



NORTHERN COLORADO REGIONAL AIRPORT COMMISSION

4900 EARHART ROAD • LOVELAND, CO 80538

REGULAR MEETING AGENDA THURSDAY, FEBRUARY 15, 2024 3:30PM – 5:00PM

CALL TO ORDER

ROLL CALL

PUBLIC COMMENT

CONSENT AGENDA

1. JANUARY 18, 2024 MEETING MINUTES – P. 2
2. JANUARY PRELIMINARY FINANCIAL STATEMENT – P. 10
3. JANUARY AIRPORT DIRECTOR'S REPORT – P. 12

APPROVAL OF CONSENT AGENDA

AIRPORT DIRECTOR'S REPORT HIGHLIGHTS

REGULAR AGENDA

4. AIRPORT DIRECTOR HIRING PROCESS – P. 34
5. AIRPORT LAND USE & LEASING POLICY STRATEGY – P. 36
6. AIRPORT COMMISSION RULES OF PROCEDURE – P. 54
7. PLANNING & DEVELOPMENT SUBCOMMITTEE (PDSC) CHARTER UPDATE AND MEMBERSHIP– P. 56
8. BUSINESS FROM MEMBERS

PULLED CONSENT AGENDA ITEMS

ADJOURN

Meeting Planning Calendar		
<u>March 21</u>	<u>April 18</u>	<u>May 16</u>
<ul style="list-style-type: none">•Terminal Construction Update•Air Service Development Update	<ul style="list-style-type: none">•Airport Director Search Update	<ul style="list-style-type: none">•Initial Budget Review for 2025•Initial Rates & Fees Review for 2025•Land Use & Leasing Policy Implementation Update

All members of the public are invited to attend this meeting in-person at 4900 Earhart Rd.
Loveland, CO 80538 or observe virtually using the information below:

Join Zoom Meeting: <https://us06web.zoom.us/j/81745121465?pwd=5pPT3wqwwantl9jljsxiaPkMwNncin.1>

Meeting ID: 817 4512 1465

Passcode: 259087

Dial by your location: +1 719 359 4580 US

Find your local number: <https://us06web.zoom.us/j/kCGGEYWeg>

JANUARY 18, 2024 SPECIAL MEETING SIGN-IN SHEET

PLEASE PRINT:

NAME

ORGANIZATION

[illegible]

JANUARY 18, 2024 REGULAR MEETING SIGN-IN SHEET

PLEASE PRINT:

NAME

ORGANIZATION

[illegible]

Special Meeting Minutes for January 18, 2024

CALL TO ORDER

Chair Arndt called the meeting to order at 1:03 p.m.

ROLL CALL

Chair Arndt and Commissioners Stooksbury, DiMartino, Williams, Krenning, Marsh, and Burgener were present. Commissioners DiMartino and Krenning were absent.

REGULAR AGENDA

1. Discovery Air Lease Negotiation Update with Possible Executive Session as Authorized by Colorado Revised Statute §§ 24-6-402 (4)(a), (b), (c) and (e)(I).

Dave Ruppel, Interim Airport Director, presented this item in accordance with the staff report. Discover Air, LLC entered into a lease with the Cities of Loveland and Fort Collins in 2019 for a master-planned development on Airport property consisting of over 1.1 million square feet of greenfield land.

Discovery Air requested certain amendments to the Lease with respect to phasing of the development and escalation of rent, and a First Amendment to the Lease was executed in early 2021. Following the First Amendment, Discovery Air raised numerous perceived issues that escalated to City management and the Airport Commission in 2022 and 2023. Discovery Air's legal counsel delivered a letter on April 20, 2023 threatening FAA action and litigation related to alleged violations of FAA grant assurances by the Airport. Following that letter, the parties entered into negotiations regarding issues raised by Discovery Air. Those negotiations are ongoing and the purpose of this item is to inform the Airport Commission of their status.

Commissioner Marsh asked whether there would be an opportunity to hear from a representative from Discovery Air.

Ms. Wilson stated that nothing is currently scheduled but this could be coordinated after the session.

Commissioner DiMartino entered the meeting.

Commissioner Stooksbury inquired about the remainder of half-million square foot difference between the area subject to rent versus not. Also, what is the market value of the land being rented.

Mr. Ruppel stated that they aren't being charged rent on areas which aren't planned or developed yet, and the remaining space is the ramp area.

Mr. Ehle stated that the current market rate is \$0.35 per square foot. When the contract was executed, the market value was \$0.28 per square rate for unimproved land.

Vice-Chair Stooksbury moved to recess the Northern Colorado Regional Airport Commission into Executive Session for the purpose of discussing the Discovery Air lease negotiations pursuant to Section 4(e) of the Northern Colorado Regional Airport Commission Bylaws,

- To determine a position relative to issues subject to negotiation, to receive reports on negotiation progress and status, to develop negotiation strategy, and to instruct negotiators as authorized by Colorado Revised Statute § 24-6402 (4)(e)(I) and any applicable provisions of the Loveland and Fort Collins City Charters.
- To receive information or discuss regarding the purchase, acquisition, lease, transfer, or sale of any real, personal, or other property interest, as authorized by CRS § 24-6-402 (4)(a).
- As needed, to discuss matters of attorney-client privilege and to receive legal advice from an attorney representing the City on specific legal questions, as authorized by Colorado Revised Statute § 24-6-402 (4)(b) and any applicable provisions of the Loveland and Fort Collins City Charters.

The motion, seconded by Commissioner Marsh, carried with all Commissioners present voting in favor thereof.

Exited Public Session 1:17 p.m.

Entered Executive Session 1:19 p.m.

Exited Executive Session 3:12 p.m.

ADJOURNMENT Chair Arndt adjourned the meeting at 3:12 p.m.

Respectfully Submitted,

Commission Chair, Jeni Arndt



Regular Meeting Minutes for January 18, 2024

- CALL TO ORDER** Chair Arndt called the meeting to order at 3:30 p.m.
- ROLL CALL** Chair Arndt and Commissioners Stooksbury, DiMartino, Williams, Krenning, Marsh, and Burgener were all present.
- PUBLIC COMMENT** Ryan Carlson introduced himself, advocated for stakeholder input and the dissemination of information to Commissioners prior to decision-making deadlines, and commended the Airport Operations team for their work during the last snowstorm.

CONSENT AGENDA

Commissioner Stooksbury moved to approve the Consent Agenda items 1, 3, and 5. The motion, seconded by Commissioner Williams, carried with all Commissioners present voting in favor thereof.

Pulled Items: 2 and 4

Consent Follow up: Chair Arndt requested a formal discussion regarding the Airport Director position at the next Commission meeting.

Commissioner Stooksbury requested that staff verify an N-number for the hangar at 5247 Northrop Street to maintain compliance with the lease assumption agreement.

Commissioner Krenning exited the meeting.

Public Comments: None

Commissioner Williams moved to approve the Consent Agenda item 2. The motion, seconded by Commissioner Krenning, carried with all Commissioners present voting in favor thereof.

Commissioner Stooksbury moved to approve the Consent Agenda item 4. The motion, seconded by Commissioner Williams, carried with all Commissioners present (with the exception of Krenning) voting in favor thereof.

Commissioner Krenning re-entered the meeting.

AIRPORT DIRECTOR'S REPORT HIGHLIGHTS

C-hangar repairs began on January 12th with empty hangars. Once the empty hangars are complete, they will be used for storage while occupied hangars are being repaired. The environmental review for A and B hangars is complete and some mitigation of



hazardous materials is required before demolition.

A non-binding Letter of Intent will be presented to the Commission for the Raytheon/Frequentis to move forward as a vendor on the Digital Tower Project

Vertical steel erection is complete for the terminal project.

Coring and sampling is complete for the taxiway rehabilitation project.

REGULAR AGENDA

6. Non-Binding Letter-of-Intent for Discussions Regarding Digital Tower System

Dave Ruppel, Interim Airport Director, presented this item in accordance with the staff report. The letter addressed to Collins/Frequentis is non-binding and would allow them to enter into more formal discussions which include providing a Rough Order of Magnitude estimate of system costs and an estimated timeline to support establishing a Digital Tower system. More information regarding the company's investment in this project and an outline of where the decision-making points are can be provided after the letter is submitted.

Chair Arndt requested that the letter be amended to make the Airport Director the point of contact.

Commissioner Krenning moved to approve the letter with the suggested amendments. The motion, seconded by Commissioner Marsh, carried with all Commissioners present voting in favor thereof.

7. Strategic Planning Meeting Coordination

Dave Ruppel, presented this item in accordance with the staff report.

Commissioner Williams moved to approve the special meeting on February 15th at 12 p.m. The motion, seconded by Commissioner Marsh, carried with all Commissioners present voting in favor thereof.

8. Airport Commission Meeting Remote Participation

Francis Robbins, Airport Operation and Maintenance Manager, presented this item in accordance with the staff report. Fire Station #10 and the NCLETC facilities were discussed as possible options to resolve the seating capacity concerns if the virtual option does not alleviate the issue.

Public Comment:

- Ryan Carlson spoke in favor of having the option to call in and listen to the meetings.
- Martin Lind agreed with Mr. Carlson and spoke in favor of



relocating the meetings to a more comfortable venue.

Chair Arndt spoke in opposition of setting up video and visual recording capabilities for the meetings.

Commissioner Williams moved to approve the options of providing webinar-style participation on the Zoom platform with audio and visual presentation slides. The motion, seconded by Commissioner DiMartino, carried with all Commissioners present voting in favor thereof.

9. PDSC Membership and Charter Updates

Aaron Ehle, Airport Planning and Development Specialist, presented the item in accordance with the staff report and recommended that Rick Turley be appointed as the FNL Pilot Association's PDSC representative. The subcommittee was originally established to add bandwidth to the development process and help manage the workload of the Commission and staff. Commissioners are encouraged to appoint a Commission Liaison to the PDSC and attend meetings.

Public Comment:

- Martin Lind encourage the Commission to abandon or suspend the PDSC until the governance study is complete.

Commissioner Marsh recommended that the Commission determines topics for the PDSC meetings.

Commissioner Stooksbury recommended that a summary of the PDSC meetings be included in the Director's Report.

Chair Arndt recommended waiting to approve the Charter bylaws until the next meeting.

Commissioner Williams moved to appoint Rick Turley to the PDSC. The motion, seconded by Commissioner Stooksbury, carried with all Commissioners present voting in favor thereof.

Agenda items 10 and 11 were tabled due to time constraints.

10. Business from Members

Commissioner DiMartino requested information be brought to the next meeting regarding what is required to immediately hire a new Airport Director.

ADJOURNMENT

Chair Arndt adjourned the meeting at 5:05 p.m.



Respectfully Submitted,

Commission Chair, Jeni Arndt

DRAFT

ITEM NUMBER: 2

MEETING DATE: February 15, 2023

PREPARED BY: Francis Robbins, Operations & Maintenance Manager

TITLE

January Preliminary Financial Statement

RECOMMENDED AIRPORT COMMISSION ACTION

Staff recommend acceptance of the preliminary financial statement as presented.

BUDGET IMPACT

Neutral

SUMMARY

Financial highlights for the month of January include:

- The monthly statement indicates \$7.5 million within the net position available for use.

ATTACHMENT

Preliminary monthly financial statement for January.



NORTHERN COLORADO REGIONAL AIRPORT

Airport Statement of Revenues and Expenses

From 01/01/2024-01/31/2024

PRELIMINARY

	Y-T-D 2024 Actual	Y-T-D 2023 Actual	Y-T-D 2024 Budget	2023 Total Budget	% of Total Budget
<u>OPERATING REVENUES</u>					
Hangar Rental	15,793	20,719	17,917	215,000	7%
FBO Rent	7,848	7,848	8,751	105,008	7%
Gas and Oil Commissions	0	0	25,000	300,000	0%
Aviation Fuel Tax Reimbursement	800	12,823	12,500	150,000	1%
State Aircraft Fuel Tax	800	12,823	0	0	#DIV/0!
County Aircraft Fuel Tax	0	0	12,500	150,000	0%
Land Lease	52,625	50,007	91,583	1,099,000	5%
Land Lease PD Training Ctr	0	0	0	0	0%
Terminal Lease and Landing Fees	1,785	0	6,276	75,300	2%
Parking	0	0	0	0	0%
Miscellaneous	5,522	6,016	4,383	52,600	10%
TOTAL OPERATING REVENUES	84,373	97,412	166,410	1,996,908	4%
<u>OPERATING EXPENSES</u>					
Personal Services	51,860	69,549.22	95,618.00	1,147,418	5%
Supplies	1,491	9,474.22	10,296.00	123,550	1%
Purchased Services	19,434	3,115.13	147,046.00	1,764,564	1%
TOTAL OPERATING EXPENSES	72,786	82,139	252,960	3,035,532	2%
OPERATING GAIN (LOSS)	11,587	15,274	(86,550)	(1,038,624)	
<u>NONOPERATING REVENUES (EXPENSES)</u>					
Passenger Facility Charge	0	0	0	0	
Interest Income	11,925	4,277	4,083	49,000	24%
Contributed Asset	0	0	0	0	
Capital Expenditures	0	0	(1,905,095)	(22,029,012)	0%
TOTAL NONOPERATING REVENUES (EXPENSES)	11,925	4,277	(1,901,012)	(21,980,012)	
NET INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS	23,512	19,551	(1,987,562)	(23,018,636)	
Capital Contributions	1,740,485	0	1,829,833	21,958,000	8%
CHANGE IN NET POSITION	1,763,997	19,551	(157,729)	(1,060,636)	
NET POSITION, Beginning	21,200,600	21,237,480	0	0	
NET POSITION, Ending	22,964,597	21,257,031	(157,729)	(1,060,636)	
Investment in Capital Assets	15,440,026	15,805,175	0	0	
Net Position Available for use	7,524,571	5,451,855	(157,729)	(1,060,636)	



