

CAPITAL IMPROVEMENT PROGRAM



The analyses completed in previous chapters evaluated development needs at the airport over the next 20 years and beyond, based on forecast activity and operational efficiency. Next, basic economic, financial, and management rationale is applied to each development item so that the feasibility of each item contained in the plan can be assessed.

The presentation of the capital improvement program (CIP) has been organized into two sections. First, the airport development schedule and CIP cost estimate is presented in narrative and graphic form. Second, capital improvement funding sources on the federal, state, and local levels are identified and discussed.

AIRPORT DEVELOPMENT SCHEDULES AND COST SUMMARIES

Now that the recommended concept has been developed and specific needs and improvements for the airport have been established, the next step is to determine a realistic schedule (implementation timeline) and the associated costs for the plan. This section will examine the overall cost of each item in the development plan and present a development schedule. The recommended improvements are grouped by planning horizon: short term, intermediate term, and long term. The short term planning hori-



zon is further subdivided into yearly increments. **Table 6A** summarizes

the key milestones for each of the three planning horizons.

TABLE 6A				
Planning Horizon Activity Milestones				
Camarillo Airport				
	Base Year	Short Term	Intermediate Term	Long Term
ANNUAL OPERATIONS				
Itinerant				
Air Taxi	2,249	2,640	3,310	5,130
General Aviation	70,190	88,000	94,000	106,900
Military	101	200	200	200
Total Itinerant	72,540	90,840	97,510	112,230
Local				
General Aviation	66,788	61,200	68,100	84,000
Military	620	500	500	500
Total Local	67,408	61,700	68,600	84,500
TOTAL OPERATIONS	139,948	152,540	166,110	196,730
Annual Instrument Approaches	2,055	2,270	2,440	2,810
BASED AIRCRAFT				
Single Engine	429	456	501	596
Multi-engine	51	51	52	55
Turboprop	11	14	18	24
Jet	22	28	35	45
Helicopter	20	21	24	30
Total Based Aircraft	533	570	630	750

A key aspect of this planning document is the use of demand-based planning milestones. The short term planning horizon contains items of highest priority. These items should be considered for development based on actual demand levels within the next five years. As short term horizon activity levels are reached, it will then be time to program for the intermediate term based upon the next activity milestones. Similarly, when the intermediate term milestones are reached, it will be time to program for the long term activity milestones.

Many development items included in the recommended concept will need to follow demand indicators. For example, the plan includes construction of a parallel runway to relieve projected capacity constraints as well as new hangar aprons and taxilanes. Total annual operations will drive capacity constraints and will be the indicator for the need of the parallel runway. If annual aircraft operations remain stagnant or do not reach intermediate and long term projections, a parallel runway may not be needed. Based aircraft will be the indicator for additional hangar needs. If based aircraft

growth occurs as projected, additional hangars should be constructed to meet the demand. Often this potential growth is tracked with a hangar waiting list.

If growth slows or does not occur as forecast, some projects may be delayed. As a result, capital expenditures will be undertaken as needed, which leads to a responsible use of capital assets. If a project is eligible for federal and state funding assistance, it must meet a threshold to where it is justified if grant assistance is requested. In some cases, a benefit-cost analysis is required to determine project justification and eligibility for federal and state grant funds. Again, the justification will be determined by actual demand elements which require the proposed improvements.

Some development items do not depend on demand, such as pavement maintenance projects. These items should be programmed in a timely manner regardless of the forecast growth in activity and are typically associated with day-to-day operations.

As a master plan is a conceptual document, implementation of the capital projects should only be undertaken after further refinement of their design and costs through architectural and engineering analyses. Moreover, some projects may require extensive infrastructure improvements (i.e., drainage improvements, extension of utilities, etc.).

Once the list of necessary projects was identified and refined, project-specific cost estimates were developed. The

cost estimates have been increased to allow for contingencies that may arise on the project. Capital costs presented here should be viewed only as estimates subject to further refinement during design. Nevertheless, these estimates are considered sufficient for planning purposes. Cost estimates for each of the development projects in the capital improvement plan are in current (2009) dollars. **Exhibit 6A** presents the proposed capital improvement program for Camarillo Airport.

SHORT TERM IMPROVEMENTS

Projects presented in the short term have been broken out in yearly increments for the period of 2010 to 2014 as presented in **Exhibit 6A**. Each project is also graphically depicted on **Exhibit 6B**.

Many of the projects contained in the short term program involve rehabilitation or improvement of existing facilities. The most significant of these is the rehabilitation of Runway 8-26, both pavement and drainage, as well as the rehabilitation of two ramp areas. Rehabilitation is also planned for Taxiway A hold apron and an apron south of Taxiway G-3.

