

Colorado Department of Transportation General Aviation Airport Sustainability Tool Kit

User's Manual, 2016



General Aviation Airport
Sustainability Program

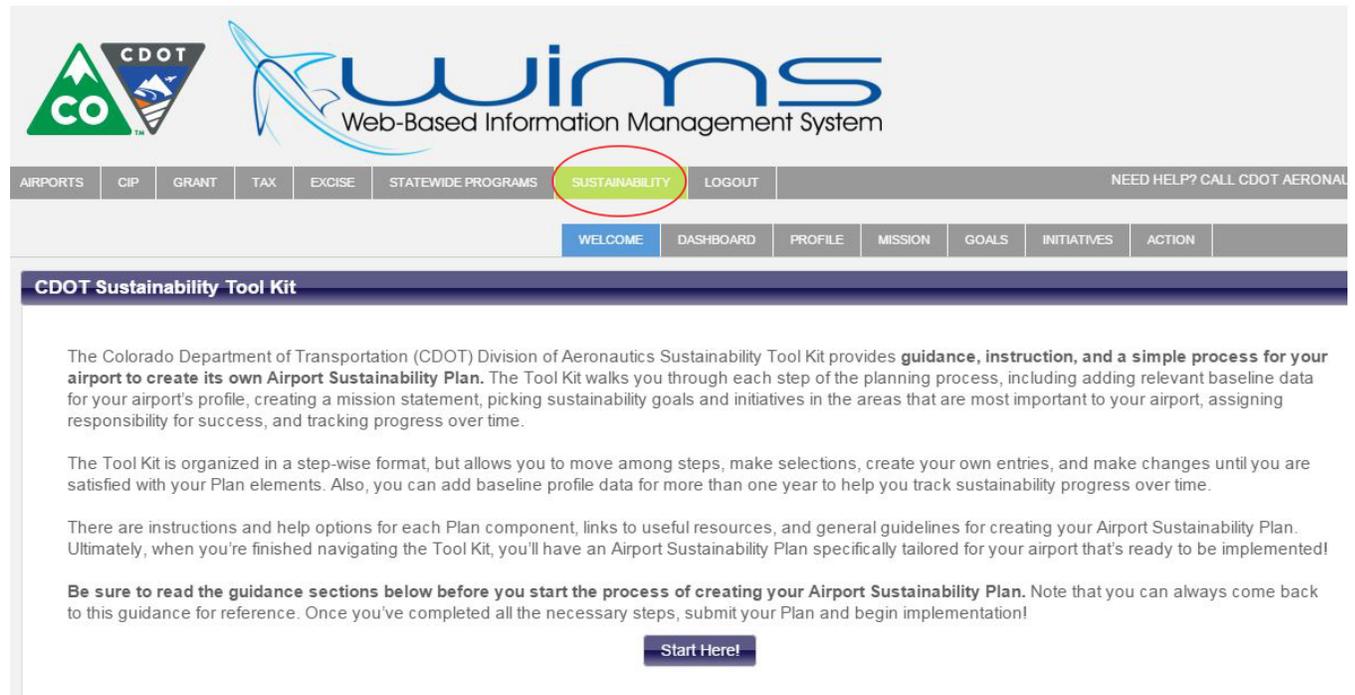
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THE CDOT AIRPORT SUSTAINABILITY TOOL KIT

The Colorado Department of Transportation (CDOT) Division of Aeronautics Airport Sustainability Tool Kit provides on-line guidance, instruction, and a simple process for your airport to create its own Airport Sustainability Plan within the familiar WIMS, or Web-based Information Management System.¹ The online Tool Kit walks you through each step of the planning process, adding relevant baseline data for your airport's Profile, creating a Sustainability Mission Statement, selecting Sustainability Goals and Initiatives in the areas that are most important to your airport, identifying staff to implement the plan, and tracking and reporting the plan's progress.

[WIMS Sustainability Welcome Page](#)



The Tool Kit is organized in a step-by-step format that allows you to make selections, create your own entries, and make changes until you are satisfied with what you have entered for each section. The Tool Kit will remember the information you enter for the next time you use the system to update your existing Airport Sustainability Plan.