NORTHERN COLORADO REGIONAL AIRPORT

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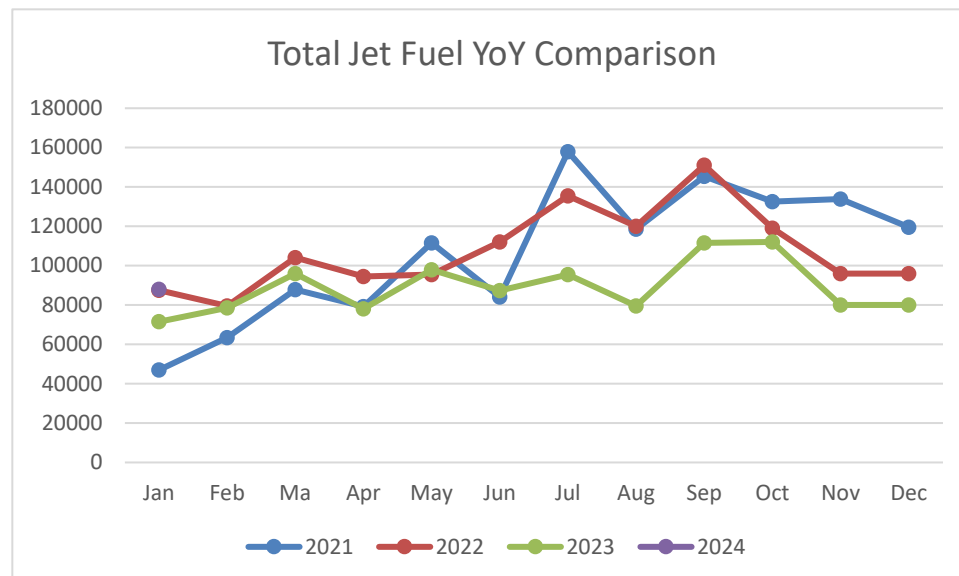
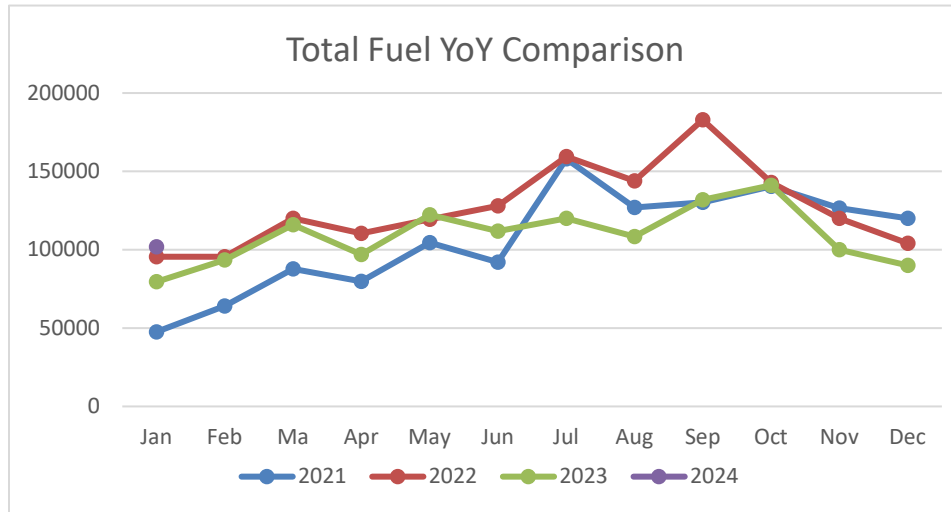
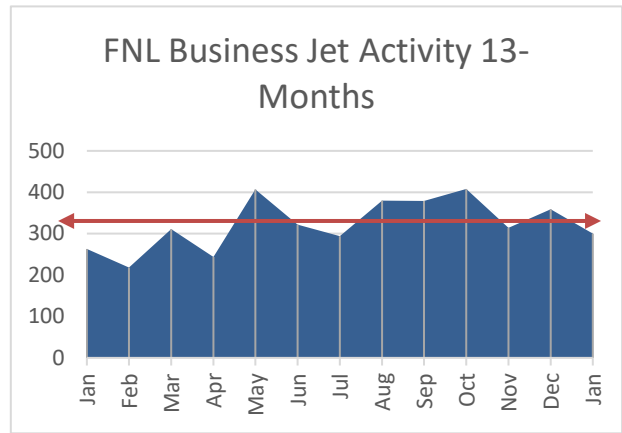
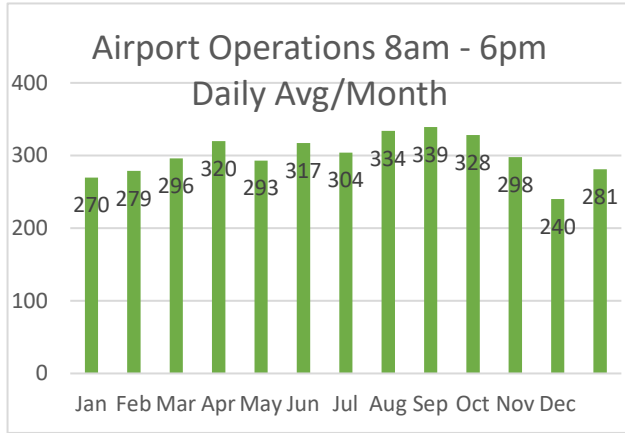
Date: February 15, 2024
To: Northern Colorado Regional Airport Commission
From: David Ruppel, Airport Director
Re: Airport Report for January 2024

Report Highlights

- The C-Hangar repair is underway and expected to be finished by the end of February. 7 units have all of their inspections completed, 15 units have repairs underway and will be inspected or reinspected this week, 18 units are still awaiting repair. Tenants report that Iron Fly has been a pleasure to work with and that they are happy with how the project is going.
- The A and B Hangar demolition RFP will be released once the environmental abatement is completed later this month. The City of Loveland Environmental Compliance Administrator expects to have the mitigation contractor on site this week to remove a small amount of asbestos that was identified.
- The new Digital Tower vendor, Collins/Frequentis, began their work at the FAA Tech Center in Atlantic City over the past few weeks. The Collins/Frequentis Team expects to begin development work at FNL as soon as their system receives hardware approval in early summer of 2024. Airport staff delivered a Letter of Intent signed by the Commission to Collins/Frequentis to allow Collins and FNL to begin formal discussions regarding the future Digital Tower System and how it could be incorporated at FNL. Collins plans to meet with airport staff in March once they have completed their hardware installation at the FAA Tech Center to begin negotiations for a future system installation.
- Hensel Phelps completed steel reinforcing and concrete finish placement and will be starting exterior wall framing installation over the next week.
- Operations updates—Taxiway B & D and GA Taxilane Rehabilitation, earliest start date is June 25th with a planned duration of 10 days for construction and 2 days for painting. FCLWD Potable Water Pipeline construction expected to mobilize in mid February and should be completed by September.
- FNL Stakeholder meeting was held on February 6th. 25 people attended in person and another 30 people attended online.

Airport Activity Dashboard

- Flight operations for the month of January averaged 281 per day, and the thirteen-month rolling average is 300.
- Wholesale fuel ordered by the jetCenter FBO was 93,755 gallons for the month of January, a increase of 24% compared to the previous January at 71,512 gallons.
 - Total year to date fuel for jetCenter is up 24% year over year.
 - Total fuel flowage through January 2024, is 101,755 gallons compared to 79,513 gallons in January 2023.
- Business jet activity for January compared to the same month in 2023 was up 12%, going from 263 to 300 operations.



Airport Owned T-Hangars Update

Iron Fly Steel Fabrication is approximately half way through the repair work on the C-Hangars and plans to complete the repairs by the first week in March. FNL contracted with jetCenter of Colorado to move aircraft at no expense to hangar tenants and that process has worked well.

Additional updates will be sent in the coming weeks to the group or individual renters as appropriate for coordination. Tenants at the Stakeholder Meeting reported that Iron Fly has been a pleasure to work with and that they are happy with how the project is going.

Digital Tower

Raytheon/Frequentis, also known as Collins/Frequesntis, began their work at the FAA Tech Center in Atlantic City and expects to begin development work at FNL as soon as their system receives hardware approval in early summer of 2024. The FAA is open to this, and it would significantly accelerate the certification process for the Collins Team.

The Commission sent a non-binding Letter of Intent to Collins/Frequentis to allow Collins and FNL to begin formal discussions regarding the future Digital Tower System and how it could be incorporated at FNL. Collins plans to meet with airport staff once they have completed their hardware installation at the FAA Tech Center to begin negotiations for a future system installation.

Collins believes that the System Design approval process at the Tech Center will require about 18 months to two years and will be followed by the on-airport evaluation of the system at FNL. Once the system is able to achieve operational viability at FNL we expect to have the option of either purchasing or leasing the system as an FAA approved acceptable alternative to the traditional tower systems.

Federal Contract Tower (FCT)

The FAA invited FNL to participate in the FCT Program which is normally reserved for airports with operating towers. FNL is eligible due to an exception created for the Leesburg, TN airport. This allowed airports that have an operating, fully certified Mobile Air Traffic Control Tower (MATCT) to be eligible for the program. The FCT program provides funding for the Air Traffic Controllers contracted from Serco to operate the MATCT. FNL is awaiting final legal review to be able to sign the new lease agreement with Aegis ATC, LLC for the MATCT.

FNL has verified the Minimum Equipment List (MEL) for the tower with Searidge who owns the MEL and Searidge has signed the agreement to sell the MEL to the airport. Once the City Attorney completes a final review FNL will sign the agreement to purchase the equipment. FNL expects to purchase a maintenance agreement separately for the MEL items.

Also, as part of the FCT agreement the Cities agreed to meet certain milestones toward establishment of a traditional tower within a 60-month period. The first requirement is to complete the Tower Siting Study through the FAA Vista Program which takes about two years. FNL is working with the FAA to establish the required agreement to begin this work and expects to have it in place this month.

Terminal

Exterior wall framing installation is expected to start over the next week and the project continues to be running ahead of schedule. The next major milestones will be the exterior wall framing, HVAC unit concrete pad placement, roof membrane installation, overhead plumbing rough in, and storefront/glazing installation.

The DiTesco construction summary is attached.

Mobile Tower Line-of-Sight

FNL continues to work with the FAA concerning continuation of the NOTAM closure of Runway 6/24 during Tower operation hours. A final determination has not been reached. The airport is continuing to push for a response from the FAA for a final determination from the Safety Risk Management (SRM) Panel held last fall to resolve this issue. FNL is also evaluating the cost and timeline to reposition the MATCT and has requested that the FAA schedule an SRM Panel to evaluate that potential move.

FNL is also working with the FAA and the Digital Tower Project Team to get approval for a STARS repeater display in the Mobile ATCT. CDOT Aeronautics sent a letter recently to the FAA Administrator to request his help in moving the repeater and the two Cities sent a similar letter last month. CDOT and FNL have requested a meeting with the new FAA Administrator at the end of this month to gain support for using the STARS in the MATCT. Installation of a STARS display in a MATCT is considered a non-standard configuration and must be approved by ATO. STARS is the Airport Radar system installed with the Digital Tower System.

Governance Study

City Council representatives have been selected from both the Cities of Fort Collins and Loveland for the Governance Study Board which is discussing the path forward to begin evaluation of the Governance Study. The study is available on the FNL website at, [2023-12-26-Airport-Governance.pdf \(flynoco.com\)](https://www.flynoco.com/2023-12-26-Airport-Governance.pdf).

Runway Widening Project

The 30% design work is complete and FNL is working with the FAA and CDOT Aeronautics to confirm grant funding available and get direction on project start timeframes.

Airport Scheduled Events

- Feb 15 Commission Meeting with Strategic Planning Session
- Feb Potable Water Pipeline – Fort Collins-Loveland Water District construction
- May 3-6 Cirrus Pilot Proficiency Program
- Jun 20-24 Air Race Classic Terminus Airport
- June Crack Seal Dates TBD
- July Runway Painting Dates TBD
- Sep 14 Aims Aviation Day
- Oct 9 Terminal Target Completion
- Oct 12-18 NIFA SAFECON

Attachments

1. Northern Colorado Regional Airport Terminal Construction Report
2. Loveland Fire and Rescue Authority ARFF monthly report
3. Remote Air Traffic Control Contract Progress Report #30
4. Article— **“Wingless Travel” Takes Flight at Regional Airports**

Northern Colorado Regional Airport Terminal



Steel framing erection



Roof decking installation



Terminal construction progress

MAJOR MILESTONES

- Building steel frame erection is complete.
- Building steel detailing and reinforcing work is underway.
- Steel decking installation is complete.