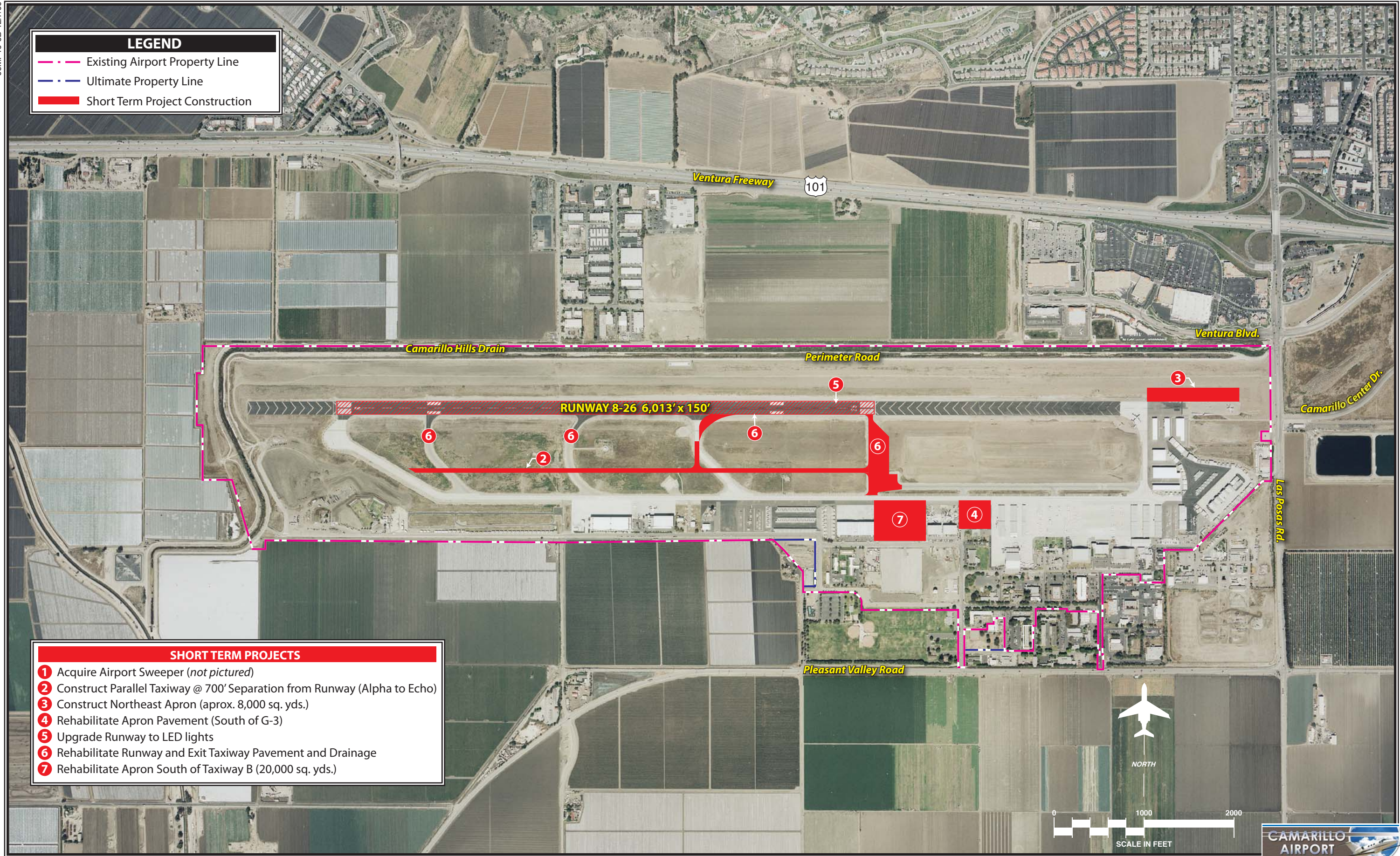
The short term does include several projects which would add to existing facilities. The most significant new project is the development of a second parallel taxiway to serve airfield operations. As noted in the previous chapters, a second parallel taxiway is desired for efficiency issues. Moreover,

	TOTAL COST	FAA SHARE	STATE SHARE	LOCAL SHARE
SHORT TERM PROGRAM				
FY 2010				
1 Acquire Airport Sweeper	\$300,000	\$285,000	\$0	\$15,000
Subtotal FY 2010	\$300,000	\$285,000	\$0	\$15,000
FY 2011				
2 Construct Parallel Taxiway @ 700' Separation from Runway (Alpha to Echo)	\$4,400,000	\$4,180,000	\$0	\$220,000
3 Construct Northeast Apron (approx. 8,000 sq. yds.)	\$2,500,000	\$2,375,000	\$0	\$125,000
Subtotal FY 2011	\$6,900,000	\$6,555,000	\$0	\$345,000
FY 2012				
4 Rehabilitate Apron Pavement (South of G-3)	\$1,020,000	\$969,000	\$24,225	\$26,775
5 Upgrade Runway to LED lights	\$775,000	\$736,250	\$18,406	\$20,344
Subtotal FY 2012	\$1,795,000	\$1,705,250	\$42,631	\$47,119
FY 2013				
6 Rehabilitate Runway and Exit Taxiway Pavement & Drainage	\$1,200,000	\$1,140,000	\$28,500	\$31,500
Subtotal FY 2013	\$1,200,000	\$1,140,000	\$28,500	\$31,500
FY 2014				
7 Rehabilitate Apron South of Taxiway B (20,000 sq. yds.)	\$1,120,000	\$1,064,000	\$26,600	\$29,400
Subtotal FY 2014	\$1,120,000	\$1,064,000	\$26,600	\$29,400
SHORT TERM PROGRAM TOTAL	\$11,315,000	\$10,749,250	\$97,731	\$468,019
INTERMEDIATE TERM PROGRAM				
1 Install Localizer Antenna	\$1,200,000	\$1,140,000	\$28,500	\$31,500
2 Construct 60 Hangars (Mix of Executive and T-Hangars)	\$2,600,000	\$0	\$0	\$2,600,000
3 Construct Taxilane for New East Terminal Area T-hangars	\$890,000	\$845,500	\$17,800	\$26,700
4 Rehabilitate Pavement West Apron	\$1,025,000	\$973,750	\$24,344	\$26,906
5 Rehabilitate Parallel Taxiway G Pavement & Drainage	\$1,120,000	\$1,064,000	\$26,600	\$29,400
6 Rehabilitate East Hangar Complex Pavement	\$620,000	\$589,000	\$14,725	\$16,275
7 Rehabilitate Pavement & Drainage Taxiways A, C and D; Slurry Seal Runway	\$820,000	\$779,000	\$19,475	\$21,525
8 Construct Northeast Terminal Apron and Taxilanes (Approximately 24,500 sq. yds.)	\$3,496,000	\$3,321,200	\$69,920	\$104,880
9 Construct 30 T-hangars and 8 Executive Hangars	\$1,690,000	\$0	\$0	\$1,690,000
10 Replace PAPI-2 with PAPI-4 Units on Runway 8-26	\$90,000	\$85,500	\$1,800	\$2,700
11 Install MALSR - Runway 8	\$750,000	\$712,500	\$15,000	\$22,500
INTERMEDIATE TERM PROGRAM TOTAL	\$15,021,000	\$10,194,450	\$235,264	\$4,591,286
LONG TERM PROGRAM				
1 Construct Parallel Taxiway (Alpha to Echo at 400' Separation)	\$4,750,000	\$4,512,500	\$95,000	\$142,500
2 Install MALSR on Runway 26	\$500,000	\$475,000	\$10,000	\$15,000
3 Construct Northeast Terminal Access Road (approx. 1,000')	\$422,500	\$401,375	\$8,450	\$12,675
4 Expand East Terminal Apron (approx. 11,100 sq. yds.)	\$1,589,000	\$1,509,550	\$31,780	\$47,670
5 Construct Taxilanes for 50 T-hangars	\$1,057,000	\$1,004,150	\$21,140	\$31,710
6 Construct 50 T-hangars	\$1,950,000	\$0	\$0	\$1,950,000
7 Remove Portions of Existing Taxiways D and E	\$101,000	\$95,950	\$2,020	\$3,030
8 Extend Parallel Taxiway F and Reconfigure Taxiway E	\$1,490,000	\$1,415,500	\$29,800	\$44,700
9 Upgrade Parallel Taxiway for Use as Parallel Runway (Increase width to 75 feet)	\$1,529,000	\$1,452,550	\$30,580	\$45,870
10 Install PAPI-2 on Parallel Runway	\$75,000	\$71,250	\$1,500	\$2,250
LONG TERM PROGRAM TOTAL	\$13,463,500	\$10,937,825	\$230,270	\$2,295,405
TOTAL PROGRAM COSTS	\$39,799,500	\$31,881,525	\$563,265	\$7,354,710