In addition, the Tool Kit has a dashboard tab specific to your airport that offers a snapshot that includes your airport's Sustainability Mission Statement, progress toward completing the planning process, Goals selected, and basic airport data by year. It is a tool for prompting action and measuring progress. Additionally, the dashboard provides graphics that show trends in your airport's progress over time. These visual representations are good material for presenting your progress in implementing sustainability at your

¹ WIMS is a web-based "cloud" solution developed by the Division of Aeronautics to help Division and airport staff track and manage the Colorado Discretionary Grant Program, airport capital improvement plans, aviation fuel tax disbursements, and various statewide programs.

airport. As you build your airport’s plan, the dashboard will evolve to reflect the information included in the plan.

Airport Dashboard



In WIMS, there are instructions and help options for each step in creating your plan, links to useful resources, and general guidelines for creating your plan. Ultimately, when you’re finished navigating the Tool Kit, you’ll have an Airport Sustainability Plan specifically tailored for your airport that’s ready to be implemented!

Before you begin your Airport Sustainability Plan you may want to familiarize yourself with the key terms listed it below.

Focus Categories: *Topics that help to organize Sustainability Goals, Metrics, and Initiatives. Focus Categories narrow the scope of an Airport Sustainability Plan and provide the structure for tailoring the plan to those elements that are most important and applicable to an airport and its community.*

Goals: *Statements of desired results, outcomes, or levels of attainment. Goals are used to realize the mission and overall vision of the airport.*

Initiatives: *Actions that an airport might take to reach or make progress toward one or more Sustainability-based Goals.*

Metrics: *Means by which to measure baseline and progress in reaching a Goal over time.*

Sustainability (for Colorado’s GA Airports): *Sustainability is to maintain and enhance the long-term viability of general aviation airports across Colorado in a way that properly balances economic, social, and environmental pressures while still meeting the operational needs of an airport.*

Sustainability Mission Statement: *Overall objective of an airport in terms of sustainability and how it relates to social, financial, operational, and environmental factors.*

WHAT IS SUSTAINABILITY AND HOW CAN IT BENEFIT MY AIRPORT?

The principles of sustainability are based on a Triple Bottom Line concept (fiscal health, social responsibility, and environmental stewardship). For the airport industry, the Triple Bottom Line is expanded to include operational efficiency. One of the more commonly used definitions of sustainability specifically applicable to airports is from the Airports Council International – North America (ACI-NA):

"...a holistic approach to managing an airport so as to ensure the integrity of the Economic viability, Operational efficiency, Natural resource conservation, and Social responsibility (EONS) of the Airport."

Airports are finding that sustainability **makes good business sense because it can help save money and build strong relationships with tenants, users, neighbors, and regulators**. By adopting sustainable practices, airports can improve operational efficiency while protecting the environment, improving the airport user experience, supporting employees, and stimulating economic growth.

The CDOT Statewide General Aviation (GA) Airport Sustainability Program is a first-of-its kind project to provide tools and guidance for Colorado's GA airports to move through the steps in the image below to prepare their own customized Airport Sustainability Plans and to identify ways to improve their long-range operational sustainability. The program was funded in part by a grant from the Federal Aviation Administration as part of its program on airport sustainability planning. The purpose of the CDOT Statewide GA Airport Sustainability Program is to encourage Colorado's GA airports to strive to **become more financially viable and operationally efficient**, while **conserving natural resources** and **exhibiting social responsibility**. For more information about FAA's and CDOT Aeronautics' sustainability planning see **Appendix 1**.

Process for Completing an Airport Sustainability Plan



existing conditions and operating characteristics of your facility. You will have the option to input multiple years of data in your Profile (i.e., data from 2012, 2013, and 2014, etc.) against which you can measure progress over time. Be sure to match data with the appropriate year as you enter new information. If you have used the Tool Kit before, your saved Profile will include the information that you have already entered.

Your Profile will also give you a comprehensive view of your airport and may highlight areas where you may want to focus your attention when setting Goals and selecting Initiatives. In the sections below, you will see how the data you provide in your Profile tie directly to Goals you select. As tracking your progress is an essential component of your plan, the data entered into your Profile will also help you measure progress toward reaching these Goals.