WORK UPCOMING

- HVAC unit concrete pad placement.
- Exterior wall framing and sheathing.
- Roof membrane installation.
- Overhead plumbing rough in.
- Storefront/glazing installation



EXPENDITURE TO DATE

\$4,634,096

CONTRACT VALUE: \$15,106,969

CHANGE ORDER PERCENTAGE

1.6%

DAYS CHARGED TO DATE

198

ORIGINAL CONTRACT: 422 DAYS

LOOK AHEAD SCHEDULE

	JANUARY	FEBRUARY	MARCH	APRIL
Building steel frame erection				
Building steel detailing and reinforcing				
HVAC unit concrete pad placement				
Exterior wall framing and sheathing				
Roof membrane installation				
Overhead plumbing rough in				
Storefront/glazing installation				

Weekly Report - FNL Airport Terminal 02/09/24

Tasks completed/underway 02/05/24 - 02/09/24: Column baseplate grouting underway, column block out concrete placements underway. Main steel detail reinforcing work completed. Work scheduled for 02/12/24 - 02/16/24: Remaining column block out concrete placement. Exterior wall framing installation.

Photos

Weekly Report

Taken On
02/05/2024

Description
Completed roof steel detail work at mechanical screen wall.



Weekly Report

Taken On
02/09/2024

Description
Placed and curing concrete at column block outs.



Happy February!

ARFF:

- January was ARFF training month.
 - All certified ARFF members took all of their FAA required topic trainings on Vector Solutions,
 - Mutual aid training for PFA and WSFR was held at the airport fire station. We held an Airfield Operations Area driver refresher training and ran through some tabletop simulation scenarios.
- Annual foam testing and dry chemical maintenance procedures were done for AR44, with no issues
- ****The upper card access at gate #3 is still inoperable. The other card readers for lift gates #1-5 work fine.

Scheduled Air-Carrier Flights for February:

- We currently have some flights for the CSU women's and men's basketball teams, which are scheduled just a week ahead of time.

Airport - Important Meetings:

- The Airport is hosting a bi-monthly stakeholders meeting on the first Tuesday of every month, beginning on **Feb 6th, 3:00-4:30pm**, at Fire Station 4.
- Airport Commission meeting will be held on **February 15th, 3:30-5:00pm** at the Fire Station conference room
- The annual FAA airport inspection is scheduled for **February 26-28th**.

Other Airport News:

- Airport terminal construction is on schedule and well underway! The steel frames are up!
- Please see the www.flynoco.com website for all airport commission updates

involving the terminal construction!

- Get connected to Denver flights through Landline! You can search your favorite travel site (ie. [Priceline](#), [Expedia](#)) and enter Loveland/Fort Collins (FNL) as your departure airport.
 - Kids ride free and parking at NoCo Regional is free! There are over 8 trips a day to Denver International!
 - <https://landline.com/>

Have a wonderful month!

Gina Gonzales

ARFF Engineer

Loveland Fire Rescue Authority

LFRA Fire Station 4, Northern Colorado Regional Airport



970-568-6026 – business cell – for messages as well

gina.gonzales@lfra.org - email

www.lfra.org



NORTHERN COLORADO
REGIONAL AIRPORT

www.flynoco.com

***Like the flight attendant says, "First put the oxygen mask on yourself... only then can you help someone else with theirs"*



January 31, 2024

From: William E. Payne, P.E.
To: Colorado Division of Aeronautics

Section A – Remote Air Traffic Control Contract Progress Report #31

Re: Period: January 1 through January 31, 2024

**Colorado Digital Tower Project
Activity Status**

Activity	Status/Start Date (Projected)	Finish Date (Projected)	Remarks
Digital Tower Implementation			
STARS Operational at FNL	11/25/2022	12/15/2022	Complete
Move STARS Slave Display to Mobile ATCT	8/2/2023	TBD	FAA withholds approval
Digital Tower System			
FNL Non-Binding Letter of Agreement	1/18/2024	2/2/2024	Raytheon to Create Proposal
Raytheon/Frequentis Digital Tower Proposal	TBD	TBD	
Digital Tower Testing			
Meeting with successor vendor - Site Survey	11/14/2023	12/13/2023	Complete
FCT Tower Operating Agreement (TOA)	11/14/2023	12/19/2023	Complete
ORI of the Mobile ATCT	11/28/2023	11/28/2023	Complete
NextGen Equipment Inventory and final ORI	12/11/2023	12/14/2023	Complete
Searidge Transfer MEL to FNL	12/14/2023	2/5/2024	Estimated completion date
FNL Executes Agreement with Aegis for Mobile ATCT	12/15/2023	2/5/2024	Estimated completion date
Raytheon-Frequentis Completes System Design Approval	2/1/2024	TBD	
Raytheon-Frequentis to FNL	TBD	TBD	
Functional Acceptance Decision	TBD	TBD	

Remote Tower Project Narrative:

We are working with the FAA to produce an equipment closeout report detailing the equipment they feel they own and the equipment Searidge owns. FNL is in the process of purchasing the Minimum Equipment List (MEL) items procured by Searidge as their in-kind contribution to the program. The MEL is required to support the mobile ATCT operation. To avoid the FAA identifying equipment provided to the Project as surplus, we have requested a list of that equipment. Below is a preliminary list of equipment they could remove if it were to be deemed surplus:

1. Standard Terminal Automation Replacement System (STARS)
2. Flight Data Input/Output (FDIO)
3. Emergency/Standby Generator
4. Uninterruptible Power Supply (UPS) – 2
5. Camera Masts – 3
6. Wireless Routers
7. FTI lines and Demarcation Point (DeMarc)
8. Supporting Components
9. Etc.

The above equipment is considered required for both the digital and traditional ATCT. Other equipment which may belong to the FAA is not considered essential and can be removed without impeding tower operations. Removal of the equipment listed above would severely impact ATCT operation and the ability to bring on a successor vendor to complete digital tower system commissioning.

The FAA has stated verbally that they do not intend to remove this equipment; however, in order to minimize any problem in the future, we are working to craft an agreement to avoid this possibility.

Frequentis will start installing equipment at the William J. Hughes Technical Center in February. They have indicated that passive testing will begin in late May or early June 2024. The testing schedule is dependent on the FAA and its ability to secure controllers. Testing will occur at the National Aerospace Research and Technology Park (NARTP) at the Atlantic City International Airport (ACY), adjacent to the Tech Center. The Frequentis camera configuration (1-360° central mast and 2 runway end masts) on ACY is similar to the Northern Colorado Regional Airport (FNL) system. The major difference between FNL and ACY is the runway layout. The runway layout is cruciform with the primary runway (13-31) being 10,000' long with the crosswind runway (4-22) being 6144' in length (see the image below).



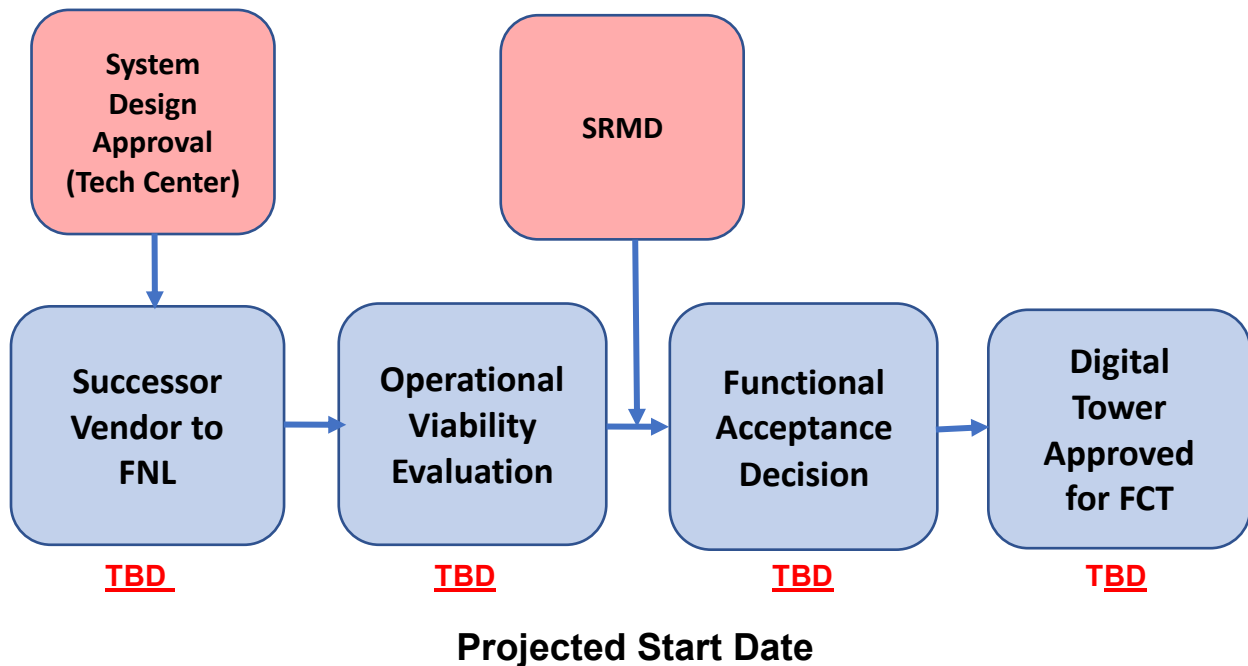
Two crucial elements to successful completion of the System Design Approval (SDA) process are the ability of Raytheon/Frequentis to complete the SDA documents and FAA's commitment to move forward and avoid mission creep by adhering to a set of realistic requirements. Passive testing at the Tech Center should be complete by the end of 2024. This is a conservative estimate, given the lessons hopefully learned from the testing at FNL and the Leesburg Executive Airport (JYO). Once passive operational testing and the safety panels have been completed, Raytheon/Frequentis will be able to move to FNL prior to final signatures on the documents, as this is only a paperwork exercise.

Raytheon/Frequentis has indicated that based upon the non-binding letter of intent, they will prepare a proposal to complete system and digital tower operational commissioning at FNL.

It is anticipated that commissioning at FNL should be straight forward and only take approximately two months, as the distributed camera layout at FNL is similar to the one tested at ACY and the mobile ATCT is in place as the safety mitigator. This, again, is strictly dependent on the FAA committing resources to complete the evaluation.

Raytheon and The Reason Foundation asked me to propose Digital/Remote Tower language to be included in the Senate Reauthorization bill. In addition to suggested language, we have furnished the Senate Commerce Committee staff with information regarding the Colorado Digital Tower Project. It is important that the proposed language get into the Senate bill so it can moderate the House bill when Reauthorization goes to conference. If the House language is allowed to stand, that would add many additional years to implementation of remote/digital towers in the United States.

Proposed Digital Tower Process Moving Forward:



Schedule Note: This status is based on the latest proposed schedule and is dependent upon System Design Approval at the Tech Center

REMOTE TOWER PROJECT PROGRAM MANAGEMENT

Program Description/Background

The Program Manager for this project, William E. Payne, will serve as a technical subject matter expert to represent the Division's investment and interest in the Remote Tower and facilitate the project's forward progress to FAA certification and deployment. The Program Manager will participate in and assist with the development of all evaluation, testing, and certification activities, as well as attend all project meetings, and will serve as the technical representative for the Division of Aeronautics during all phases of the project as enumerated below.

Tasks:

1. Provide Technical Representation and Oversight of the Project

Effort this Period: Completed.

2. Participate in Development of the FAA's Operational Safety Assessment (OSA) Basis for Evaluation of Non-Federal Remote Tower Equipment

Effort this Period: The OSA is still in draft form and is continuing to be developed as the project proceeds toward System Design Approval.

3. Participate in Development of the Operational Visual Requirements (OVR)

Effort this Period: The OVR Version 2.1 has been issued.

4. Participate in Development of the Requirements/Specifications for Non-Federal Tower Equipment

Effort this Period: Participated in the FAA TechOps review and commented on the Remote Tower Requirements Document and prepared comments on OVR 2.1. Completed.

5. Assist with Development of System Configuration

Effort this Period: The system configuration will be modified based on lessons learned 4K cameras and displays for demonstration on March 27, 2023.

6. Modify System Configuration Based on Testing Phase Comments

Effort this Period: Completed by Searidge.

7. Run Periodic Tests of the Remote Air Traffic Control Tower System During Periods of Evaluation/Testing Inactivity

Effort this Period: Complete.

8. Attend System FAA Technical Interchange Meetings (TIM)

Effort this Period: Provided SME representation in the recent FAA discussion of OVR 2.1. Completed.

9. Participate in FAA Configuration Review Board (CRB) Activities

Effort this Period: NextGen has yet to establish the CRB. This effort may be rolled into development of the Remote Tower AC.

10. Evaluate an Air Situation Display in Preparation for Testing Against Standard Terminal Automation Replacement System Radar Equipment (STARS).

Effort this Period: Complete.

11. Collaborate with FAA on Alternate Phase 1 Virtual/Remote Testing

Effort this Period: Complete

12. Work with FAA to develop and Implement Phase 1 Passive Remote Tower Testing

Effort this Period: Complete

13. Work with FAA to Develop and Implement Phase 2 Active Remote Tower Testing

Effort this Period: There has been no activity on this task this period.

