,103,553
GROSS MARGIN	34.27%	\$ 419,595	65.73%	\$ 804,840	\$ 1,224,435

Table 27 – Expense Projection (CY 2029)

Expenses	Airport		FBO		Total
	% of Total	Amount	% of Total	Amount	
Operating Expenses					
Bad Debts	18.02%	\$ 420	81.98%	\$ 1,908	\$ 2,328
Bank/Credit Card Fees and Security Deposits	6.83%	\$ 2,098	93.17%	\$ 28,626	\$ 30,724
Communications	50.00%	\$ 4,052	50.00%	\$ 4,052	\$ 8,104
Contributions/Donations	0.00%	\$ -	100.00%	\$ 844	\$ 844
Dues and Subscriptions	50.00%	\$ 1,085	50.00%	\$ 1,085	\$ 2,170
Employee Benefits	53.11%	\$ 39,885	46.89%	\$ 35,207	\$ 75,093
Employee Recruiting and Testing	50.00%	\$ 844	50.00%	\$ 844	\$ 1,688
Fuel Storage Maintenance	0.00%	\$ -	100.00%	\$ 6,078	\$ 6,078
Fuel Storage Lease	0.00%	\$ -	100.00%	\$ 16,883	\$ 16,883
Governing Body Related Expenses	N/A	\$ 7,428	0.00%	\$ -	\$ 7,428
Insurance	17.65%	\$ 6,134	82.35%	\$ 28,626	\$ 34,760
Lease (Rent)	0.00%	\$ -	100.00%	\$ 80,449	\$ 80,449
License, Fees, and Business Taxes	0.00%	\$ -	100.00%	\$ 382	\$ 382
Maintenance - Airside	100.00%	\$ 4,052	0.00%	\$ -	\$ 4,052
Maintenance - Facilities	91.45%	\$ 21,983	8.55%	\$ 2,054	\$ 24,037
Maintenance - Landside	100.00%	\$ 3,377	0.00%	\$ -	\$ 3,377
Maintenance - NAVAIDs/AWOS	100.00%	\$ 8,441	0.00%	\$ -	\$ 8,441
Marketing	50.00%	\$ 2,814	50.00%	\$ 2,814	\$ 5,628
Miscellaneous	50.00%	\$ 3,377	50.00%	\$ 3,377	\$ 6,753
Office Equipment and Supplies	50.00%	\$ 3,039	50.00%	\$ 3,039	\$ 6,078
Office Equipment Maintenance	50.00%	\$ 1,351	50.00%	\$ 1,351	\$ 2,701
Payroll	53.11%	\$ 227,916	46.89%	\$ 201,185	\$ 429,100
Payroll Taxes	53.11%	\$ 22,792	46.89%	\$ 20,118	\$ 42,910
Postage and Freight	50.00%	\$ 675	50.00%	\$ 675	\$ 1,351
Printing and Copying	50.00%	\$ 675	50.00%	\$ 675	\$ 1,351
Professional Services	50.00%	\$ 16,883	50.00%	\$ 16,883	\$ 33,765
Supplies	50.00%	\$ 1,688	50.00%	\$ 1,688	\$ 3,377
Training	50.00%	\$ 394	50.00%	\$ 394	\$ 788
Travel, Conventions, and Training	50.00%	\$ 1,688	50.00%	\$ 1,688	\$ 3,377
Uniforms	43.75%	\$ 4,097	56.25%	\$ 5,267	\$ 9,364
Utilities	75.00%	\$ 21,065	25.00%	\$ 7,022	\$ 28,086
Vehicle/Equipment Leasing	N/A	\$ -	N/A	\$ -	\$ -
Vehicle/Equipment Maintenance	50.00%	\$ 5,065	50.00%	\$ 5,065	\$ 10,130
Vehicle/Equipment Operations	50.00%	\$ 3,039	50.00%	\$ 3,039	\$ 6,078
Summary					
OPERATING EXPENSES	46.38%	\$ 416,356	53.62%	\$ 481,316	\$ 897,672
OPERATING INCOME (EBITDA)	N/A	\$ 3,239	N/A	\$ 323,524	\$ 326,763
Non-Operating Sources of Funds					
Property Taxes	N/A	\$ -	N/A	\$ -	\$ -
General Fund Contribution - City	N/A	\$ -	N/A	\$ -	\$ -
SUBTOTAL (NOSF)	N/A	\$ -	N/A	\$ -	\$ -
Non-Operating Use of Funds					
Property Taxes	N/A	\$ -	N/A	\$ -	\$ -
Loan Payments	N/A	\$ -	N/A	\$ -	\$ -
Vehicle and Equipment CapEx	N/A	\$ -	N/A	\$ -	\$ -
SUBTOTAL (NOUF)	N/A	\$ -	N/A	\$ -	\$ -
NET CASH FLOW	N/A	\$ 3,239	N/A	\$ 323,524	\$ 326,763