In building your airport's Profile, some data will be automatically imported from existing databases (i.e., WIMS, CDOT Economic Impact Assessment, Airport IQ 5010, AirNav, etc.). In addition to reviewing the imported data, you will be asked to manually enter other data that, if available, will help customize your plan. **The more data you can provide, the more effective and beneficial your Airport Sustainability Plan will be.**

Here is a checklist of information you will want to have on hand when you begin:

- Year-end Budget Statements
- Financial Operating Statements (aeronautical/non-aeronautical operating revenues and expenses)
- Statement of Net Assets
- Fuel Sales Statements (fuel volume report)
- Utility Bills – electricity (consumption amounts and costs)
- Utility Bills – natural gas (consumption amounts and costs)
- Utility Bills – potable water (consumption amounts and costs)
- Utility Bills – sewer (consumption amounts and costs)
- Utility Bills – solid waste (costs, bin size, frequency of pick-up)
- Utility Bills – recycling (costs, bin size, frequency of pick-up)
- Airport Property Map (acreage of property, square feet of facilities)
- Airport Records for accidents, security incidents, wildlife strikes, complaints (noise and other), etc.
- Administrative Records (employee roster with hire dates, internships)
- Annual Calendar for Airport Meetings/Events

For a more detailed list of data requested in your Profile, See **Appendix 2: Sustainability Data Points**.

Note: should the imported data from existing sources and databases be incorrect, please contact your CDOT Aviation Planner (303-512-5250). You may leave areas for which you do not have data blank; however, the

more information you include, the more comprehensive your Airport Sustainability Plan will be. Each individual airport collects a variety of data outside of WIMS to meet its own needs and you will want to use whatever data your airport has on hand. While your airport may not collect all of profile data currently, you can begin to track the data to include in your next plan. Therefore, as you revise your plan from year to year, you may be able to add more information each time.

CREATE A NEW PROFILE

If this is your first time through the Tool Kit and you need to create a Profile from scratch, identify your Baseline, which has been auto populated by Aeronautics with some existing data, and then **select Edit**.

Select Baseline Profile



Action	Profile	Plan Year	Created By	Created Date
Edit Clone Delete	-Baseline	2015		

Keep in mind that you are adding annual data and should therefore begin with the last full year of information that is available to you. For example, if you are creating a plan in 2015, you can use 2014 annual data for your Profile.

CLONE PROFILE FROM PREVIOUS YEAR

If this is not your first Profile, you may simply **select the previous year's Profile** and then **select Clone**. By selecting Clone, all of the data entered from the previous year will be transferred to the new year and you may adjust any fields that may have changed. Note that you will want to change the Profile Name to the current plan year. **Re-save** the updated Profile under the current year.

You may not be able to complete your Profile all at once. If you need to leave the Profile before it is complete, simply click **save**. When you return, **select edit** for the most recent Profile to pick up where you left off.

ENTER BASELINE DATA

The data in your Profile are organized by the four components of airport sustainability: Economic Vitality, Operational Efficiency, Natural Resource Conservation, and Social Responsibility. Note that when you eventually select Goals for your plan, (see Step 3: Select your Focus Categories and Goals), if you choose a Goal in a particular sustainability area, you should have baseline data for that area to support the Goal. For example, if you choose a Goal to reduce energy consumption at the airport, there should be information in your Profile detailing existing energy conditions (either quantitative or qualitative). Remember that the more data you can provide, the more effective and beneficial your Airport Sustainability Plan will be. Help buttons are located next to each data entry point. Just hover your cursor over the help button to learn the source of that data point or specific guidance related to that data point. For a detailed list of data requested in your Profile, see **Appendix 2: Sustainability Data Points**.

If you do not have accurate quantitative data available, there is a space for you to **qualitatively describe the existing conditions** of your airport for each sustainability area. For example, if you are unable to input specific operating revenue or expense numbers, simply include a narrative description that states something

like, “The greatest expense for the airport is energy. The airport also pays for waste disposal, water consumption, and salaries of the employees. There are currently four tenants that pay rent monthly to the airport. The airport also sells fuel for revenue.” It is also recommended that you include qualitative data to complement your quantitative data. For example, you can include existing sustainability efforts that are already being implemented at the airport.

There are nine sections in which you will be prompted to enter data. These sections are briefly introduced below. Generally, be prepared to enter data into each field for which you have information by **clicking on the open boxes**.