14. Work with FAA and FNL on Phase 3 Industry-Led Initial Operational Capability (IOC)

Effort this Period: This task has been renamed Validation & Verification (V&V.) There has been no activity on this task this period. Phase 3 Active Remote Tower Testing will begin after Phase 2 Active Remote Tower testing is complete and the SRMD has been signed.

15. Work with FAA on Phase 4 Remote Tower System Certification and Commissioning

Effort this Period: There has been no activity on this task this period. Phase 4 System Design Approval and Commissioning will begin after the conclusion of Phase 3 V&V and the SRMD has been signed.

16. Participate in Development of the FAA's Advisory Circular (AC) for Remote Tower Systems for Non-Federal Applications

Effort this Period: Continue participation in the FAA TechOps TIM to review and comment on the Remote Tower Advisory Circular.

17. Provision of Regular Written Reports, Presentations and Updates on the Project's Progress to Internal and External Stakeholders

Effort this Period: Preparation of the monthly Program status report.

18. Travel as Needed (In-State and Out of State) for Meetings with FAA, Airport and Division Personnel

Effort this Period: Travel to FNL for meetings with Airport Board and the Cities of Fort Collins and Loveland.

DEVELOPMENT OF POTENTIAL ENHANCED SITUATIONAL AWARENESS TOOLS FOR NON-TOWERED AIRPORTS

Tasks:

- 1. Explore the Potential Development of a System Consisting of Existing and New Surveillance Sources that can be Deployed, Owned and Operated by Non-Towered Airports to Provide Airport Staff with Improved Visibility into the Local Airspace and on the Airport Surface, with the Ultimate Goal of Improving Aviation Safety and System Efficiency.**

Effort this Period: No activity this period.

- 2. Prepare System Requirements to be Used by Airports and/or the Division when Seeking Vendor Proposals to Implement a Situational Awareness System.**

Effort this Period: No activity this period.

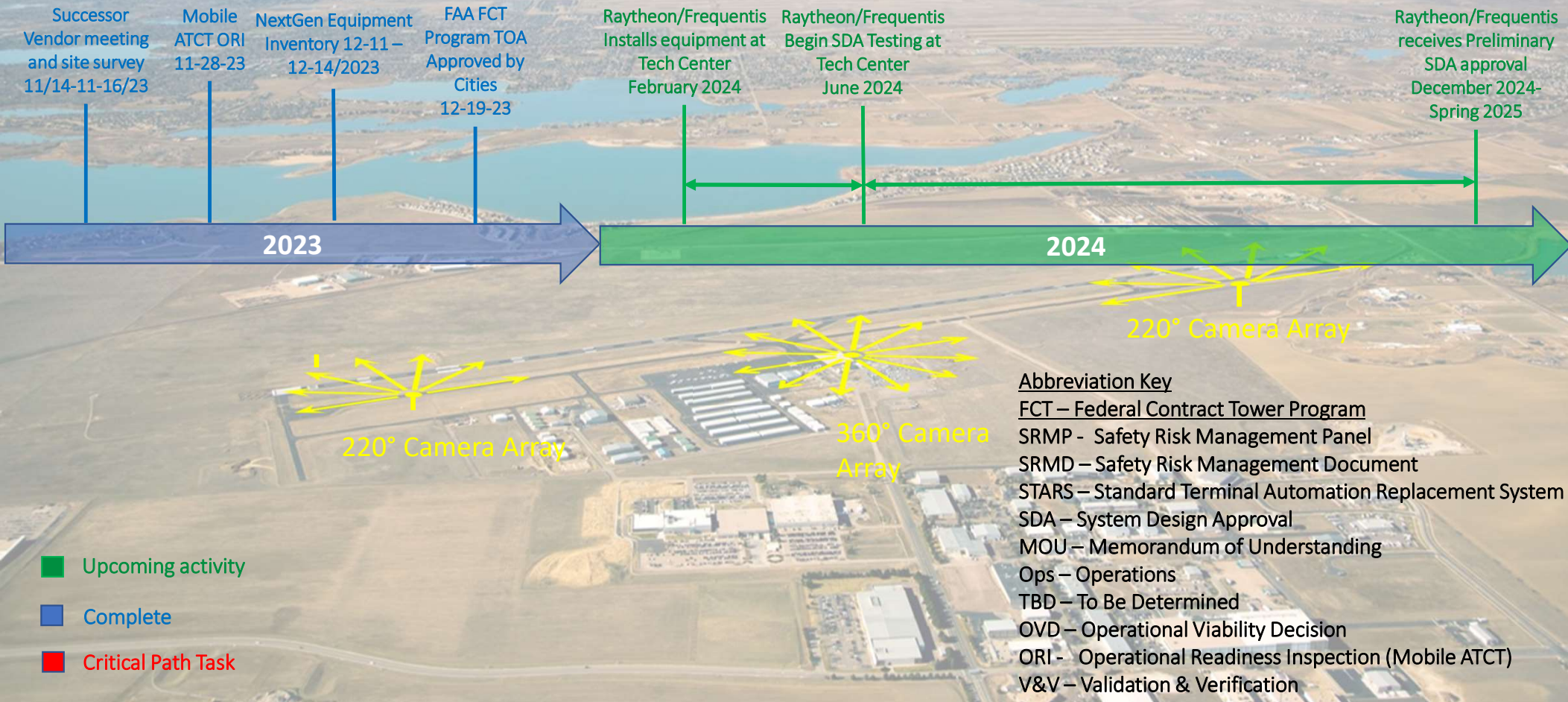
Glossary of Project Technical Acronyms

ADS-B	Automatic Dependent Surveillance – Broadcast
AGL	Above Ground Level
ARTCC	Air Route Traffic Control Center
ASDE-X	Airport Surface Detection Equipment – Model X
ASOS	Automatic Surface Observation System
ASR-9	Airport Surveillance Radar – Model 9
AWOS	Automatic Weather Observation System
ATC	Air Traffic Control
ATIS	Automatic Terminal Information System
AJT	Air Traffic Services
AJI	Safety Technical Training Services
AJV	Mission Support Policies and Procedures
CTAF	Common Traffic Advisory Frequency
ERAM	En Route Automation Modernization
FAA	Federal Aviation Administration
FAT	Factory Acceptance Test (alternately - First Article Test)
FDIO	Flight Data Input/Output
FTI	Federal Communications Infrastructure (Harris Corp.)
GA	General Aviation
HITL	Human In the Loop
HMI	Human Machine Interface
ILS	Instrument Landing System
IOC	Initial Operating Capability
IMC	Instrument Meteorological Condition
LOA	Letter of Agreement
MLAT	Multilateration
MSL	Mean Sea Level (above)
NAS	National Air Space
NATCA	National Air Traffic Controllers Association
NESG	NAS Enterprise Security Gateway
NextGen	Next Generation Air Transportation System
NORDO	No Radio
OSA	Operational Safety Assessment
OTW	Out of the Window
OVD	Operational Viability Decision
RSA	Runway Safety Area
SAT	Site Acceptance Test
SDA	System Design Approval
SMR	Surface Movement Radar
SMS	Safety Management System
SRA	Safety Risk Assessment
SRMD	Safety Risk Management Document
SRMDM	Safety Risk Management Document Memorandum
SRMP	Safety Risk Management Panel
SHA	System Hazard Analysis
SSHA	Sub-System Hazard Analysis
STARS	Standard Terminal Automation Replacement System
SWIM	System Wide Information Management
TAMR	Terminal Automation Modernization and Replacement
TRACON	Terminal Radar Control Facility
UHF	Ultra High Frequency
VFR	Visual Flight Rules
VHF	Very High Frequency
VMC	Visual Meteorological Condition

ATTACHMENTS

1. FNL “Draft Graphic Remote Tower Timeline” as of January 31, 2024.

Colorado Digital Tower Timeline (Draft)





"Wingless Travel" Takes Flight at Regional Airports

BY NICOLE NELSON



When passengers choose to travel from a small regional airport to a larger hub, most assume a small regional jet will take them from Point A to Point B.

However, this sweeping generalization has recently been upended with the introduction of "wingless flights" in areas surrounding Denver, Minneapolis and Philadelphia. An increasing number of travelers accustomed to boarding flights on American Eagle, SkyWest, or PSA Airlines are now riding in coach buses between city pairs such as Fargo, ND, and Minneapolis; or Allentown, PA, and Philadelphia. Service is provided by The Landline Company, and tickets are typically booked through airline partner websites.

For regional airports, the company improves connectivity; at larger hubs, it helps reduce curb congestion.

Duluth International (DLH) in Minnesota was the first community airport to initiate this particular brand of road-based shuttles. Starting in November 2019, The Landline Company began bridging the gap between DLH and Minneapolis-St. Paul International Airport (MSP) with three-hour bus rides via a partnership with Sun Country Airlines.

Northern Colorado Regional Airport (FNL) in Loveland, CO, followed suit to carry passengers to and from Denver International Airport (DEN). Aaron



AARON EHLE

Ehle, planning and business development specialist at FNL, is extremely pleased to have premium shuttle buses as an option for travelers.

"Landline has been going for about two years now, and people are really enjoying the service," Ehle says. "It is really building steam." The FNL-DEN

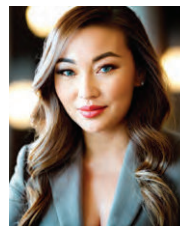
bus route, generated by United Airlines, has grown from four times per day to 11 times on select days, and is now the company's highest-volume route.

Land Cruising

From Ehle's perspective, the road-based service provides parallel access and rivals the efficiencies of bundled regional flights.

"You can book directly through United's website, so it really operates a lot like the connecting flights," he explains. "United really has a pretty slick system of making those reservations and matching the bus departures up with the flight banks at Denver International."

Although the service is denoted on booking and reservation information by the phrase, "Includes Travel Operated by The Landline Company dba UA Bus Service," some customers still expect to board aircraft. Landline Marketing Specialist Hannah Tamura says they are pleasantly surprised after riding in one of the company's coaches. "We offer more legroom than an economy seat on most planes, have free Wi-Fi, and in-seat power and reclining leather seats in all our vehicles," she relates.



HANNAH TAMURA

The United Airlines booking platform allows FNL passengers to check bags to their final destinations within the carrier's global network. And loyalty members can earn MileagePlus benefits for their coach trips.

Other travelers are also benefiting from the land-based service between FNL and DEN. Although the route started as a United-only partnership, it has since expanded to include customers on any airline. In addition, DEN passengers

Chippewa Valley
REGIONAL AIRPORT

NORTHERN COLORADO
REGIONAL AIRPORT

FACTS&FIGURES

Project: Coach Service Between Regional Spoke Airports & Larger Hubs

Service Provider: The Landline Company

Regional Airports: Atlantic City Int'l (ACY); Chippewa Valley Regional (EAU); Duluth Int'l (DLH); Grand Forks Int'l (GFK); Hector Int'l (FAR); Lancaster Airport (LNS); Lehigh Valley Int'l (ABE); Northern Colorado Regional (FNL)

Hub Airports: Denver Int'l (DEN); Minneapolis-St. Paul Int'l (MSP); Philadelphia Int'l (PHL)

Airline Network Partners: American; Sun Country; United

Fleet: 25 Prevost H3-45 coaches

Signature Amenities: Leather seats with 36 inches of pitch; free Wi-Fi; restrooms

Sample One-Way Fares: Prices start at \$29 for FNL/DEN, University of ND campus/FAR; \$35 for EAU/MSP, DLH/MSP, FAR/MSP; \$49 for University of ND campus/MSP

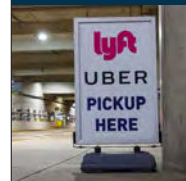
Key Benefits: Better connectivity for passengers; less curb traffic at airports

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Systems

GateKeeper CVMS

Ground Transportation Management Software

- Revenue generation
- Commercial Vehicle tracking
- Automated Dispatch



GateKeeper TNC-Ops

Transportation Network Company Management System

- Track every TNC trip!
- Validate fees
- Analyze data

GateKeeper App-139

Airfield Inspection Software

- Automated inspections
- Automated Work Orders
- Visual Airfield map



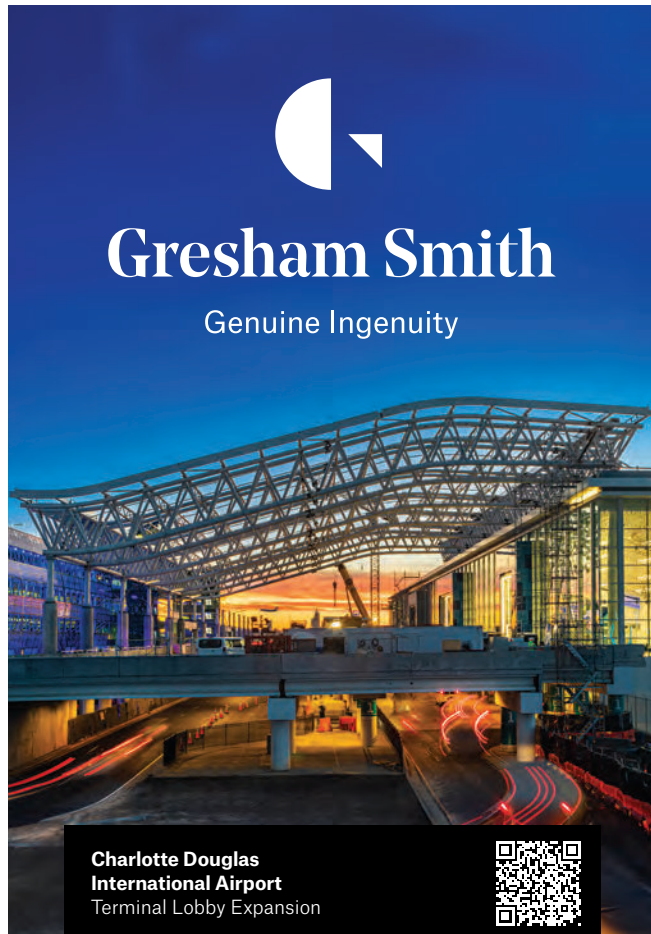
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Coach amenities include free Wi-Fi and reclining leather seats with power outlets.

bound for the Fort Collins-Loveland area in general, not just the airport, can book Landline trips directly through the company's website. One-way prices start at \$29 for the hour-long drive between airports; children 12 and under ride free with a paid adult.

