



**MINUTES**  
**Airport Advisory Commission**  
**January 21, 2004**

**COMMISSIONERS PRESENT:** Kenneth P. Chalfant – Chairman  
Bud Breckner  
Patsy Buchwald  
Lynn French  
Dennis Weber

**COMMISSIONERS ABSENT:** Stephen D. Ducoff – Vice Chairman  
Bernie Herpin

**NON-VOTING MEMBERS PRESENT:** George Sugars, El Paso County DOT  
Greg Timm, Alternate Commissioner  
Chuck Brown, El Paso County Commissioner

**NON-VOTING MEMBERS ABSENT:** Rob MacDonald, Pikes Peak Area Council of Governments (PPCAG)

**CITY STAFF PRESENT:** Craig Blewitt, City Traffic Planning  
Gary Campbell, Operations Manager  
Mark Earle, Aviation Director  
Rick Gorman, Asst. Aviation Director - Finance  
Katie Healy, Sr. Office Specialist  
Erica Hupp, Community Relations Manager  
Steve Hook, Assistant City Attorney

**GUESTS PRESENT:** Mark Entrekin, Echent, LLC  
Wayne Heilman, Gazette  
Lt. Col. Russ Porter, Peterson AFB  
Don Weiss, Wells Fargo Bank  
Jude Wilcher, El Paso County Transportation Planning

**CHAIRMAN CHALFANT CALLED THE MEETING TO ORDER AT 3:05 PM.**

**1. SOUTH METRO ACCESSIBILITY STUDY PRESENTATION – CRAIG BLEWITT, CITY TRANSPORTATION PLANNING & JUDE WILCHER, EL PASO COUNTY TRANSPORTATION PLANNING**

- A hard copy of this presentation was provided to all attendees in conjunction with the PowerPoint slide show. This presentation will also be linked to the City's Transportation Planning Web site in approximately 2-3 weeks.
- The South Metro Accessibility Study (SMAS) is a joint project between the City of Colorado Springs and El Paso County.
  - ❶ The first part of the study looks at immediate, short-term improvements that would improve access to the airport.
  - ❷ The second part of the study focuses on Drennan Rd. between Academy Blvd. and Powers Blvd., and also on South Academy Blvd. focusing on areas between State Hwy. 115 and Interstate 25 (I-25).
  - ❸ The third part of the study identifies long-term improvements for access to the airport by developing a successful connection between State Hwy. 115 and I-25, which is a key part of this project. The amount of funding that will be pursued for this project will be developed from these findings.
- Some of the objectives on this project for both the City of Colorado Springs and El Paso County are:
  - ✓ Improve access to the airport
  - ✓ Support economic development
  - ✓ Safety improvements
  - ✓ Improve regional and sub-regional mobility
  - ✓ Compliment other area improvements, e.g., Powers Blvd.
  - ✓ Provide for freight traffic and airport uses
- The outcome of this study will be a recommended route or routes that would then be added to the City's and the County's transportation plans.
- The schedule for the study has a fairly quick turnaround time given its magnitude. It began in November of 2003 and completion is expected in March 2004. Recommendations will be sent to City and County elected officials by the end of March.
- The five step decision process is designed to encompass what the purpose of the study is first, identify the issues and also what we are trying to achieve, develop and analyze alternatives, and then file those recommendations using standard planning processes.
- There is a project team for this study that is working with a larger team of agencies. Members from Peterson AFB, Ft. Carson, City and County representatives, EPA representatives and more are on the larger team of key stakeholders. There is also a technical team with planners from the City and County, in addition to CH2M Hill who are consulting on the study.
- Economic development at and around the airport is also being considered in the study.