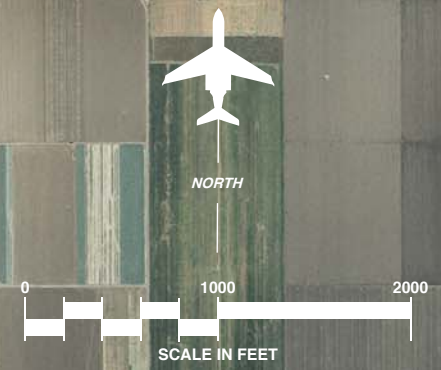
LEGEND

- - - Existing Airport Property Line
- - - Ultimate Property Line
- █ Short Term Project Construction



SHORT TERM PROJECTS

- 1 Acquire Airport Sweeper (*not pictured*)
- 2 Construct Parallel Taxiway @ 700' Separation from Runway (Alpha to Echo)
- 3 Construct Northeast Apron (aprox. 8,000 sq. yds.)
- 4 Rehabilitate Apron Pavement (South of G-3)
- 5 Upgrade Runway to LED lights
- 6 Rehabilitate Runway and Exit Taxiway Pavement and Drainage
- 7 Rehabilitate Apron South of Taxiway B (20,000 sq. yds.)



the existing layout of parallel Taxiway F in proximity to the west terminal apron areas and automobile drive lane creates a taxiway object free area obstruction for aircraft in ARC C/D-III. The proposed taxiway will allow larger aircraft to traverse from the airfield to the east terminal area without having to utilize existing parallel Taxiway F.

The FAA requires that a parallel taxiway to runway separation be at least 400 feet for ARC C/D-II/III aircraft; however, a full length parallel taxiway separated from Runway 8-26 at 400-foot separation cannot be constructed until the terminal VOR is decommissioned and removed. This is not desired by the airport or FAA. As a result, the short term plan includes the development of a full length parallel taxiway located 700 feet south of Runway 8-26 and 300 feet north of existing parallel Taxiway F. In doing so, the VOR can remain operational until removed/replaced by global positioning system (GPS) technology.

The short term plan also includes the widening of Taxiway B pavement fillets so that it can be utilized for “high-speed” exit opportunities. Construction of a new apron in the eastern terminal area is proposed. A localizer antenna designed to provide distance and course information to the aircraft on approach to Runway 26 is also proposed.

The short term CIP totals approximately \$11.3 million. Of this total, approximately \$10.75 is eligible for FAA grant funding and \$97,731 for state funding. The Ventura County Department of

Airports would be responsible for the remaining \$468,019.

INTERMEDIATE TERM IMPROVEMENTS

Planning new projects beyond a five-year timeframe can be challenging. Project need is heavily dependent upon local demand and the economic outlook of the aviation industry. Therefore, intermediate term projects are grouped together to represent years 6-10. The use of planning horizons to group potential airport projects provides the airport flexibility to accelerate those projects that are needed immediately and delay those projects that no longer have a high priority. The projects are prioritized based on the aviation forecasts, but these priorities may change.

As with the short term, several projects in the intermediate term are rehabilitation of existing facilities. In fact, five projects prioritized in the intermediate term are rehabilitation of airport pavements. This includes pavement and drainage rehabilitation on Taxiways C, D, and G. Apron spaces in the western and eastern terminal areas are also proposed for pavement rehabilitation.

New hangar construction is planned for the intermediate term. The first phase of the plan includes the construction of 60 new hangars with a mix of executive and T-hangars. In support of the hangars, apron and taxilanes are also proposed. It should be noted that the plan considers the county being the developer of the pro-

posed hangars. Hangars are technically eligible for some federal funding; however, they are a low priority project subject only to non-primary entitlement funds (\$150,000 per year). As such, the CIP considers all hangar development costs to be entirely local share responsibility.

Several projects involve the addition of new facilities. First, expansion of the eastern terminal apron is proposed. The apron will provide for taxiway access to proposed hangar developments and for aircraft parking. The plan proposes the second phase hangar development of 50 T-hangars (with associated taxiway access) and 8 executive box hangars in the east terminal area as depicted on **Exhibit 6C**.

Finally, airfield navigational improvements are proposed. First, a medium intensity approach lighting system with runway alignment lights (MALSR) is proposed for installation on Runway 26. The plan also proposes an upgrade to a four-box precision approach path indicator (PAPI-4) to replace the existing two-box systems now on both ends of the runway. These navigational aid improvements are designed to improve approach minimums to Runway 26 and improve visual recognition of the runway ends.