Whether their coach ride is bundled through United or booked directly with Landline, passengers can park free at FNL before boarding the premium airport shuttles.



"They are very nice buses with restrooms and Wi-Fi, so it is more of an upscale experience than traditional shuttle service," Ehle attests. "I just used it, and it was very seamless. I really enjoyed it and have a lot of friends that do, as well."

"When you get to Denver, all you have to do is get off the bus and go through security and on to your gate."

Multimodal Travel

Since Landline shuttles operate as "wingless flights," passengers receive wing-worthy benefits. For example, if Landline passengers booked through United are delayed due to road congestion in Denver, they are automatically booked on the next flight to their final destination, with checked baggage transferred accordingly.

"Landline has a good connection rate, but I did have one ride last year where (the shuttle) arrived a little later than anticipated," Ehle says. "But they were able to get me through a fast-track security line so I was able to make my flight."

Looking to further improve service, he is hopeful that FNL will soon secure the same TSA benefits as Atlantic City International (ACY) in Southern New Jersey and Lehigh Valley International (ABE) in Allentown, PA. Since July 11, American Airlines passengers at both airports can check bags and clear security before boarding their Landline shuttles. Passengers are dropped airside at PHL, eliminating the need for them to pass through the TSA checkpoint there. As the first multimodal system to partner with TSA for screening passengers and bags, the service could prove to be an industry game-changer.

"When we get that TSA approval here, it will be even more like a connecting flight where you will check in here, go to security, and then you'll be dropped off at the concourse area in Denver," Ehle relates.

"We really want to be a multimodal transit hub, so we're not looking to just offer flights," he adds.

That said, FNL isn't trying to compete with DEN. "We aren't even a blip on their radar," Ehle chuckles. "What we are looking to do is help people get to Denver International Airport in a more timely and convenient way, and obviously offer direct access out of here to destinations that people are looking to get to."

Another Example

Chippewa Valley Regional (EAU) in Eau Claire, WI, is pleased to offer its passengers coach connections to MSP through Sun Country Airlines.

"Even before we had airline service with Sun Country, we had a relationship with Landline; so we were familiar with their company and their brand," says EAU Airport Director Charity Zich. "Because of Landline's seamless relationship with Sun Country and our new relationship with Sun Country as the primary airline at our airport, it made perfect sense that we would work together to have Landline supplement the less-than-daily flight service to provide additional options to travel from our area."



CHARITY ZICH

The ground transportation schedule is specifically designed to accommodate and maximize connections with Sun Country flights at MSP. Without complications from heavy traffic, construction or snow on the roads, the coach ride from airport-to-airport typically takes about 90 minutes.

"The No. 1 preference of travelers from our region is to travel by air if that works with their schedules and the pricing is right, but both of those things don't always work," Zich notes. "Our goal as an airport is to maximize options for area travelers, and Landline offers another option."

People throughout Western Wisconsin use the EAU/MSP coach route to access the Twin Cities unrelated to air travel.

Fleet Speak

As co-founder of The Landline Company, David Sunde is gratified to provide service to customers in communities such as Eau Claire and Fort Collins.

"We think of ourselves as the world's first multimodal airline," he says. "What does that mean in non-buzzword language? Very simply, we are a regional airline in every



DAVID SUNDE

sense of the word with the one distinction being the lack of CRJ-200s or ERJ145s. We operate a fleet of predominantly Prevost H3-45s. But for customers, the experience is nearly identical."

In fact, Sunde is confident that riding on Landline's fleet of 25 luxury coaches is often easier than flying.

"I am really happy and amazed with the progress we have made, and really proud to say that we are now a national provider with affordable connectivity," he reflects. "I think we have established ourselves as a partner that is really reliable if you're an airline feed, and keep you connected to major airline networks if you're an airport."

The bus company's network is also expanding beyond airports. Following the overwhelmingly positive response to service between Hector International Airport (FAR) in Fargo, ND, and MSP, Landline added stops at the University of North Dakota to its schedule in September 2023. While the new service does not follow the company's typical airport-to-airport model, airline passengers traveling from the university campus in Grand Forks can connect to FAR or continue on to MSP. One-way fares for the FAR segment start at \$29, and one-way fares continuing to MSP start at \$49. ✈️

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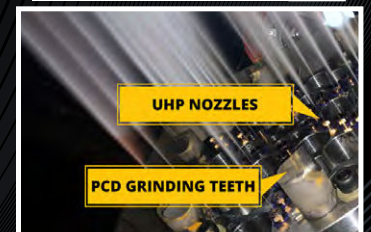


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NEW INNOVATIONS FROM HOG



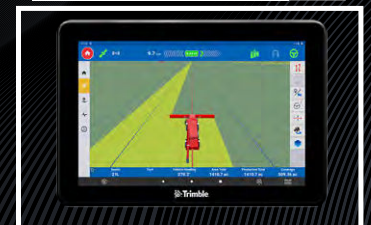
TRIPLE SPRAY BAR



UHP NOZZLES

PCD GRINDING TEETH

HOG TUSK



GPS GUIDANCE SYSTEM

ITEM NUMBER: 4

MEETING DATE: February 15, 2023

PREPARED BY: Julia Holland, Director of Human Resources

TITLE

Airport Director Hiring Process

RECOMMENDED AIRPORT COMMISSION ACTION

Informational

BUDGET IMPACT

Neutral

SUMMARY

Julia Holland, Loveland's Director of Human Resources, will be in attendance to provide information about the contract with Aviation Management Consulting Group (AMCG) for Interim Airport Director services, which are being provided by David Ruppel. She will also discuss the process and timeline for hiring a permanent Airport Director.

ATTACHMENT

Airport Director Hiring Process Slide

Airport Director Hiring Process



NORTHERN COLORADO
REGIONAL AIRPORT

Current AMCG Contract

- Background
- Cost of Contract
- Cost of fully Benefited City Employee Position

Hiring process

- Costs
- Timeline

ITEM NUMBER: 5

MEETING DATE: February 15, 2023

PREPARED BY: Aaron Ehle, Airport Planning & Development Specialist
Scott Schorling, Loveland Business Development Project Manager

TITLE

Airport Land Use & Leasing Policy Strategy

RECOMMENDED AIRPORT COMMISSION ACTION

Provide feedback to staff on recommended strategy

BUDGET IMPACT

Unknown

SUMMARY

Northern Colorado Regional Airport has recently seen significant hangar development. This has led to a shortage of shovel-ready property for new development. There is considerable demand for additional aeronautical facilities, but funding for new infrastructure to support private development is limited. As competing interests have emerged, shortcomings in the existing development review process have been identified. The Airport Commission has tasked staff with identifying ways to improve the Airport's land use strategy and leasing policy to address these challenges.

Airport and City staff have created a presentation to share information about existing plans and policies, issues that need to be addressed, and recommendations for marketing Airport property and enhancing the development review process.

Links to existing guiding documents related to development can be accessed at:
<https://www.flynoco.com/airport-development/>

ATTACHMENTS

Airport Land Use & Leasing Policy Presentation
FNL Development Guide

Airport Land Use & Leasing Policy Strategy



FNL Airport Commission
February 15, 2024



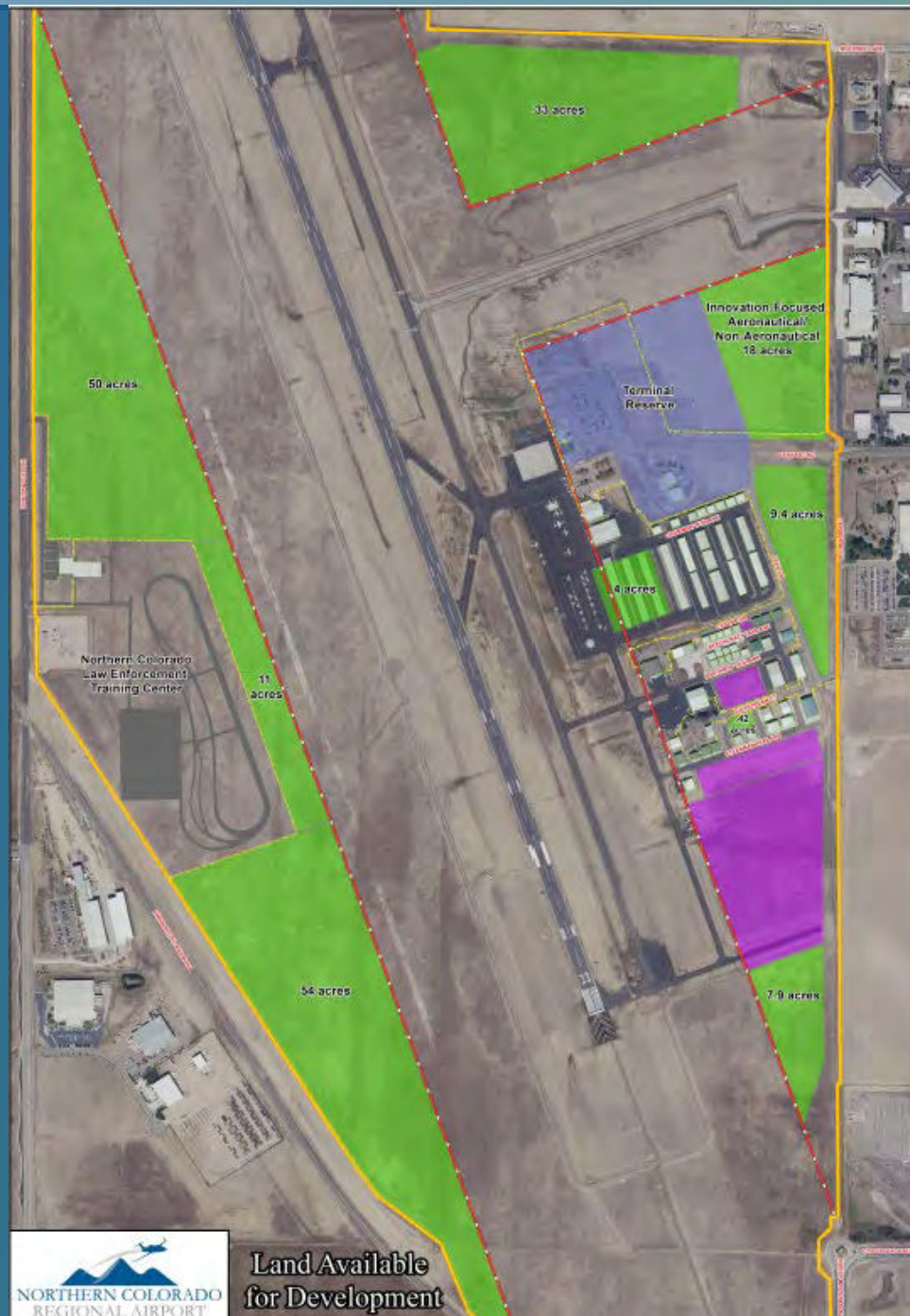
Agenda

- Overview
- Guiding Documents
- Current Leasing Process
- Assessment and Recommendations
- Next Steps
- Questions and Feedback