- Safety will be an important consideration in the SMAS study. Land use and urban design will also be important factors when developing transportation facilities in regards to adjacent properties, whether they are neighborhoods or businesses.
- The airport is recognized as a gateway to the community. Whatever is done, we need to recognize that for many people their first impression of Colorado Springs is driving through the areas surrounding the airport.
- In regards to implementation, we will be prioritizing the improvements and make sure to reserve the right-of-way for the future should funds not be available. This approach makes it a less expensive venture for the future.
- Understanding relationships between our solutions and other regional priorities, such as Powers Blvd. will also be considered.
- An interim strategy recognizing the alternate route may be expensive. What can we do in the short-term that is affordable to improve the existing access to the airport?
- At this time, there are six (6) alternatives that are being screened to see which ones meet our objectives and goals.
- Recently a public open house was held on 12/16/03. The 6 alternatives were laid out for the public as well as some of the immediate needs we have on Drennan and Academy for input. Good input was received. City Traffic Planning are in the process of screening the 6 alternatives now. The next steps will be to evaluate in more detail the three remaining alternatives, identify the immediate needs, and hold another public open house to present the recommendations, and then finally present them to City and County elected officials.
- Some of the transportation issues identified are:
  - ✓ Overnight parking of trucking rigs on Drennan Rd.
  - ✓ Traffic at the intersection of South Academy and Hancock Expressway
  - ✓ Neighborhood traffic access point issues
- Access from South Academy from Hwy. 115 also presents issues involving the two two-lane bridges, which effectively make this route operate as a two-lane road.
- There are no alternative routes that have been developed that go straight from I-25 to Drennan Rd. because of the traffic issues it would create in the Stratmoor Valley neighborhood. If federal funds are utilized for this project, there are associated regulations that look at the impacts to lower and moderate income neighborhoods that could also create issues with this option.
- This study is being funded with 80% federal funds and 20% local funds, which are being split by the City and County. The approximate cost for this study is \$325K. There is roughly another \$700K still available that could be used to implement some of the recommendations. This money could be used to make immediate improvements to Drennan Rd. and South Academy Blvd.
- The long-term improvements are likely to cost much more. From the initial considerations, those improvements will cost roughly \$150M to create the ultimate direct connection for access to the airport.

- Utilizing the Hwy. 24 Bypass to improve airport access would present issues because it is not on the highway system, and therefore would not be eligible for certain categories of federal funding.
- Another idea is to create a Rural Transportation Authority (RTA), which both the City and the County have been discussing. The RTA would also include other local communities, and is in the formative stages right now. It would involve a 1¢ sales tax. Under that scenario there could be funding to implement some of the larger portions of this project.
- Preserving areas that have not been developed yet for the improvements that SMAS has identified will be important.
- One of the key elements of this study that was new and refreshing was the active partnership between the City of Colorado Springs and El Paso County staff. A number of benefits have resulted from this partnership. For example, we have comparable data on traffic counts that allow us to look at the “larger picture”, and longer term needs have been reviewed in terms of not only function of the road but also the jurisdictions involved.
- Forecasts for this project have been completed through 2030.
- Copies of this presentation including the maps of the various alternative routes being reviewed will be sent out to all commissioners via U.S. mail.
- The last week of February or the 1<sup>st</sup> week of March has been targeted for presentation of the recommendations to the public. This will be advertised in the Gazette and on the City’s Web site under Transportation Planning.
- Alternative routes under consideration were discussed as shown in the PowerPoint slide presentation. Alternatives that are favored at this time are B, C, and D.
- Capacity and cost benefits are not all that is being looked at with the proposed route alternatives. The “Gateway” concept into Colorado Springs from the airport is also an area that this study will consider.
- The study does not include any consideration regarding increased airport traffic if a low-cost carrier were to enter the COS market. Airport Staff were asked to provide information, possibly the analysis that was done during the “West Pac” air service years.

**2. APPROVAL OF THE DECEMBER 17, 2003 MINUTES:**



Commissioner Buchwald motioned to accept the December 17, 2003 Airport Advisory Commission minutes. Commissioner Breckner seconded motion. Motion carried by unanimous vote.