GENERAL DATA

The baseline data begin with general information about your airport. Most of these data are imported from existing sources. These data describe basic characteristics of your airport. Enter data into each field for which you have information. If you do not have quantitative data for your Profile, provide a qualitative description of existing conditions in the text boxes provided.

General Baseline Fields

General	
Airport	Profile Name
Plan Year	Associated City
Airport Identifier	Ownership
Service Level	Category

OPERATIONAL DATA

Operational data include quantifiable and specific Metrics that offer insight into airport activity and functionality, such as the number of based aircraft, runways, enplanements, full-time equivalent (FTE) employees, etc. In this section, describe the existing conditions for your airport's OPERATIONS. In addition, provide qualitative information about your airport in the text box provided to further define operations (How much effort is expended to keep the facility running? Are there necessary updates needed to enhance the facility? How is the airport managed?) Also describe any existing sustainability practices associated with OPERATIONS currently underway at your airport.

Operational Baseline Fields

Operational			
Historical Year	<input type="text"/>	Forecast Year	<input type="text"/>
Based Aircraft (Historical)	<input type="text"/>	Based Aircraft (Forecasted)	<input type="text"/>
Enplanements (Historical)	<input type="text"/>	Enplanements (Forecasted)	<input type="text"/>
Aircraft Operations (Historical)	<input type="text"/>	Aircraft Operations (Forecasted)	<input type="text"/>
Runways (#)	<input type="text"/>	Tower (Y/N)	<input type="text"/>
Length of Main Runway (ft)	<input type="text"/>	FTE Employees (#)	<input type="text"/>
Width of Main Runway (ft)	<input type="text"/>	Average Employee Tenure (years)	<input type="text"/>
Safety Accidents (#)	<input type="text"/>	Runway Closure Time (hours)	<input type="text"/>
Safety Incidents (#)	<input type="text"/>	Sustainable Criteria in Purchasing (Y/N)	--None--

FINANCIAL DATA

There is a variety of financial information that airports track to help them manage the economic health of their operations. Some of the financial information will be provided in your baseline, but you will need to add other information for a more complete picture. In addition, add qualitative information in the text box provided to describe other conditions for your airport's FINANCES. (Are there tenants at your airport? What operating revenue sources are used? What types of unique operating expenses does your airport incur?) Also describe any existing sustainability practices associated with FINANCES currently happening at your airport, such as seed funding for efficiency projects. **Appendix 3: Financial Baseline Field Guidance**, provides additional guidance for completing the financial baseline fields.

Financial Baseline Fields

Financial			
Airport Economic Impact (\$)	<input type="text"/>	Aeronautical Operating Revenue (\$)	<input type="text"/>
Total Assets (\$)	<input type="text"/>	Non-Aeronautical Operating Revenue (\$)	<input type="text"/>
Jet Fuel Sold (Gallons)	<input type="text"/>	Jet Fuel Sold (\$)	<input type="text"/>
AvGas Sold (Gallons)	<input type="text"/>	AvGas Sold (\$)	<input type="text"/>
Aviation Fuel Sold (Gallons)	<input type="text"/>	Aviation Fuel Sold (\$)	<input type="text"/>
Types of Aviation Fuel Sold	<input type="text"/>	Total Cash Reserves (\$)	<input type="text"/>
Total Land (acres)	<input type="text"/>	Total Liabilities (\$)	<input type="text"/>
Rentable Land (acres)	<input type="text"/>	Total Operating Expenses (\$)	<input type="text"/>
Total Facilities (square feet)	<input type="text"/>	Local Subsidies Amount (\$)	<input type="text"/>
Rentable Facilities (square feet)	<input type="text"/>	Federal Grant Amount (\$)	<input type="text"/>
FBOs (#)	<input type="text"/>	State Grant Amount (\$)	<input type="text"/>

SOCIAL DATA

Social data include all the ways you may interact and connect with your community. Because there are only a few qualitative fields in this section, it is particularly important for you to describe additional existing SOCIAL conditions for your airport in the text box provided. (Is there regular communication with the community? Is social media used to communicate airport updates, events, and/or other information? Does your airport have any volunteer or internship programs?) Also describe any existing sustainability practices associated with SOCIAL issues currently happening at your airport.