The total cost of the intermediate term projects is \$15.0 million. Of this total, \$10.2 million is eligible for FAA grant funding. Approximately \$235,264 is eligible for state grant matching funds, and the remaining \$4.6 million would be the responsibility of the county.

LONG TERM IMPROVEMENTS

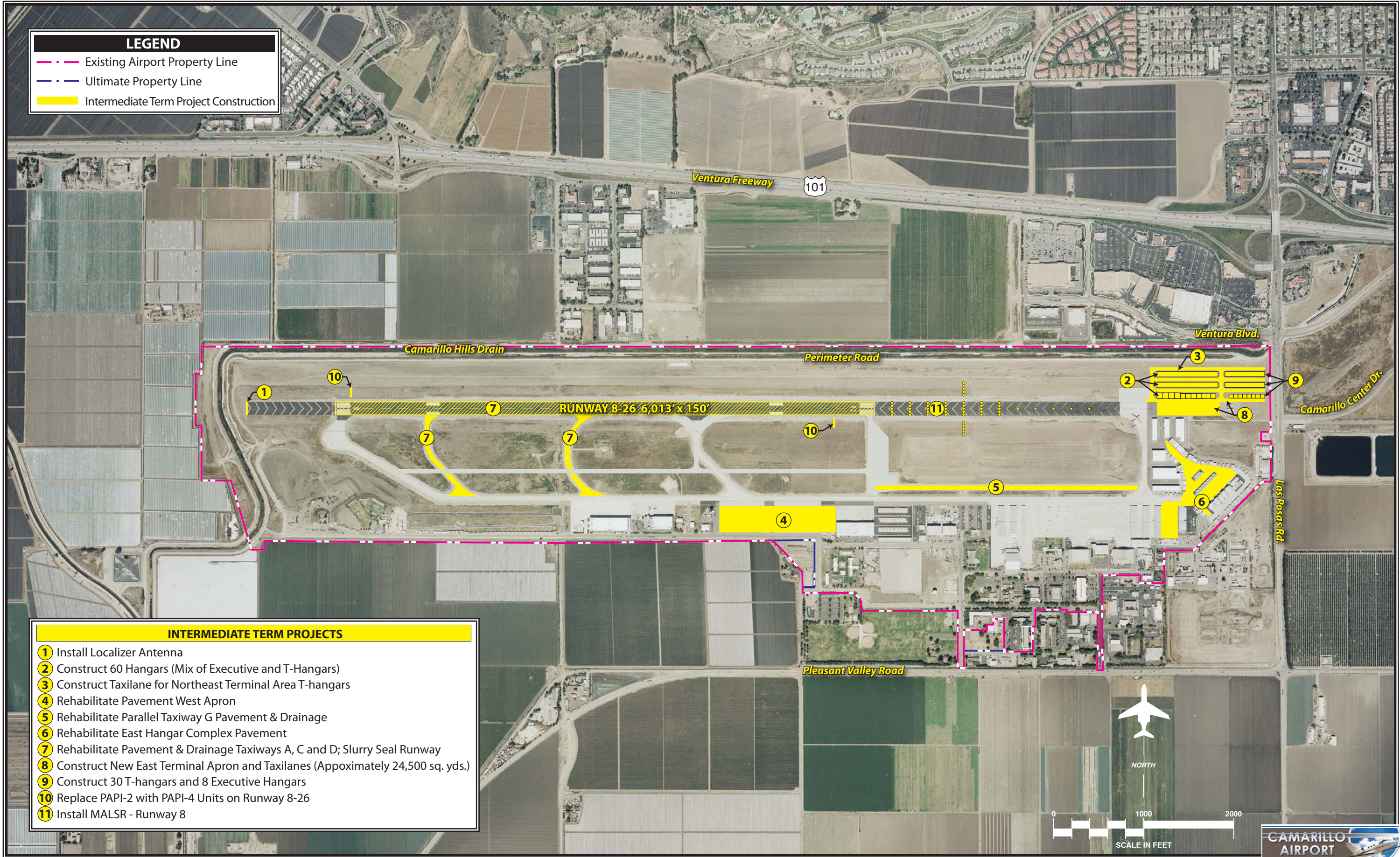
The long term program focuses on facility improvements necessary to meet aviation demand projections. By this time, based aircraft demands will create hangar needs and annual operations could create congestion and significant delay.

The first project considered in the long term program depicted on **Exhibit 6D** is the extension of the parallel taxiway from Taxiway B to E at 400-foot separation from Runway 8-26. It is believed that the VOR could be decommissioned by this time allowing for the parallel runway to be extended. The second project considered is the installation of an MALS on Runway 8 which, coupled with an LPV GPS approach, could allow Runway 8 to provide approach minimums as low as 0.75 mile visibility.

Long term planning includes the development of 50 T-hangars in the central terminal area. The hangars would be developed adjacent to the existing fuel farm. T-hangar taxiways would need to be constructed for access. Moreover, a portion of Aviation Drive would need to be closed so that the hangar area could be connected with existing landside facilities. Convair Street would allow for automobile access to connect the western terminal with the central terminal area. Also, a new road is proposed in the eastern terminal area. The proposed road would offer ingress/egress from Las Posas Road. It should be noted, however, that the intersection with Las Posas Road would allow for right turns in and out only. This will

LEGEND

-  Existing Airport Property Line
-  Ultimate Property Line
-  Intermediate Term Project Construction