**3. PUBLIC OR CITIZEN GROUP COMMENTS**

- None

#### **4. GENERAL BUSINESS**

##### **➤ PROPOSED RENTAL CAR FACILITY IMPROVEMENT PLAN – RICK GORMAN**

- A PowerPoint presentation on the proposed Rental Car Facility Improvement Plan was shown and hard copies were distributed to all in attendance.
- The airport has now gone through the second 5-year rental car agreement since moving into the terminal building in 1994. Also, the special facility bond issue that financed the services/storage areas immediately south of the parking lot is paid off at the end of September 2004.
- Airport Staff have been working for the past year on a plan to evaluate our operations and how rental cars work at COS.
- With the special facility bond issue, there is a \$1.50 usage fee that is collected on every rental car transaction. That money is pledged towards the payment of the debt of those bonds. Airport staff is proposing that the \$1.50 usage fee continue to apply towards the next generation of facilities.
- In addition, COS has a windfall that was a result of Western Pacific Airlines. The original bond deal was based upon traffic originally forecasted in 1994. What was not accounted for during that time was the significant spike in passengers that occurred with Western Pacific. As a result, COS has over \$2M of usage fees that will be returned to the airport. The airport proposes to roll this money back into rental car facilities.
- The airport will be proposing to City Council that the \$1.50 usage fee be adopted through an ordinance process.
- The expiration of the current Rental Car agreement will also allow for an opportunity to bring additional new companies on to the airport.
- Vacant counter space is available on the 1<sup>st</sup> Floor to accommodate the additional rental car companies.
- Airport staff is looking at changing the ready-return spaces and expanding them to accommodate the additional companies.
- When the original agreement for rental cars was made, no security threats were envisioned until the events of 9/11. Security impacts on rental car returns are now an issue for the airport. Right now the distance that passengers have to get to a rental car requires them to walk out into the elements to a far outlying lot.
- Rental car revenue is perhaps the single most important non-airline revenue source that COS has. The airport actually makes more off of rental cars than on public parking.
- The new rental car improvements will include canopies that would be used by both short-term and parking shuttle bus stops. Future plans are looking at the canopy to protect vehicles and customers at the point of pickup.
- The first step the airport would like to take in this project is to get the Customer Facility Charge (CFC) or usage fee adopted long before we start bidding for the rental car concessions.
- It is unknown at this time how many rental car companies will be interested in bidding to have a concession at COS. Many of the rental car company brands have consolidated under a single ownership, resulting in dual branding issues.

➤ **ESTABLISHMENT OF AIRPORT DEVELOPMENT OFFICE – MARK EARLE**

- The airport potentially has in excess of \$100M worth of construction that will be going on at COS over the next 6-7 years.
- In the past, the airport has been strong in financial management of projects, but has been weak in project implementation and closeout. To address this issue, the aviation department has reorganized to better align its planning and project management resources. The organizational changes will allow the airport to be more responsive to airport developers, the Federal Aviation Administration, and contractors.
- The new Airport Development Office will take advantage of existing staff, and will require the creation of one new management position. The new position will be a peer position to the current Construction Manager with the same level of responsibility.
- A project will come into the Airport Development Office and flow through development process from conceptual phases to design phases. At the point when it is ready to begin construction, responsibility for the project will transfer to the Construction Manager.
- The airport's Environmental Coordinator will provide support to both the Construction and Planning Development managers.
- The reorganization will place the planning and development functions under the control of Rick Gorman. This will allow for better coordination between these functions and the financial staff, which also reports to Rick.
- The Operations & Maintenance side of the organization will remain with the other Assistant Director position. This position will not only be responsible for the day-to-day operations of the airport, but will also take on an important new function as the focal point for General Aviation services at the airport.