Social Baseline Fields

Social	
Community Collaborations/Events (#)	Internships (Y/N)
Security Incidents (#)	Media Updates (Y/N)
Noise Complaints (#)	Sustainability Recognition (Y/N)
User Complaints (#)	

ENERGY DATA

Energy data include any type of fuels used at your airport, both for vehicles/equipment and for building operations. In addition, you likely have operational policies and practices that affect how much energy gets used at the airport. Describe any of these policies, practices, or observations that affect airport energy use in the text box provided. (Do your lights stay on for 24 hours? Do you have motion sensor lights? Approximately how much is your energy bill per month? Do you turn off your computers at night?) Also indicate any existing sustainability practices associated with ENERGY currently happening at your airport.

Energy Baseline Fields

Environmental - Energy	
Airport Vehicles (#)	Natural Gas Consumption (Therms)
Electricity Consumption (kWh)	Natural Gas Cost (\$)
Electricity Cost (\$)	Fleet Fuel Consumption (gallons)
Renewable Electricity (kWh)	Fleet Fuel Cost (\$)

WATER DATA

Airports have a variety of sources and uses for water, as well as methods for managing wastewater and stormwater. In this section, quantify those sources and uses, and describe existing conditions for WATER in the text box provided. (Do you have detention ponds at your airport? Do you have motion sensor faucets/low flush toilets? Does your airport use deicer fluid in inclement weather? Do your detention ponds smell from deicer runoff?) Also describe any existing sustainability practices associated with WATER currently happening at your airport.

Water Baseline Fields

Environmental - Water			
Potable Water Consumption (kGal)	<input type="text"/>	Potable Water Cost (\$)	<input type="text"/>
Non-Potable Water Consumption (kGal)	<input type="text"/>	Non-Potable Water Cost (\$)	<input type="text"/>
Sewer Cost (\$)	<input type="text"/>	Water Quality Violations (#)	<input type="text"/>

WASTE DATA

Not only are there a variety of waste types generated at airports, but there are many methods for managing waste and diversion streams that you can indicate in this section. In the text box provided, describe any additional policies, procedures, or methods your airport uses. (Does your airport have a recycling program? How many trash bins exist at the airport? Is construction waste recycled at the airport?) Also describe any existing sustainability practices associated with WASTE currently happening at your airport.

Waste Baseline Fields

Environmental - Waste			
Solid Waste Generation (cubic yards)	<input type="text"/>	Waste Disposal Costs (\$)	<input type="text"/>
Recycled Waste (cubic yards)	<input type="text"/>	Recycling Disposal Costs (\$)	<input type="text"/>
HazMat Generated (Tons)	<input type="text"/>	Hazardous Materials Used (\$)	<input type="text"/>
Recycling Program (Y/N)	<input type="text"/>		

CLIMATE/AIR DATA

Greenhouse gas emissions have local and global impacts; consequences can be felt with stronger storm events resulting from climate change and air quality impacts from localized emissions. Furthermore, climate and air quality data can be challenging to capture and measure. To make it a bit easier, there is a calculation you can use to convert airport energy use (electricity, natural gas, etc.) to greenhouse gas emissions (see **Appendix 4: Greenhouse Gas Emissions Calculator**). In addition, use the text box provided to describe other conditions at your airport that may affect air quality. (Is your airport in a municipality that is in Attainment? Non-attainment? Maintenance? Does the airport's fleet include clean-burning vehicles, such as those using compressed natural gas?) Also indicate if there are any existing sustainability practices associated with AIR QUALITY currently happening at your airport.

Climate/Air Quality Baseline Fields

Environmental - Climate/Air Quality	
Greenhouse Gas Emissions 1&2 (MTCO2e)	<input type="text"/>
Alternative Transportation Options (#)	<input type="text"/>
Indoor Air Quality Improvement (Y/N)	<input type="text" value="--None--"/>

NATURAL RESOURCES DATA

In this section, in addition to wildlife strikes, describe any other natural features of your airport that are affected by or influence operations in the text box provided. (Is your airport located near a unique natural feature? Are wildlife strikes an issue at your airport?) Also describe any existing sustainability practices associated with NATURAL RESOURCES currently happening at your airport.

Natural Resources Baseline Fields



When you have completed the Profile, click the Save and Continue button to proceed to the Sustainability Mission Statement. Your progress will be captured on the dashboard tab.