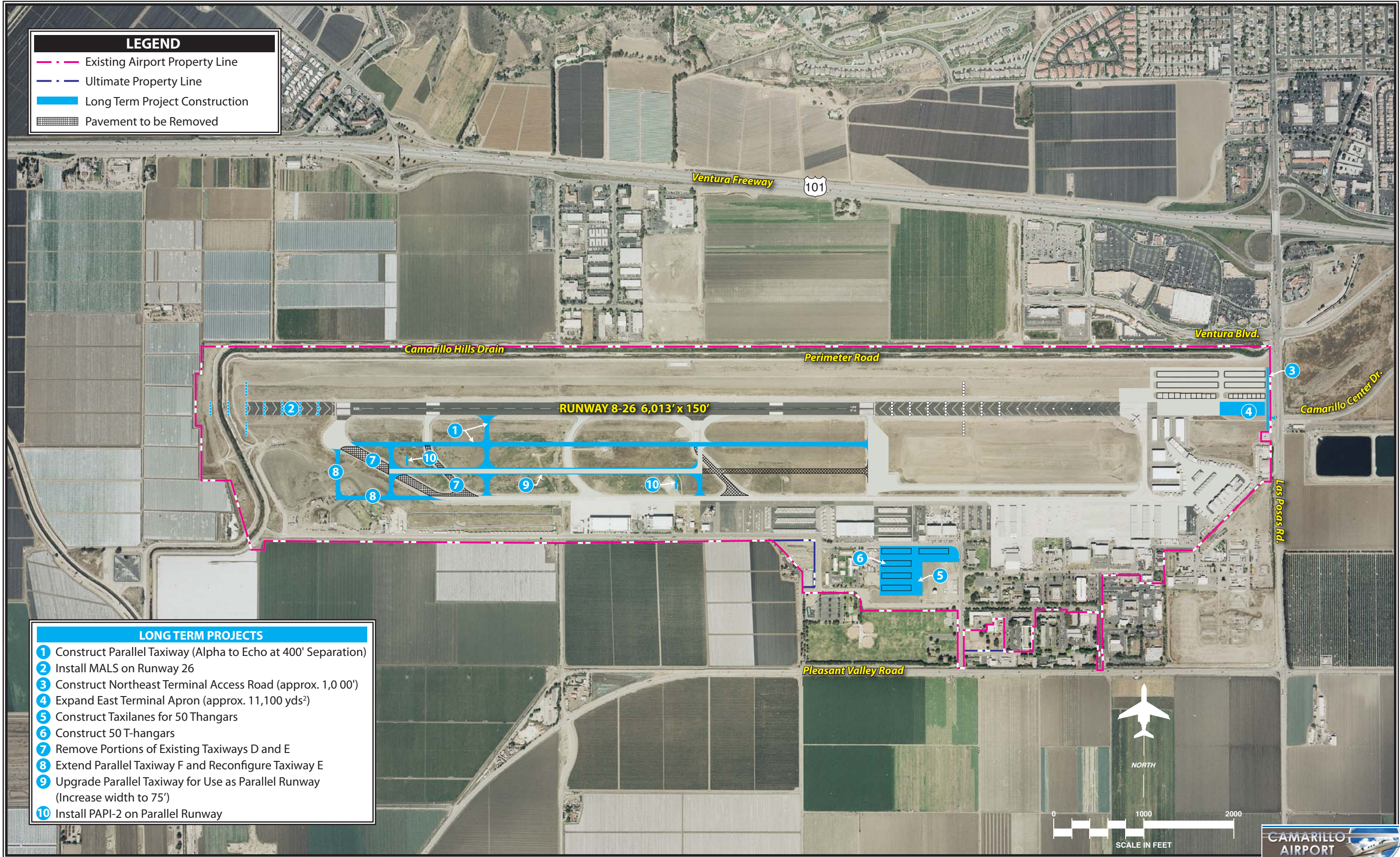
INTERMEDIATE TERM PROJECTS

- 1 Install Localizer Antenna
- 2 Construct 60 Hangars (Mix of Executive and T-Hangars)
- 3 Construct Taxilane for Northeast Terminal Area T-hangars
- 4 Rehabilitate Pavement West Apron
- 5 Rehabilitate Parallel Taxiway G Pavement & Drainage
- 6 Rehabilitate East Hangar Complex Pavement
- 7 Rehabilitate Pavement & Drainage Taxiways A, C and D; Slurry Seal Runway
- 8 Construct New East Terminal Apron and Taxilanes (Approximately 24,500 sq. yds.)
- 9 Construct 30 T-hangars and 8 Executive Hangars
- 10 Replace PAPI-2 with PAPI-4 Units on Runway 8-26
- 11 Install MALSR - Runway 8



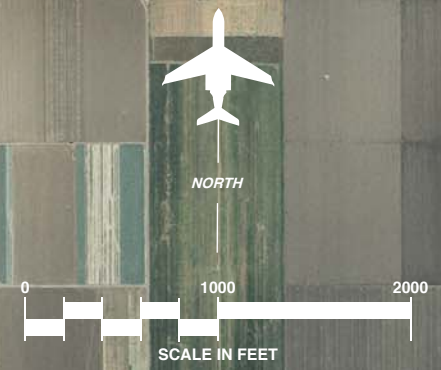
LEGEND

- - - Existing Airport Property Line
- - - Ultimate Property Line
- █ Long Term Project Construction
- Pavement to be Removed



LONG TERM PROJECTS

- 1 Construct Parallel Taxiway (Alpha to Echo at 400' Separation)
- 2 Install MALS on Runway 26
- 3 Construct Northeast Terminal Access Road (approx. 1,0 00')
- 4 Expand East Terminal Apron (approx. 11,100 yds²)
- 5 Construct Taxilanes for 50 Thangars
- 6 Construct 50 T-hangars
- 7 Remove Portions of Existing Taxiways D and E
- 8 Extend Parallel Taxiway F and Reconfigure Taxiway E
- 9 Upgrade Parallel Taxiway for Use as Parallel Runway (Increase width to 75')
- 10 Install PAPI-2 on Parallel Runway



limit high volume activity and not require a new signal light on Las Posas Road.

The final projects considered in the long term involve those necessary to transition the portion of the short term parallel taxiway to be a commissioned parallel runway. The pavement will need to be increased in width from 50 feet (taxiway) to 75 feet. Portions of existing Taxiways B, D, and E will have to be removed. Taxiway F is proposed to be extended so as to become a right-angled alignment with Taxiway E and Runway 8. Finally, the installation of a PAPI-2 on both ends of the parallel runway are proposed.

The long term projects total \$13.5 million. The county would be responsible for \$2.3 million of this, while federal and state grants would be eligible for the remaining \$10.94 million.