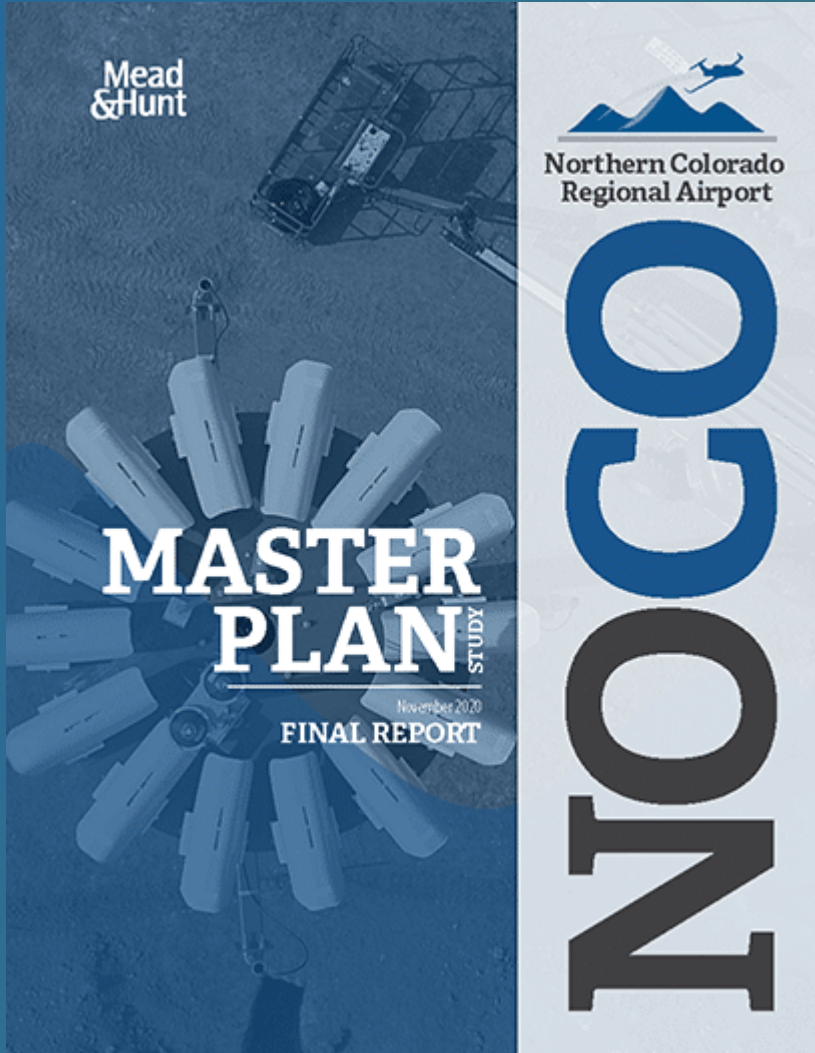


Overview

- These funds cannot be used for private development.
- Eliminate ambiguity on development process and bring fully vetted and intentional development proposals forward for consideration

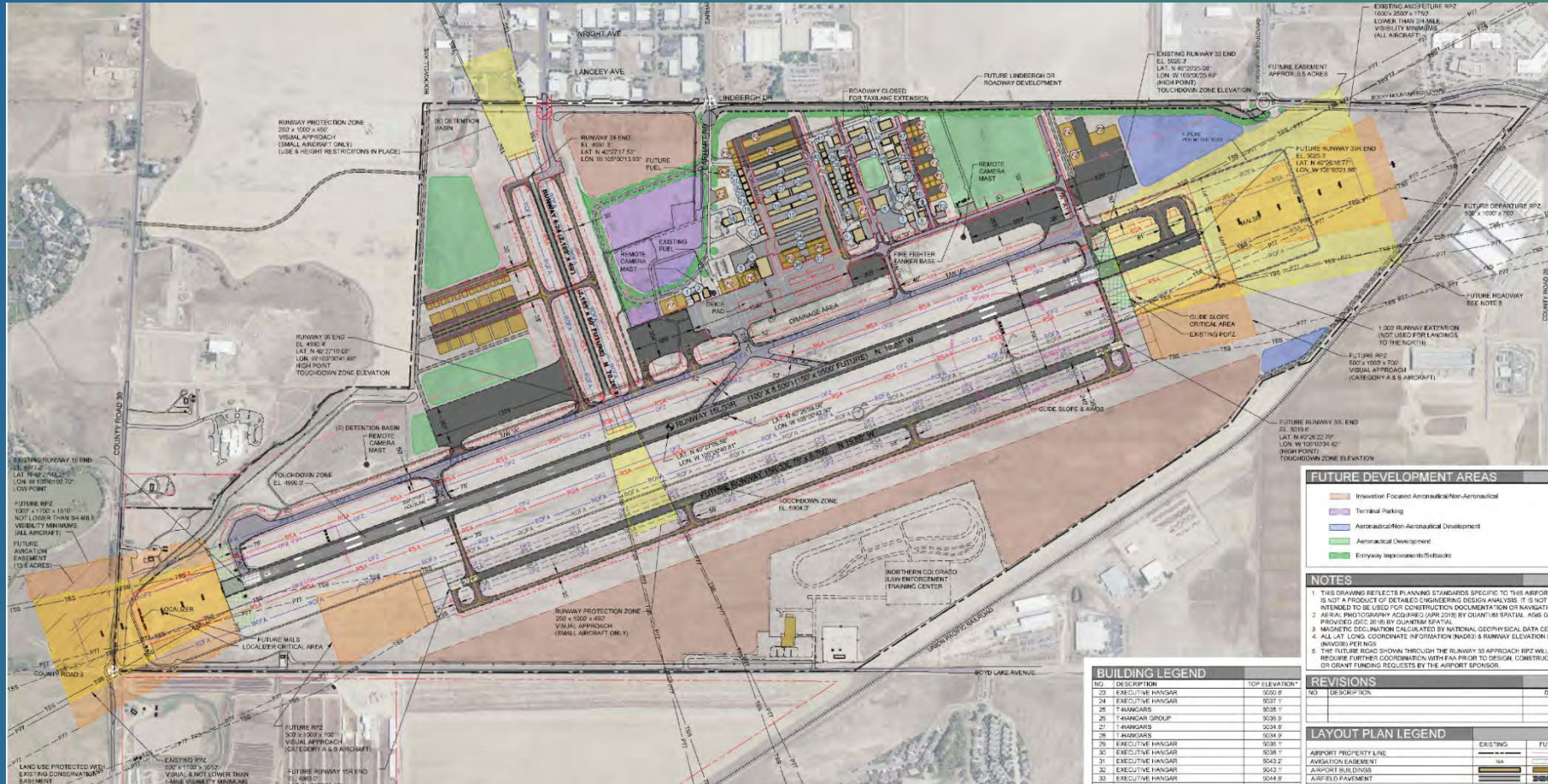


Guiding Documents – Airport Master Plan



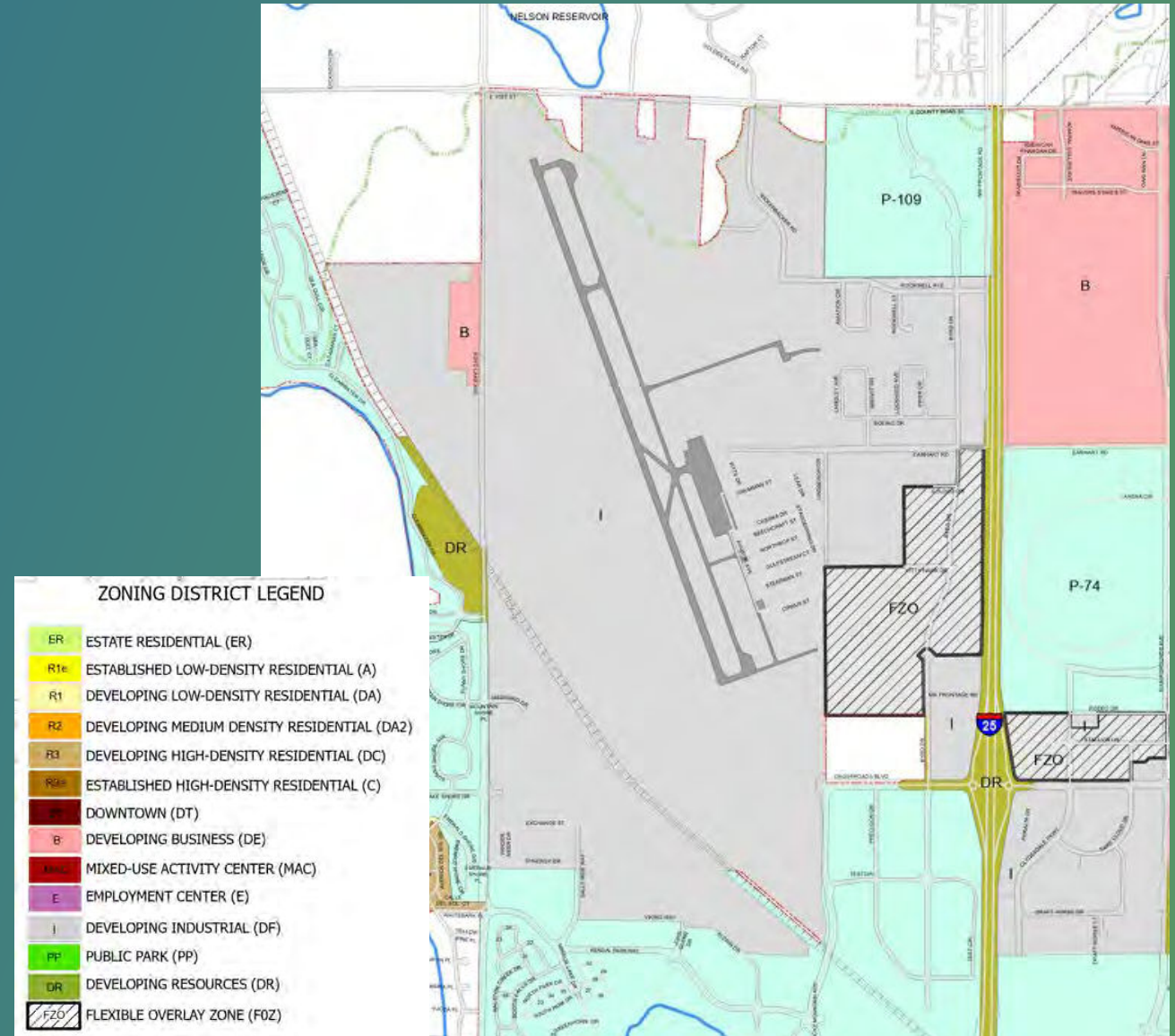
- Mainly funded by FAA grants
- Inventory of Existing Conditions
- Aviation Activity Forecasts
- Future Land Use Demand and Planning Considerations
- Utilities/Environment
- Conceptual Development Plan
- Development Program and Needs Assessment
- Financial Analysis

Guiding Documents – Airport Layout Plan



Other Existing Plans and Policies

- Design Standards - Adopted by the Airport Commission in 2020
- Entire Airport is in “Developing Industrial” zone, which allows for a wide variety of land uses



Current Development Review Process

Northern Colorado Regional Airport Development Guide

Updated 10/5/2020



The following outline provides a general guide of the Airport development process:

#	Item Description	Responsibility	Action
1 <input type="checkbox"/>	Discuss concept with Airport staff	Airport/Applicant	Identify potential locations, building size and use(s), type of aircraft to be housed, major utilities required, and special requirements such as parking, access, etc.
2 <input type="checkbox"/>	Provide potential locations with building diagrams	Airport	Airport staff will work with developer on site location diagrams in accordance with the applicant's needs. Site location and dimensions will depend upon a variety of considerations, including alignment with Airport Land Use and Design Standards, Airport Master Plan, Utility Plan, FAA development standards, Airport Minimum Standards, existing infrastructure, and City of Loveland adopted codes.
3 <input type="checkbox"/>	Identify preferred building location	Applicant	Identify the most suitable location for the development
4 <input type="checkbox"/>	Develop project proposal	Applicant/Airport	Work with Airport staff to determine infrastructure needs, setbacks, construction type, layout, landscaping, etc. Applicant will prepare preliminary site plan, building elevations, and landscaping plan diagrams in accordance with Airport Design Standards.
5 <input type="checkbox"/>	Airport staff review	Applicant/Airport	Present project proposal details to Airport staff for feedback.
6 <input type="checkbox"/>	Enter into an optional intent to lease agreement	Applicant/Airport	Enter into an agreement, and provide payment of \$1,000 or \$1,000 per acre (whichever is greater) to secure lot for up to three months to allow applicant to progress through steps 7-14. Deposit will be applied toward the land lease or the cost of the survey if land is not leased.
7 <input type="checkbox"/>	Schedule building consultation (simple projects) or concept review (complex projects) with City of Loveland	Applicant/Airport	Airport will work with applicant to provide information to City of Loveland staff and schedule a meeting to discuss project details. These meetings are not required but highly recommended to avoid potential pitfalls.
8 <input type="checkbox"/>	Attend building consultation or concept review meeting	Applicant/Airport/ Loveland Development Review Team	Receive input from City of Loveland staff regarding permit preparation. Obtain information on building/fire code requirements, utilities, transportation, stormwater, etc. Determine if architect and/or site plan review will be required.
9 <input type="checkbox"/>	Prepare project proposal for PDSC review	Applicant	Incorporate feedback from City/Airport staff to refine project proposal. (See Note A for submittal requirements)
10 <input type="checkbox"/>	Planning & Development Subcommittee (PDSC) Review	Applicant/Airport/ PDSC	Present project proposal details to the PDSC for feedback and potential recommendation to the Airport Commission.
11 <input type="checkbox"/>	Perform utility locate	Applicant	Applicant will schedule utility locate; Airport will provide necessary support for access to site.
12 <input type="checkbox"/>	Perform basic site survey	Airport	Once the lot area is confirmed by the applicant, the Airport will order and pay for a basic site survey of the lot area to be leased (Note: The Airport will only pay for one survey per lot).
13 <input type="checkbox"/>	Finalize project details and prepare for Airport Commission review	Applicant	Incorporate feedback from PDSC to finalize project proposal. (See Note A for submittal requirements)
14 <input type="checkbox"/>	Sign land lease	Applicant/Airport	The applicant will sign a land lease with the Airport based on the area defined by the site survey.
15 <input type="checkbox"/>	Airport Commission review and lease execution	Applicant/Airport/ Airport Commission	Present site plan, elevations, and landscaping plan for Airport Commission review and feedback. If project is approved by the Commission, the lease will be executed.