➤ **LAND USE ITEMS – GARY CAMPBELL**

◆ **27 Land Use Items were reviewed as follows:**

 Airport Staff recommends approval for the following Land Use Items:

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| 1. Buckslip File No. AR DP 03-00981                                       | 14. Buckslip File No. AR FP 03-01021<br>Buckslip File No. AR FP 03-01013<br>Buckslip File No. AR FP 03-01012<br>Buckslip File No. AR FP 03-01017<br>Buckslip File No. AR FP 03-01020 |
| 2. Buckslip File No. AR PFP 03-00984                                      | 15. Buckslip File No. AR FP 03-01015<br>Buckslip File No. AR FP 03-01016<br>Buckslip File No. AR FP 03-01018<br>Buckslip File No. AR FP 03-01019<br>Buckslip File No. AR FP 03-01014 |
| 3. Buckslip File No. AR PFP 03-00987<br>Buckslip File No. AR MDP 03-0098  | 16. Buckslip File No. AR FP 03-01024   |
| 4. Buckslip File No. AR FP 03-00995                                       | 17. Buckslip File No. CPC A 03-00088   |
| 5. Buckslip File No. CPC ZC 03-00302<br>Buckslip File No. CPC DP 03-00304 | 18. Buckslip File No. CPC MP 03-00306<br>Buckslip File No. CPC ZC 03-00307<br>Buckslip File No. CPC DP 03-00308  |
| 6. Buckslip File No. AR DP 03-00989                                       | 19. El Paso County File Name PBP-03-002<br>El Paso County File Name VR-03-020  |

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| <ul style="list-style-type: none"> <li>7. Buckslip File No. CPC ZC 03-00297<br/>Buckslip File No. CPC CP 03-00299<br/>Buckslip File No. CPC DP 03-00300<br/>Buckslip File No. CPC FP 03-00298</li> <li>8. Buckslip File No. AR FP 03-00998</li> <li>9. Buckslip File No. AR FP 03-01000</li> <li>10. Buckslip File No. AR DP 03-01001</li> <li>11. Buckslip File No. AR DP 03-01011</li> <li>12. Buckslip File No. CPC CP 03-00311<br/>Buckslip File No. CPC ZC 03-00312</li> <li>13. Buckslip File No. CPC DP 03-00309<br/>Buckslip File No. CPC PUD 03-00310</li> </ul> | <ul style="list-style-type: none"> <li>20. El Paso County File Name SF-03-048</li> <li>21. Buckslip File No. AR FP 04-00004<br/>Buckslip File No. AR FP 04-00005</li> <li>22. Buckslip File No. AR FP 04-00006</li> <li>23. El Paso County File Name VR-03-018</li> <li>24. El Paso County File Name PPR-04-0001</li> <li>25. Buckslip File No. CPC PUD 04-00002<br/>Buckslip File No. CPC DP 04-00003</li> <li>26. Buckslip File No. AR PFP 04-00019</li> </ul> |
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 Airport Staff do not recommend approval for the following Land Use Item:

**27. El Paso County File Name SKP-03-004**

- ➔ Commissioner Breckner motioned to accept the staff recommendation on all Land Use Items with the exception of #27, which is inside the 65DNL Zone. Land Use Items are approved pending approvals by the FAA on items #19, #20, #22, and #24. Commissioner Buchwald seconded motion. Motion carried by unanimous vote.
- ➔ Commissioner Buchwald motioned to accept the staff recommendation to not approve Land Use Item #27, which has been identified as being inside the 65DNL Zone. Airport staff will also review and verify that zoning situation for Item #27. Commissioner Breckner seconded motion. Motion carried by unanimous vote.

**5. STAFF REPORTS**

➤ **COMMUNITY RELATIONS – ERICA HUPP**

- Erica Hupp will present the Traffic Report going forward. Please contact her if you would like to see any changes or have suggestions for this report.

**TRAFFIC REPORT**

- Enplanements for December were 82,267, which was down 8.6%.
- Year-to-date, enplanements were 1,011,643, which is down 5.3%. The national average was down 3.2% for December and 2.7% year-to-date.
- Three airlines at COS saw a significant decrease. Those were Allegiant, American, and America West, who all decreased their flights from 2002. The airport saw lower landed weight with these airlines, however they had higher load factors.
- In contrast, Continental, Northwest, and United all increased their passenger counts in December 2003 versus the same period last year. United saw an increase even though they are offering fewer flights and available seats.
- In June and July when the airport prepares their budget, they also prepare an updated forecast. After the war in Iraq, the March, April, and May periods of 2003 were particularly hard hit with fewer

passengers. COS actually rebounded in the second half of 2003. 2003 was re-forecast mid-year, so the airport actually ended up the year slightly higher than the forecast of 970,000 passengers.