The 20-year investment total is approximately \$39.8 million, with \$7.35 million of that total being the responsibility of the county.

CAPITAL IMPROVEMENT FUNDING SOURCES

Financing capital improvements at the airport will not rely solely on the financial resources of the airport or the county. Capital improvement funding is available through various grant-in-aid programs on both the state and federal levels. The following discussion outlines key sources of funding poten-

tially available for capital improvements at Camarillo Airport.

FEDERAL GRANTS

Through federal legislation over the years, various grant-in-aid programs have been established to develop and maintain a system of public airports across the United States. The purpose of this system and its federally based funding is to maintain national defense and to promote interstate commerce. The most recent legislation affecting federal funding was enacted in late 2003 and is titled, *Century of Aviation Re-authorization Act*, or Vision 100.

The four-year bill covered FAA fiscal years 2004, 2005, 2006, and 2007. This bill presented similar funding levels to the previous bill - *Air 21*. Airport Improvement Program (AIP) funding was authorized at \$3.4 billion in 2004, \$3.5 billion in 2005, \$3.6 billion in 2006, and \$3.7 billion in 2007. This bill provided the FAA with the opportunity to plan for longer term projects versus one-year re-authorizations. As of spring 2009, a new multi-year bill has not been passed, but several continuing resolutions have maintained funding for priority airport projects.

The source for AIP funds is the Aviation Trust Fund. The Aviation Trust Fund was established in 1970 to provide funding for aviation capital investment programs (aviation development, facilities and equipment, and research and development). The Aviation Trust Fund also finances the op-

eration of the FAA. It is funded by user fees, including taxes on airline tickets, aviation fuel, and various aircraft parts. The Trust Fund is also up for re-authorization.

Funds are distributed each year by the FAA from appropriations by Congress. A portion of the annual distribution is to primary commercial service airports based upon enplanement levels. Congress appropriated the full amounts authorized by *Vision 100*, allowing eligible general aviation airports to receive up to \$150,000 of funding each year in Non-Primary Entitlement (NPE) funds (NPIAS inclusion is required for general aviation entitlement funding). Camarillo Airport qualifies for full NPE funding as the NPIAS includes over \$150,000 in yearly capital projects.

The remaining AIP funds are distributed by the FAA based on the priority of the projects for which they have requested federal assistance through discretionary apportionments. A national priority ranking system is used to evaluate and rank each airport project. Those projects with the highest priority from airports across the country are given preference in funding.

Under the AIP program, examples of eligible development projects include the airfield, public aprons, and access roads. Additional buildings and structures may be eligible if the function of the structure is to serve airport operations in a non-revenue generating capacity such as maintenance facilities. Some revenue enhancing structures, such as T-hangars, may be eligible if

all airfield improvements have been made but the priority ranking of these facilities is very low.

Whereas entitlement monies are guaranteed on an annual basis, discretionary funds are not assured. If the combination of entitlement, discretionary, and airport sponsor match does not provide enough capital for planned development, projects may be delayed. Other supplemental funding sources are described in the following subsections.

STATE AID TO AIRPORTS

All state grant programs for airports are funded from the Aeronautics Account in the California State Transportation Fund. Tax revenues, which are collected on general aviation fuel, are deposited in the Aeronautics Account. General aviation jet fuel is taxed at \$.02 per gallon, and Avgas is taxed at \$.18 per gallon. These taxes generate approximately \$7 million per year. The Revenue and Taxation Code spells out the priority for expenditure of funds: 1) administration and collection of taxes; 2) operations of Division of Aeronautics; and 3) grants to airports. The Public Utilities Code further specifies the priority for allocation of Aeronautics Account funds to airports: 1) Annual Grants; 2) AIP Matching; and 3) Acquisition and Development (A&D) Grants.

Annual Grants

To receive an Annual Grant, the airport cannot be designated by the FAA

as a reliever or commercial service airport. The Annual Grant can fund projects for “airport and aviation purposes” as defined in the *State Aeronautics Act*. It can also be used to fund fueling facilities, restrooms, showers, wash racks, and operations and maintenance. The annual funding level is \$10,000; up to five years’ worth of Annual Grants may be accrued at the sponsor’s discretion. No local match is required. Camarillo Airport is not eligible for Annual Grants as it is a reliever general aviation airport.

AIP Matching Grants

An FAA AIP grant can be matched with state funds; the current matching rate is 2.5 percent. Generally, state matching is limited to projects that primarily benefit general aviation. A project which is being funded by an AIP grant must be included in the capital improvement program (CIP). The amount set aside for AIP matching is determined by the California Transportation Commission (CTC) each fiscal year. Unused set-aside funds are available for additional A&D Grants.

Acquisition and Development (A&D) Grants

This grant program is open to general aviation, reliever, and commercial service airports. Also, a city or county may receive grants on behalf of a privately owned, public-use airport. An airport land use commission (ALUC) can receive funding to either prepare or update a comprehensive land use

plan (CLUP). An A&D grant can fund projects for “airport and aviation purposes” as defined in the *State Aeronautics Act*. An A&D grant cannot be used as a local match for an AIP grant. The minimum amount of an A&D grant is \$10,000, while the maximum amount that can be allocated to an airport in a single fiscal year is \$500,000 (single or multiple grants). The local match can vary from 10 to 50 percent of the project’s cost and is set annually by the CTC. A 10 percent rate has been used the past 15 years. The Annual Grant may not be used for the local match to an A&D grant.

Local Airport Loan Program

Eligible airports, including Camarillo Airport, can obtain low interest loans for airport development projects, the local matching portion of an AIP grant, and revenue-generating projects such as fuel farms and hangars. Land banking, airport access roads, parking lots, and airline facilities are not eligible under the loan program. Currently, there is no limit on the size of the loans except the availability of funds.