- Website advertises all available land for development
- Airport staff uses a 20-step development guide which outlines the process for review and recommendation of development proposals to the Airport Commission.
 - Provides developers with transparency and information on the development processes
 - Provides understanding of responsibilities and expectations
- Standard Lease agreement terms are approved by both Cities
 - Leases that deviate substantially must be approved by both City Councils

Land Lease Rates

- Determined by rates and fees study conducted every 5 years
 - Existing rates and fees are compared to regional airports that are similar in size and amenities and adjusted accordingly
 - Last completed in 2021
 - Adjusted for inflation every year
- Unimproved Property - \$0.353 per square foot
 - No or limited access to utilities, taxiways, roads, etc.
- Improved Property - \$0.501 per square foot
 - Adequate access to utilities, taxiways, roads, etc.
- Lease Discounts & Incentives:
 - Lower lease rates
 - Scaled/phased lease rates
 - Extended lease lengths
 - Standard lease length is 40 years.
Maximum is 50 years.



Factors that are considered:

- Large footprint leases (over 1 acre)
- Exceptional levels of private investment
- Catalyst projects that will likely attract additional activity/development
- Construction of public improvements by developer
- Auxiliary revenues from businesses

Assessment – Current Lease/Development Strategy

- FNL has over 180+ acres of developable land suitable for a mix of aviation and business interests.
- Historically, private development projects at the Airport have occurred through unsolicited proposals to airport staff.
 - Staff does not actively market sites for lease
- As development-friendly, high exposure sites become scarce, competitive interests have emerged.
- A clear policy and improved leasing process has been requested by stakeholders and the Commission.
- The Airport desires to attract the best development partners in the industry while managing existing relationships and assets.
 - Presents challenges for staff to balance ongoing concerns with new negotiations
- Currently there are limited funds to deliver new shovel-ready sites for private investment

Comparative Analysis – Front Range Airports



Air Service Development Manager, Director of Aviation, Advertising Specialist, Senior Airport Properties Specialist, RFP/ Bidnet process



Business Support Specialist, Airport Planning Office, 53-page Aviation and Non-aviation Development guide.

Recommended Airport Land Use & Lease Strategy

- Contract with an aviation real estate specialist to exclusively market opportunities in a public campaign for a reasonable period (ie. 3 years, subject to annual renewal).
- Real Estate Advisor Scope of Services to include:
 - Real estate marketing and advisory services
 - Recommendations to PDSC and Commission on amendments to plans & policies (land-use, lease terms, incentives)
 - Create an Airport Development and Leasing Website and document portal to increase exposure of the Airport to current stakeholders and future partners.
 - Handle inquiries, initial vetting and recommendations, manage the transaction process.
 - Publicly promote opportunities to local, national, and international contact lists
 - Coordinate with commercial air service development consultant on strategy/branding.
 - Work with the PDSC to present offers and recommendations to the Commission.
- This is a similar arrangement to what the City of Loveland uses to market and sell City-owned property.

Recommended Airport Land Use & Lease Strategy

Ancillary Benefits

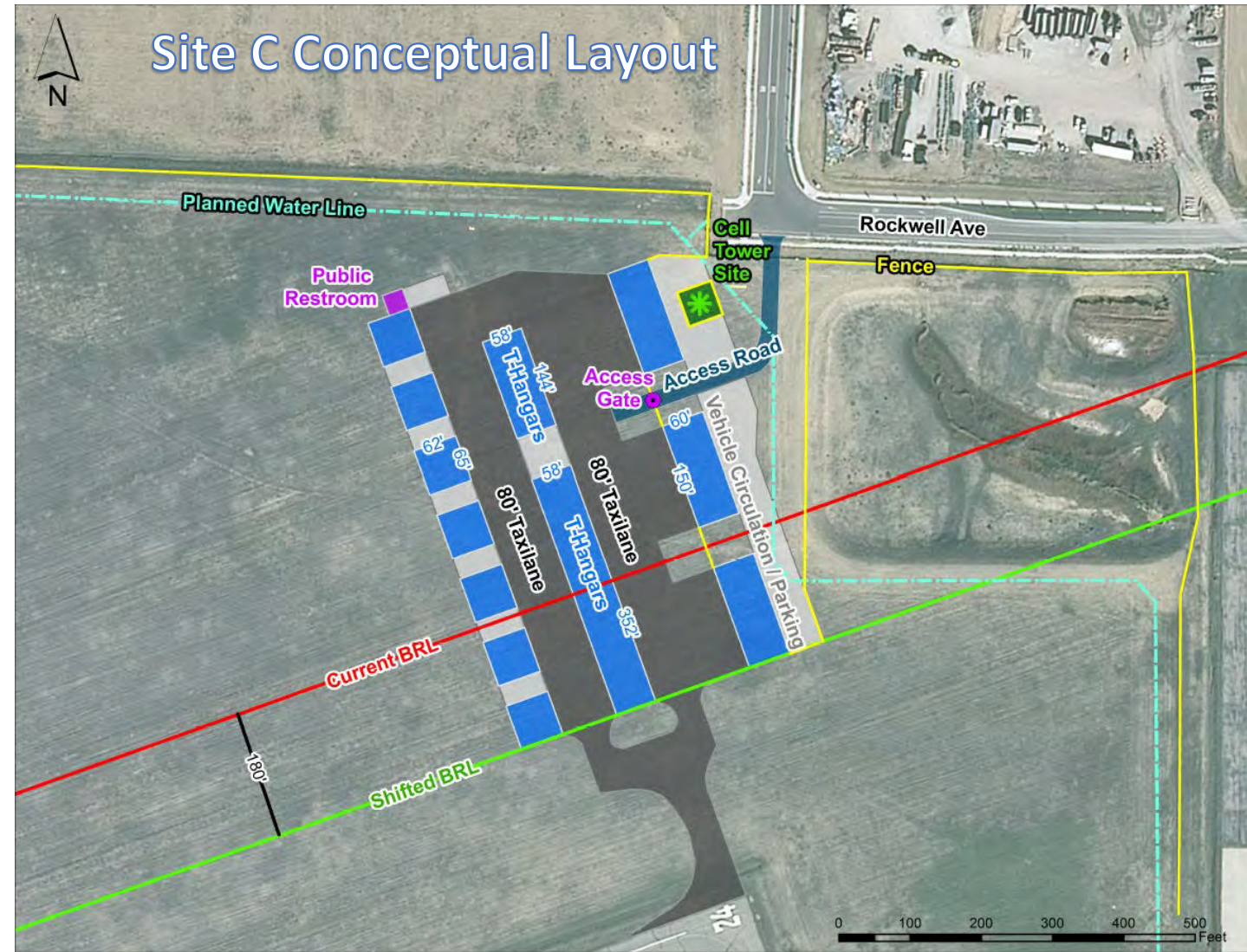
- Replaces passive/reactive strategy with a targeted proactive strategy
- Cross marketing of new terminal and services to the aviation and business marketplace
- Low up-front costs / Compensation through the deal (ie. traditional commission).
- Fills a gap in resources (Staff time/\$) to market and create better branding for the airport
- Brings expertise and additional credibility to the leasing process
- Provides a buffer between potential bidders, current stakeholders, and staff
- Does not change the hierarchy of the approval process Broker → PDSC → Commission → City Councils
 - Can adapt to governance study recommendation, as necessary.

Airport Real Estate Service Providers



Next Steps

- Real Estate Advisor Scope of Services
- Compensation
- Use Site "C" as the initial RFP marketing site/priority project for new general aviation hangars



QUESTIONS and FEEDBACK?





NORTHERN COLORADO REGIONAL AIRPORT

The following outline provides a general guide of the Airport development process:

#	Item Description	Responsibility	Action
1 <input type="checkbox"/>	Discuss concept with Airport staff	Airport/Applicant	Identify potential locations, building size and use(s), type of aircraft to be housed, major utilities required, and special requirements such as parking, access, etc.
2 <input type="checkbox"/>	Provide potential locations with building diagrams	Airport	Airport staff will work with developer on site location diagrams in accordance with the applicant's needs. Site location and dimensions will depend upon a variety of considerations, including alignment with Airport Land Use and Design Standards, Airport Master Plan, Utility Plan, FAA development standards, Airport Minimum Standards, existing infrastructure, and City of Loveland adopted codes.
3 <input type="checkbox"/>	Identify preferred building location	Applicant	Identify the most suitable location for the development
4 <input type="checkbox"/>	Develop project proposal	Applicant/Airport	Work with Airport staff to determine infrastructure needs, setbacks, construction type, layout, landscaping, etc. Applicant will prepare preliminary site plan, building elevations, and landscaping plan diagrams in accordance with Airport Design Standards.
5 <input type="checkbox"/>	Airport staff review	Applicant/Airport	Present project proposal details to Airport staff for feedback.
6 <input type="checkbox"/>	Enter into an optional intent to lease agreement	Applicant/Airport	Enter into an agreement, and provide payment of \$1,000 or \$1,000 per acre (whichever is greater) to secure lot for up to three months to allow applicant to progress through steps 7-14. Deposit will be applied toward the land lease or the cost of the survey if land is not leased.
7 <input type="checkbox"/>	Schedule building consultation (simple projects) or concept review (complex projects) with City of Loveland	Applicant/Airport	Airport will work with applicant to provide information to City of Loveland staff and schedule a meeting to discuss project details. These meetings are not required but highly recommended to avoid potential pitfalls.
8 <input type="checkbox"/>	Attend building consultation or concept review meeting	Applicant/Airport/ Loveland Development Review Team	Receive input from City of Loveland staff regarding permit preparation. Obtain information on building/fire code requirements, utilities, transportation, stormwater, etc. Determine if architect and/or site plan review will be required.
9 <input type="checkbox"/>	Prepare project proposal for PDSC review	Applicant	Incorporate feedback from City/Airport staff to refine project proposal. (See Note A for submittal requirements)
10 <input type="checkbox"/>	Planning & Development Subcommittee (PDSC) Review	Applicant/Airport/ PDSC	Present project proposal details to the PDSC for feedback and potential recommendation to the Airport Commission.
11 <input type="checkbox"/>	Perform utility locate	Applicant	Applicant will schedule utility locate; Airport will provide necessary support for access to site.
12 <input type="checkbox"/>	Perform basic site survey	Airport	Once the lot area is confirmed by the applicant, the Airport will order and pay for a basic site survey of the lot area to be leased (Note: The Airport will only pay for one survey per lot).
13 <input type="checkbox"/>	Finalize project details and prepare for Airport Commission review	Applicant	Incorporate feedback from PDSC to finalize project proposal. (See Note A for submittal requirements)
14 <input type="checkbox"/>	Sign land lease	Applicant/Airport	The applicant will sign a land lease with the Airport based on the area defined by the site survey.
15 <input type="checkbox"/>	Airport Commission review and lease execution	Applicant/Airport/ Airport Commission	Present site plan, elevations, and landscaping plan for Airport Commission review and feedback. If project is approved by the Commission, the lease will be executed.

16a <input type="checkbox"/>	If no site development plan (SDP) review required	Applicant	Proceed to 16 - Building permit (Typically only required for projects with multiple buildings, multiple uses, or large buildings.)
16b <input type="checkbox"/>	If site development plan (SDP) review required	Applicant	Prepare site plan in accordance with City's site plan review process
17 <input type="checkbox"/>	Building permit	Applicant	Applicant will prepare building permit submittal in accordance with City of Loveland Permit requirements. Airport may provide limited support as necessary.
18 <input type="checkbox"/>	Pre-construction meeting with Airport Staff	Applicant/Airport	Applicant and/or contractors must obtain Airport access badge(s). Site access and security plan must be approved by the Airport Security Coordinator. Discuss project schedule, temporary fencing, erosion control, impact to Airport operations, etc., with staff.
19 <input type="checkbox"/>	Begin Construction	Applicant	Basic site work, including excavation, may be performed with the consent of the Airport in advance of building permit issuance.
20 <input type="checkbox"/>	Airport Inspection and Approval	Airport	Airport Staff will inspect the project site and all improvements to confirm compliance with Airport Design Standards. Airport approval is required prior to certificate of occupancy from the City.
Steps		Estimated Minimum Time Required	
1 – 6		4 Weeks	
7 – 15		6 Weeks	
16 (Large projects only)		6 Weeks	
17-19		4-6 Weeks (assumes no major revisions)	
Total Time to Building Permit Issuance		14-16 Weeks (typical projects) 22+ Weeks (large projects)	

Note A: Submittal requirements for PDSC and Airport Commission Review (must be provided at least two weeks before meeting)

Site Plan: Site plan drawn to scale showing existing and planned final contour grades, the location of all improvements, including structures, aprons, taxilanes, walks, patios, driveways, parking, fences and walls, utilities, and the location of all improvements that may occur in future phases. All site data and dimensions shall be included.