- The airport is disturbed about a trend for the carriers serving both Denver and Colorado Springs to drive low-fare traffic and requests for large blocks of seats to DIA, and then skim high fares from COS traffic. Anecdotally, Airport Staff have been told that this trend is increasing.
- Although Allegiant has decreased their number of flights versus December of last year, they are now starting to add flights beginning in mid-February. America West is also adding flights to Las Vegas. On February 1, Delta begin a daily regional flight between COS and Dallas/Ft. Worth.

➤ **CONSTRUCTION UPDATE – RICK GORMAN**

**CURRENT PROJECTS**

- With the reorganization discussed earlier, Rick Gorman will be taking over presentation of the monthly Construction Report to this commission.
- 2004 will be a watershed year for the airport regarding construction projects. There will be many challenges in monitoring and keeping on top of all of these projects.
- The Construction Project Report has been reformatted and now contains more information on individual airport projects. The new structure will provide a sense of the budget, the amount of funds extended, and also a description of the project. The status section provided for each project will be updated each month.
- To get the FAA to even consider funding this project under entitlement grants, a cost benefit analysis and environmental assessment would be required. To remove this costly requirement, COS is now asking Congress to fund it directly through the appropriations process. The airport has the support of the FAA in Denver, and the Congressional Delegation who have weighed in primarily through Senator Campbell's office. The organization within the FAA who will maintain this system once it is installed have also weighed in to support this project. The safety arguments that have been made on behalf of this project have been pivotal in the decision of these groups to support this effort.
- Only one project is in the process of construction right now, which is the Equipment Storage Building. Completion of this project is slated for March. This facility will house and protect snow removal equipment from the elements, while also extending the life of that equipment.

**PROJECTS IN PLANNING AND DESIGN**

- There are two large taxiway projects scheduled for 2004, the extension of taxiway "C" and also taxiway "H".
- In addition, there are two additional grants that the airport will be working on to improve the interior roadway system, and also a security grant to improve security.

- From a passenger perspective, the two big projects are the terminal building expansion and also the rental car improvement project. Having those projects in place and construction completed in 2004 will be a major challenge.
- On the General Aviation (GA) side of the airport, there are two projects that will proceed in 2004; the holding area to provide a run up area for GA and improvements to Aviation Way.
- Depending on the airport's situation and GA demand on the West Side, there is a possibility of further improvements to expand taxiways and roadway access.
- There was a meeting scheduled prior to the holidays with the military to discuss the A/DACGs project, however it was cancelled. Ft. Carson is presently scheduling another meeting with the airport and Peterson AFB to go over this project again. There are a number of coordination issues with this project. COS does owe the military a lease agreement where we exchange infrastructure improvements by the military for expanding Peterson's leased land south of Peterson east.
- The Business Park contract with CH2M Hill has been completed. CH2M Hill has begun to work on the Environmental Assessment (EA) and also the Concept Plan. That effort is scheduled to begin on February 4 in a full meeting of the Concept Committee. Specific milestones and a task list should be available at this meeting. A full and complete explanation of how the airport will get to the ultimate completion of the Business Park will be provided. Synergy Real Estate has also completed the first two phases of their work and have provided an update of the real estate market.