Save Your progress



STEP 2: IDENTIFY YOUR MISSION STATEMENT

The Sustainability Mission Statement identifies your airport’s overall intent in terms of sustainability and helps to answer the question, “What is your airport striving to do to be more sustainable?” Think of it as the BIG PICTURE and the RATIONALE driving your plan. The Sustainability Mission Statement is a key component of your Airport Sustainability Plan because it gives your plan *purpose* and *focus* and will guide your thinking as you continue through the Tool Kit. When selecting or creating your Sustainability Mission Statement, consider how sustainability values will be embraced at your airport. If your airport already has an existing overall Mission and/or Vision Statement, make sure that your Sustainability Mission Statement is consistent with it/them.

For your Airport Sustainability Plan to be successful, your Sustainability Mission Statement should balance intent with available resources. For something to be sustainable, it must not jeopardize your airport’s ability to meet fundamental responsibilities. Be sure to take into account your airport’s approach and how it wants to embrace sustainability, and balance these factors with available resources.

MISSION STATEMENT OPTIONS

You have three options for crafting your airport's Sustainability Mission Statement:

1. Adopt the GA Sustainability Mission Statement that was developed for all of Colorado's general aviation airports.

Sustainability Mission Statement Options

CDOT GA Mission Statement

"Sustainability is to maintain and enhance the long-term viability of general aviation airports across Colorado in a way that properly balances economic, social, and environmental pressures while still meeting the operational needs of an airport."

[Select this Statement](#) [Copy](#)

to 'Create My Own' Mission Statement

2. Select a Sustainability Mission Statement from a list of examples.

Alternative GA Mission Statements

"The mission of the Airport is to preserve and improve the airport as an economically, environmentally, and socially sustainable facility from which to provide the most efficient operations."

[Select this Statement](#) [Copy](#)

to 'Create My Own' Mission Statement

"The Airport seeks to provide safe and efficient operations while enhancing its financial, social, and environmental sustainability."

[Select this Statement](#) [Copy](#)

to 'Create My Own' Mission Statement

"The mission of the Airport is to efficiently and responsibly provide safe operations to the region it serves."

[Select this Statement](#) [Copy](#)

to 'Create My Own' Mission Statement

"The Airport aims to demonstrate financial responsibility without sacrificing the utmost level of safety that has always been at the core of all airport operations, and to continue to promote environmental stewardship and economic development that is beneficial to the airport and the communities that it serves."

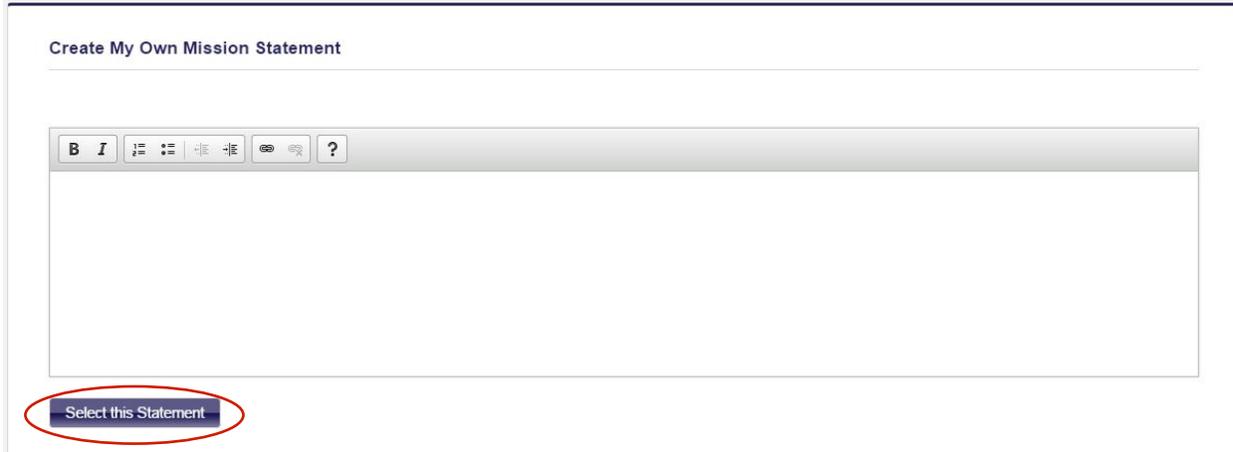
[Select this Statement](#) [Copy](#)

to 'Create My Own' Mission Statement

3. Craft your own Sustainability Mission Statement.

To craft your own statement you can either start anew in the text box provided or click the **Copy** button to copy one of the suggested statements to the text box, where you can use the text editor to revise and edit the text.