Elevations: Colored exterior elevations drawn to scale illustrating all sides of planned structure(s). Building heights to the highest point shall be included. Elevations shall include building mounted signage and descriptions of all materials to be used, including colors, textures, and shapes.

Landscape Plan: Landscape plan drawn to scale showing the size, type, location, and spacing of all plants and other materials, elevation changes, and irrigation systems for all unpaved areas within the leased area.

Project Narrative: A written description of the uses and activities associated with the planned facilities, including number and type of aircraft, frequency of aircraft operations, and business activities.

ITEM NUMBER: 6

MEETING DATE: February 15, 2024

PREPARED BY: Laurie Wilson, Legal Counsel to the Commission

TITLE

Airport Commission Rules of Procedure

RECOMMENDED AIRPORT COMMISSION ACTION

Move to approve the draft Rules of Procedure.

BUDGET IMPACT

Neutral

SUMMARY

The Northern Colorado Regional Airport Commission (“Commission”) has not previously formally adopted its own rules of procedure for its meetings. The Commission has indicated interest in having such rules of procedure to follow going forward. Legal counsel has proposed the adoption of “Bob’s Rules of Order” prepared by municipal attorney Robert Widner along with additional simple rules of procedure similar to those adopted by the Loveland and Fort Collins City Councils for their meetings.

HISTORY

The Cities of Loveland and Fort Collins formed the Commission through intergovernmental agreement in 2015. The Commission operates pursuant to such IGA and the Bylaws approved by the two City Councils. However, neither the Bylaws nor the IGA proscribe any particular rules of procedure for the Commission, and the Commission has historically and generally followed Robert’s Rules of Order. The Commission has expressed interest in adopting specific rules of procedure that will guide the Commission and inform the public of what to expect in Commission meetings. Legal counsel is seeking feedback and potential approval of the draft additional Rules of Procedure (Attachment 1) and proposing the corresponding adoption of the simplified “Bob’s Rules of Order” (Attachment 2).

ATTACHMENTS

Att 1 - Draft Rules of Procedure

Att 2 - Bob’s Rules of Order (permission from and credit to attorney Robert Widner)

Northern Colorado Regional Airport Commission

Rules of Procedure

- 1. Bob's Rules of Order.** Bob's Rules of Order (attached hereto as Exhibit 1) are adopted as the rules guiding the conduct of business at meetings of the Northern Colorado Airport Commission (the "Commission").
- 2. Public Meeting Format.**
 - a. Opening of the meeting. The Chair shall call the meeting to order and the Secretary shall call role of the Commission members in attendance.
 - b. Recording of the meeting. The Secretary shall record the audio of the meeting.
 - c. Public comment. Public comment shall occur during the general Public Comment portion of the meeting held at the beginning of each regular or special meeting. Public comment during the Public Comment portion of the meeting may address any topic other than those listed on the regular agenda. No person shall be allowed to provide public comment more than once on the same matter during the same meeting. Members of the public will be asked to make comments in a manner that promotes civil discourse.
 - d. Members of the audience are not entitled to speak except as provided in these Rules of Procedure, or as expressly requested by the Chair or City staff.
 - e. Only a Commission member may remove a matter from the consent agenda to the regular agenda. Matters moved from the consent agenda will be taken up in the order in which they originally appeared on the consent agenda immediately after completion of the consent agenda.
 - f. It is the policy of the Commission to consider all matters on the agenda prior to the conclusion of a regular or special meeting. Some matters may be postponed to later meetings in the interest of time, but all will be addressed in some manner.
 - g. The Chair is free to limit the physical conduct or activity of any person or Commission member if such conduct or activity impairs the efficient function of the Commission. The Chair shall ask those participating in disruptive private conversations to discontinue their conversations or to leave the room.
 - h. Agenda items.
 - i. Consistent with these rules, the Airport Director shall, in consultation with the Chair and Vice-Chair, set and publish an agenda for each Commission meeting.
 - ii. A majority of the members of the Commission, by motion at a meeting, may direct the Airport Director to place a particular item on an upcoming Commission regular meeting agenda.
- 3. Order of Business for Commission Meetings.**
 - a. Commission meetings shall be conducted in the following order:
 - i. Call the meeting to order.
 - ii. Roll call.
 - iii. Proclamations and presentations.
 - iv. Public comment.
 - v. Adoption of consent agenda.
 - vi. Airport Director's Report follow-up.

- vii. Regular agenda.
- viii. Consideration of consent agenda items removed.
- ix. Other business.
- x. Adjournment.

4. Length of regular meetings.

- a. Regular Commission meetings shall begin at 3:30PM and will end at approximately 5PM unless the Commission votes to extend the meeting.

5. Public Comment.

- a. A member of the public must appear in-person at a regular or special Commission meeting in order to provide public comment during the meeting.
- b. Members of the public will be treated with respect at all times. The Commission encourages all persons making public comments to maintain a sense of decorum, and conduct themselves in a manner respectful of the rights and feelings of others.
- c. Public comments shall be limited to three minutes per person. Persons representing at least five other persons in attendance shall be allowed a maximum of ten minutes to speak to an item on the regular agenda during the regular agenda portion of the meeting. In the interest of time, the Commission shall have the discretion to further limit the time for public comment.
- d. Any person or Commission member wanting to speak shall do so only after being recognized by the Chair.
- e. The Chair shall limit the comments of any person or Commission member to the topic under Commission consideration.
- f. When a member of the public raises specific concerns during the Public Comment portion of the meeting, the Commission may ask questions only for clarification purposes and may refer the matter to the Airport Director for follow up. The Commission will not try to “solve” the problem at the meeting.
- g. Public comment shall not be permitted on Commission procedural changes or for information-only items unless the Commission by majority vote allows such comment.

6. Motions

- a. Any motion made by a Commission member during the regular agenda shall be read prior to accepting public comment on the matter and then read again immediately prior to a vote by Commission members when, in the judgment of the Chair, there is a significant lapse of time between the time the initial motion is made and the vote by the Commission occurs.
- b. No motion shall be permitted during the Public Comment portion of the agenda.

7. Procedural Decisions Subject to Modification by the Commission.

- a. Decisions by the Chair regarding procedures and procedural issues, including but not limited to time limits for public comment, may be overridden by a majority vote of the Commission.

8. Commission Questions and Debate.

- a. Commission questions and debate regarding an agenda item during a regular or special Commission meeting will occur immediately following public input and prior to voting on any main motion related to the item.

ITEM NUMBER: 7

MEETING DATE: February 15, 2023

PREPARED BY: Aaron Ehle, Airport Planning & Development Specialist

TITLE

Planning & Development Subcommittee (PDSC) Charter Update and Membership

RECOMMENDED AIRPORT COMMISSION ACTION

Make a motion to adopt the updated charter as presented.

Make a motion to appoint an Airport Commission member to the PDSC

BUDGET IMPACT

Neutral

SUMMARY

According to the Northern Colorado Regional Airport Commission bylaws:

The Commission may establish both subcommittees comprised of Commission members and work groups comprised of individuals who are not Commission members to provide research assistance or recommendations to the Commission; provided that any work group established by the Commission shall have a Commission member assigned as a liaison. Subcommittees and work groups established by the Commission shall be subject to the Colorado Open Meetings Law, C.R.S. §24-6-402.

The Planning & Development Subcommittee (PDSC), which is technically a work group according to the bylaws, serves in an advisory role to the Airport Commission. At the July, August, and January Airport Commission Meetings, changes to the PDSC charter were discussed. Based on feedback from those meetings and recommendations from the PDSC, the charter has been updated.

At the January Airport Commission meeting, Rick Turley was appointed to the PDSC as a representative of the FNL Pilots Association. An Airport Commission member still needs to be appointed.

ATTACHMENT

Updated PDSC Charter - Redline

Updated PDSC Charter

Northern Colorado Regional Airport Commission
Planning and Development Subcommittee
Charter
Amended 2/15/2024

I. Purpose

The Planning and Development Subcommittee (“PDSC”) was formed by the Northern Colorado Regional Airport Commission (“Airport Commission”) pursuant to Section 12 of the Commission Bylaws to facilitate strategic planning for the Airport and its immediate surroundings. It pursues the following major objectives:

- i. To support the development of an updated Strategic Plan and the 2020 Airport Master Plan;
- ii. To provide ongoing support and input on specific plans and proposals for the development of Airport land; and
- iii. To provide input on other business development efforts as appropriate.

II. Authority and Limitations

The PDSC serves only in an advisory role to the Airport Commission with respect to the objectives listed above and may provide recommendations to the Airport Commission as the PDSC deems appropriate or as requested by the Airport Commission. The PDSC has no authority to take any final action or to direct the expenditure of funds or resources.

III. Membership

Membership of the PDSC will consist of the following Airport Commission representative, City of Loveland and City of Fort Collins representatives (“City Members”) and non-City representatives (“Citizen Members”):

Airport Commission Member

City Members

- Airport Director (PDSC Chair)
- Representative from the City of Loveland Economic Development Department
- Representative from the City of Fort Collins Department of Economic Health
- Representative from the City of Loveland Current Planning Division

Citizen Members

- Rick Turley, FNL Pilots Association
- Tom Fleming
- Diane Jones

At each regular meeting of the Airport Commission, the Airport Commission shall appoint one Airport Commissioner to attend the next scheduled PDSC meeting(s) as a voting member of the PDSC. The Airport Commissioner appointee may change each month or may be the same Airport Commissioner for more than one meeting.

The Airport will select an Airport staff member to participate as staff liaison to the PDSC. Membership may change over time, subject to approval by the Airport Commission as described in this Charter. Other individuals may be asked to take part in the PDSC from time to time in an ad-hoc, advisory role as needed, but shall not have any authority vote on any matter being considered by the PDSC.

Because of the breadth of the PDSC's charter, it may be necessary or appropriate to form other work groups from time to time to address related topics. If directly related to the purpose of the PDSC, then the PDSC may form the work group and advise the Commission. If the scope is unrelated to or exceeds the PDSC's charter, then the PDSC will submit the proposal to the Commission for consideration and approval as appropriate.

IV. Member Terms

The length of a Citizen Member's term shall be four (4) years effective as of the date of the Airport Commission's approval of such Citizen Member's appointment. For the Citizen Members listed in this Charter, their terms shall begin on the effective date of this Charter amendment. There shall be no term limits for either City Members or Citizen Members.

V. Changes in Membership

Airport Commission approval by motion or resolution to amend this Charter with respect to membership shall be required for all membership changes including but not limited to:

- Removal of any City Member position or Citizen Member listed in this Charter;
- Addition of a City Member or Citizen Member to the PDSC membership; and
- Replacement of a Citizen Member who is removed or vacates their membership.

A new or replacement Citizen Member may be nominated and presented to the Airport Commission for consideration by any member of the PDSC or Airport Commissioner. The Airport Commission may, in its discretion, hold interviews by an interview committee of its choosing with no more than two Airport Commissioners.

VI. Meetings

In accordance with the Airport Commission Bylaws, PDSC meetings shall be held in accordance with the Colorado Open Meetings Law. The PDSC shall meet monthly on the first Wednesday of each month beginning at 3:30PM. Meetings may be held in person or virtually or a combination of both. A majority of the members of the PDSC constitutes a quorum.

VI. Duration

The duration of the PDSC will be determined by need for support on current and future Airport planning and development projects. However, the Airport Commission, at its sole direction, may dissolve or alter the focus of the PDSC to best serve the Airport's interests.

Northern Colorado Regional Airport Commission Planning and Development Subcommittee Charter

Amended ~~2/15/18~~ 2/24/2024

I. Purpose

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Airport Commission Member

City Members

- Airport Director (PDSC Chair)
- Representative from the City of Loveland Economic Development Department
- Representative from the City of Fort Collins Department of Economic Health
- Representative from the City of Loveland Current Planning Division

Citizen Members

- ~~Rick Turley, Representative of~~ FNL Pilots Association
- Tom Fleming, ~~Former Airport Commission Vice-Chair~~
- Diane Jones, ~~The Formation Group~~

The Airport will select an Airport staff member to participate as staff liaison to the PDSC. ~~The Airport Commission will assign an Airport Commission liaison to the PDSC.~~ Membership may change over time, subject to approval by the Airport Commission as described in this Charter. Other individuals may be asked to take part in the PDSC

from time to time in an ad-hoc, advisory role as needed, but shall not have any authority vote on any matter being considered by the PDSC.

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A new or replacement Citizen Member may be nominated and presented to the Airport Commission for consideration by any member of the PDSC or Airport Commissioner. The Airport Commission may, in its discretion, hold interviews by an interview committee of its choosing with no more than two Airport Commissioners.

VI. Meetings

In accordance with the Airport Commission Bylaws, PDSC meetings shall be held in accordance with the Colorado Open Meetings Law. The PDSC shall meet monthly on the ~~fourth-first~~ Wednesday of each month beginning at 3:30PM ~~at the Airport Conference Room. Meetings may be held in person or virtually or a combination of both.~~ A majority of the members of the PDSC constitutes a quorum. ~~PDSC members may attend meetings either in person or virtually.~~

VI. Duration

The duration of the PDSC will be determined by need for support on current and future Airport planning and development projects. However, the Airport Commission, at its sole direction, may dissolve or alter the focus of the PDSC to best serve the Airport's interests.