FINANCING OF DEVELOPMENT PROGRAM

Earlier in this chapter, programmed expenditures were presented in current (2009) dollars. Future expenditures were categorized according to assigned financing responsibilities, with the airport’s responsible expenditures the primary focus of these feasibility analyses. In this section, the

base costs assumed to be the financing responsibility of the airport are adjusted to reflect available funds to determine the projected local share of these proposed capital expenditures in current dollars. Financing assumptions are then made, and the projected annual airport cost of these planned expenditures is estimated for incorporation into the cash flow analysis.

At the outset, it must be emphasized that long term feasibility analyses such as these must be based on many assumptions. In practice, projects will be undertaken when demand actually warrants, thus changing underlying assumptions. Further, the actual financing of capital expenditures will be a function of airport circumstances at the time of project implementation (i.e., revenue bond financing would likely not be used unless the actual level of airport earnings and reserves, along with entitlement and discretionary grants available at a particular time, were insufficient to meet project costs). As a result, the assumptions and analyses prepared for the master plan must be viewed in the context of their primary purpose: to examine whether there is a reasonable expectation that recommended improvements will be financially feasible and implementable.

The balance of project costs, after consideration has been given to the various grants available, must be funded through airport resources. Usually, this is accomplished through the use of airport earnings and reserves, to the extent possible, with the remaining costs financed through obligation bonding mechanisms.

The airport is owned by Ventura County and operated through the collection of various rates and charges from general aviation and other non-aviation revenue sources. Most revenues are generated specifically by airport operations, although the airport does support non-aviation business uses which also generate revenues. It should be noted that there are restrictions on the use of revenues collected by the airport. All receipts, excluding bond proceeds or related grants and interest, are irrevocably pledged to the punctual payment of operating and maintenance expenses, payment of debt service for as long as bonds remain outstanding, or to additions or improvements to airport facilities. **Table 6B** presents historical expenses and revenues for Camarillo Airport.

OPERATING REVENUES

Operating revenues at Camarillo Airport are generated by a variety of sources ranging from FBO leases, hangar rents, fuel flowage fees, concessions, and ground leases. As shown in **Table 6B**, these revenues have been both higher and lower than overall operating expenses.

The largest revenue center for the airport is for rents, leases, and concessions. This grouping includes monthly rentals of county-owned hangars, land leases for private hangar developments including FBO facilities, concessions to businesses such as the restaurant, and non-aviation related land

leases and office space rent. In fact, this revenue source grouping accounts

for approximately 90 percent of the airport's annual operating revenues.

TABLE 6B					
Historical Operating Revenues and Expenses					
Camarillo Airport					
	2004	2005	2006	2007	2008
OPERATING REVENUES					
Rents, Leases, & Concessions	\$2,567,200	\$2,092,100	\$3,095,300	\$3,139,300	\$3,190,000
Apron Tiedown Rents/Fees	86,100	65,700	93,700	99,600	95,000
Fuel and Oil Flowage Fees	147,000	140,300	162,300	163,200	168,100
Landing Fees	29,200	25,500	33,600	41,800	40,700
Miscellaneous	174,200	149,000	347,200	121,600	76,100
TOTAL OPERATING REVENUES	\$3,003,700	\$2,472,600	\$3,732,100	\$3,565,500	\$3,569,900
OPERATING EXPENSES					
Personnel Services	\$1,184,800	\$960,600	\$1,557,000	\$1,650,600	\$1,691,100
Maintenance	104,400	73,700	154,000	95,200	150,400
Household Expense	21,400	13,200	28,700	26,800	24,200
Insurance	57,900	40,000	36,400	35,300	26,200
Professional Advancement	19,900	15,200	46,100	41,300	52,200
Office and Equipment	68,000	56,100	74,300	82,300	66,800
Miscellaneous	63,300	61,400	208,200	186,500	128,100
Professional and Specialized Services	154,100	81,100	116,300	118,100	160,400
Transportation Charges	51,700	43,800	58,700	52,300	46,400
Indirect County Costs	90,400	79,300	123,200	122,700	110,500
Utilities and Communication	184,000	129,600	193,000	198,200	201,900
Depreciation	936,500	617,800	1,023,300	1,130,100	1,257,400
OPERATING EXPENSES	\$2,936,400	\$2,171,800	\$3,619,200	\$3,739,400	\$3,915,600
OPERATING INCOME/LOSS	\$67,300	\$300,800	\$112,900	-\$173,900	-\$345,700

The rates associated with these revenue sources can vary based on several factors. For example, rents collected for county-owned storage hangar facilities vary based on square-footage and whether the facility has electrical service provided. County-owned storage hangar rates are based on \$0.244 per square foot per month without electrical service and \$0.248 per square foot per month with electrical service. Ground lease rates for private storage hangars are \$0.091 per square foot per month without electrical service and \$0.094 per square foot per month if the site is provided electricity.

Land lease rates for aviation and non-aviation development varies based on the valuation of improvements. Currently, the airport charges a minimum of ten percent of the fair market value and/or appraised value of land per annum or as otherwise approved by the County Board of Supervisors. Businesses are also subject to an applicable rate of all gross receipts.

Other revenue sources include those generated by aircraft parking, landing fees, and fuel sales/storage. Overnight tie-down apron rates vary based on aircraft type: \$7 for single engine aircraft; \$9 for multi-engine aircraft under 12,500 pounds; and an adjusting scale of \$20 to \$60 per night for aircraft weighing between 12,500 and 60,000 pounds. Monthly tie-down rates range from \$73 per month for small aircraft to \$600 per month for aircraft weighing between 50,000 and 60,000 pounds.

Landing fees are charged to air carrier and air taxi operators at a rate of a

minimum \$7 or one dollar per 1,000 pounds of gross weights, whichever is higher. Fuel flowage fees are charged to the aviation fuel retailer at \$0.05 per gallon delivered to the fuel storage facility. For vendors storing fuel in county-owned fuel storage facilities, an additional fee of \$0.046 per gallon delivered is charged to the vendor.

A review of the current rates and charges confirms that the existing rate/fee schedule is in line with regional and industry airports. It is important to note that the airport leases and rents are established to allow for appropriate changes including fair market value and CPI indexing.