➤ **FINANCIAL REPORT – RICK GORMAN**

- COS is reporting results through November 2003. Through that time, revenues were \$19,087,000, which was down 2.2% from 2002 at that same time. With traffic being down about 5%, it is clear that COS has been impacted by the lower passenger counts. Decreases can be attributed to three areas; public parking, the one time grant COS had for the cost of security associated with 9/11, and lower interest income. Cash balances have remained static, and have actually improved from where they were last year at this time.
- Overall, considering the decrease in passenger traffic, the airport's revenue picture has still held up well.
- On the expenditures side, COS is up about 4.2% above expenses registered in 2002. However, after 9/11 the airport clamped down on all unnecessary expense, which created a very low base for 2002. 2003 expenditure levels are expected to be significantly below the original budget submission and are expected to be about \$1M below recent forecasts.
- The airport was also able to refinance their '92 bonds that built the terminal. That resulted in a savings of about \$438K annually.

➤ **DIRECTOR'S REPORT – MARK EARLE**

- The “Springs Into Action” Air Service Task Force is close to completing its final report with recommendations. The first draft was reviewed by the Task Force and provided comments. The thrust of the Task Force report is that COS needs to have low-fare service in the market to create a competitive environment that will result in lower ticket pricing. The finalized document will be reviewed by the Advisory Commission at a later date, and will be adopted as the airports air service development policy.
- COS received a package from CDOT on Powers Blvd. Copies of this package were distributed and reviewed with Commissioners. Mark Earle will research what support CDOT may want from the Airport Advisory Commission. Airport Staff has already expressed its concerns to CDOT regarding any alternatives that do not provide full access to the airport.
- Commissioners discussed the South Metro Accessibility Study, indicating an initial preference for Route “D”. They also proposed that it be expanded into a freeway with full limited access to the airport. The need to see larger presentation maps for viewing and making a final decision was noted. The airport offered to provide any additional reports or information the commission might need to provide a recommendation on the SMAS study.
- The commission will provide a recommendation on the SMAS study by February 18.
- The CH2M Hill contract is going to City Council next week to initiate the environmental process. The airport will be initiating contact with the development community over the next month to get their input.
- At the next Airport Advisory Commission meeting airport staff plans to report on the development of new aircraft storage facilities on the west side of COS.



**AIRPORT STAFF DELIVERABLES FROM THE 12/17/03 AIRPORT ADVISORY COMMISSION MEETING**

- Will get the CD or hard copies of the SMAS PowerPoint presentation from Craig Blewitt. Katie Healy will distribute it to all commissioners.
- Will research what support CDOT may want from the Airport Advisory Commission on the South Metro Accessibility Study (SMAS.)
- Airport Staff will provide information to Craig Blewitt in City Transportation Planning, possibly the analysis that was done during the “West Pac” air service years to consider impacts of increased traffic that a low cost carrier might bring for the SMAS.
- The airport will validate that Land Use Item #27 is inside the 65DNL Zone and whether it is inside APZ1.
- From the December 17, 2003 Airport Advisory Commission minutes, Mark Earle will research and find out what the correct term that should be used here and report back to this commission. (On page 2, under “Planning Department Appeal Process, 2<sup>nd</sup> bulleted item, “oppose” should be changed.)

- An action item for a recommendation from this commission on the South Metro Mobility Access study will be added for the February meeting.
- Commissioners asked for specific input from Commissioner Chuck Brown on the South Metro Mobility Access study.
- Airport Staff will report on the new aircraft storage facility development that is planned for the West Side of the airport.

## **6. OTHER BUSINESS**

- ➔ Greg Timms, new Alternate Commissioner on the Airport Advisory Commission was introduced.
  - ➔ The next Business Park Concept Committee meeting will be held on Wednesday, February 4 at 1:00 p.m. in Conference Room "B" in the Airport Administrative offices.
  - ➔ Audience guest, Mark Entrekin passed around materials on the Regional Transportation Authority (RTA) for commissioners to review. Questions on these materials may be directed to Mark Entrekin.
- ➔ Commissioner French motioned to adjourn the 1/21/04 Airport Advisory Commission Meeting. Commissioner Buchwald seconded motion. Motion carried by unanimous vote.

**Chairman Chalfant adjourned the meeting at 5:40 p.m.**

Minutes respectfully submitted by:  
Katie Healy, Senior Office Specialist