OPERATING EXPENSES

Generalized operating expenses for Camarillo Airport include personnel services, benefits, maintenance, utilities/communication, insurance, office and equipment, and depreciation. As indicated in **Table 6B**, airport operating expenditures have generally increased over the previous five years. In fact, operating expenditures have outpaced revenues for the last two years.

Personnel services have been, and will continue to be, the single largest cost center for the airport. This is very common for general aviation airports, especially large reliever airports. These types of airports commonly have substantial facilities which require a relatively large staff to oversee day-to-day operations. Nearly as large, depreciation expenses have also

experienced a significant increase over the last five years.

It is evident from the table that the airport has maintained a negative operational income over the last two years. Moreover, given the nature of the economy, continued losses are likely for the short term. General aviation, as a whole, generally follows regional and national economic trends. It should be noted, however, that airports similar to CMA do not typically maintain a positive operating income as expenses generally exceed revenues, at least in most years. Based on previous years, however, it is clear that operational revenues can be sufficient to generate an operational surplus.

FUTURE CASH FLOW

Table 6C presents a generalized projection of future operating revenues and expenditures. It should be noted that the information presented in the table is the average annual revenue and expense for each planning horizon. In an analysis such as this, wide generalizations must be made. Some specifics can be inserted that are directly associated with future development plans. An example is hangar development.

The intermediate and long term CIP includes county-sponsored hangar development. Obviously, these hangars will generate additional hangar rents. If the county decides to construct new hangars, the hangar rents will need to be established in such a manner that the county will be capable of amortiz-

ing its development costs over a reasonable time period. Obviously, if the county does not fund the construction of these facilities, costs of developing the new hangars will be significantly lower than if they paid for construction. If the county does not construct any of the proposed hangar facilities, the county's only capital cost would be 2.5 percent of the apron or taxiway construction (the remaining 97.5 percent could come from federal and state grants). Privately owned facilities offer the county significant savings and would not require debt service to repay construction costs.

Forecasts presented earlier indicate operational increases. Operational increases will generate additional income for fuel flowage, tie-down, and landing fees. Obviously, operational increases will also influence greater revenue in concessions and hangar rents/land leases.

Future expenses will vary depending upon the county's desire to construct additional hangars and associated costs of maintaining existing hangars and landside pavements (local share). Future expenses, however, could be severely higher if additional bonding or loans are obtained for hangar construction. If the county decides to construct additional hangars, it is likely that bonding or loans for the construction of these facilities would be necessary. Also, the county could expect maintenance costs and administrative costs associated with operating hangar facilities.

It should be noted that proposed capital improvements could, at times, ex-

ceed the county's ability to fund from operating revenues. Thus, debt service may be necessary unless additional funding is provided from the county. Each project will require critical examination to determine the fea-

sibility and funding (local) availability. The county will need to determine at the time if funding assistance is available for critical projects not capable of being funded by operational revenues.

TABLE 6C			
Average Annual Operating Revenue & Expense Projections			
	Short Term	Intermediate Term	Long Term
<i>OPERATING REVENUES</i>			
Rents, Land Leases, & Concessions	\$3,573,800	\$4,232,100	\$5,419,100
Apron Tiedown Rents/Fees	102,400	115,800	139,600
Fuel and Oil Flowage Fees	189,400	230,400	310,700
Landing fees	47,200	60,300	87,600
Miscellaneous	127,400	140,700	163,400
<i>TOTAL OPERATING REVENUES</i>	<i>\$4,040,200</i>	<i>\$4,779,300</i>	<i>\$6,120,400</i>
<i>OPERATING EXPENSES</i>			
Personnel Services	\$1,849,500	\$2,144,100	\$2,683,600
Maintenance	157,300	169,500	189,600
Household Expense	25,700	28,400	32,900
Insurance	27,000	28,400	30,600
Professional Advancement	57,100	66,200	82,800
Office and Equipment	70,900	78,300	90,900
Miscellaneous	134,000	144,300	161,500
Professional and Specialized Services	165,300	173,700	187,200
Transportation Charges	50,000	56,600	68,200
Indirect County Costs	119,100	134,700	162,400
Utilities and Communication	220,800	256,000	320,400
Depreciation	1,334,900	1,473,800	1,711,900
<i>OPERATING EXPENSES</i>	<i>\$4,211,600</i>	<i>\$4,754,000</i>	<i>\$5,722,000</i>
<i>OPERATING INCOME/LOSS</i>	<i>-\$171,400</i>	<i>\$25,300</i>	<i>\$398,400</i>

SUMMARY

The best means to begin implementation of the recommendations in this master plan is to first recognize that planning is a continuous process that does not end with completion and approval of this document. Rather, the ability to continuously monitor the existing and forecast status of airport activity must be provided and maintained. The issues upon which this master plan is based will remain valid for a number of years. The primary goal is for the airport to best serve the air transportation needs of the region, while continuing to be economically self-sufficient.

The actual need for facilities is most appropriately established by airport activity levels rather than a specified date. For example, projections have been made as to when additional hangars may be needed at the airport. In reality, however, the timeframe in which the development is needed may be substantially different. Actual demand may be slower to develop than expected. On the other hand, high levels of demand may establish the need to accelerate the development. Although every effort has been made in this master planning process to conservatively estimate when facility de-

velopment may be needed, aviation demand will dictate when facility improvements need to be delayed or accelerated.

The real value of a usable master plan is in keeping the issues and objectives in the minds of the managers and decision-makers so that they are better able to recognize change and its effect. In addition to adjustments in aviation demand, decisions made as to when to undertake the improvements recommended in this master plan will impact the period that the plan remains valid. The format used in this plan is intended to reduce the need for formal and costly updates by simply adjusting the timing. Updating can be done by the manager, thereby improving the plan's effectiveness.

In summary, the planning process requires the airport management to consistently monitor the progress of the airport in terms of aircraft operations and based aircraft. Analysis of aircraft demand is critical to the timing and need for new airport facilities. The information obtained from continually monitoring airport activity will provide the data necessary to determine if the development schedule should be accelerated or decelerated.