Crafting Your Own Sustainability Mission Statement



Once you have selected or authored your Sustainability Mission Statement, you have the option to **click the Change Mission Statement** button at the top of the page if you wish to change your Mission Statement or **click the Proceed to Goals button** to move on to Focus Categories and Goals.

STEP 3: SELECT YOUR FOCUS CATEGORIES AND GOALS

The next step is to select Focus Categories (areas of interest for your airport) and related Sustainability Goals for your Airport Sustainability Plan.

Focus Categories are broad areas of interest on which your airport will focus with regard to sustainability. These may be problem areas for the airport (i.e., expenses or wildlife strikes) or they may be areas where your airport's performance could be better or warrants recognition for your efforts. Focus Categories make it easier to organize your Sustainability Goals and Initiatives and to identify where you can find the most benefits.

In the Tool Kit, Focus Categories are organized within the four elements of sustainability identified for airports and the aviation industry (EONS) and that also were used to organize your Profile data:

- **Economic Vitality**
- **Operational Efficiency**
- **Natural Resource Conservation**
- **Social Responsibility**

The Tool Kit offers Focus Categories within each of these elements that you can select to guide the development of your Airport Sustainability Plan. You should consider selecting four or five Focus Categories for your Plan. While you may choose as many categories as you want, note that too many may make your plan overly complicated and difficult to implement. Conversely, choosing too few categories may not cover all of your airport's interests and may limit potential benefits.

FOCUS CATEGORIES

In selecting your Focus Categories, choose those areas that speak to the opportunities and challenges unique to your airport and where you think improvements are feasible and most effective. The Focus Categories are briefly described below:

ECONOMIC VITALITY

Airport financial stability and growth are crucial to an airport's long-term viability and the viability of tenant businesses. Airport finance includes all operating revenues and expenses associated with operating, maintaining, and improving the facility. To best track Sustainability Goals related to finances, it is beneficial to add operating revenue, operating expenses, and other related data to your Profile. Developing and using airport financial statements that clearly identify the financial line items included in the Profile will help your airport track financial initiatives. (See the checklist in Step 1: Build Your Airport's Profile, which recommends using airport financial statements, including Statement of Net Assets, Statement of Financial Activities, and Statement of Cash Flows).

Revenue Generation: Maximizing revenue opportunities enhances economic vitality.

Expense Reduction: Responsibly expending funds enables an airport to run efficiently.

Economic Development: Sustainable economic development (with regard to business opportunities/tenants) supports the longevity of the airport and provides a valuable asset to the community and local economy.

OPERATIONAL EFFICIENCY

The majority of airport staff time and financial resources are dedicated to the continued operation and maintenance of the facilities. Considerable effort is expended to keep the facility running and improve the operational efficiency of airport assets for airport tenants, customers, and the surrounding community. Focusing on operations and maintenance presents a significant opportunity to incorporate sustainable practices into regular airport activities with a direct and measurable positive impact. Goals tied to operations and maintenance involve improving the overall functionality of the airport and emphasize improving aircraft operations, streamlining maintenance activities, and ensuring continued safety and service performance.

OPERATIONS AND MAINTENANCE: Sustainable operation and maintenance of airport facilities and infrastructure support long-term growth and resiliency.

Asset Management: Sustainable construction and investment in land, capital, and human resources contribute to a thriving airport and community.

BUSINESS OPERATIONS: Incorporating sustainability principles within the operations of an airport maximizes efficiency and allows for multiple elements to be factored into decision-making.

NATURAL RESOURCE CONSERVATION

An airport has the potential to affect the environment by using energy and water, releasing emissions, generating noise, and impacting the surrounding environment. Implementing sustainable practices at an airport can reduce or mitigate these impacts and demonstrate environmental stewardship.

Energy: Reducing energy/fuel use reduces costs while improving air quality and reducing greenhouse gases.

Water: Decreasing potable water consumption reduces both environmental and financial impacts on an airport. In addition, protecting surface and ground water from fuel and other spills and activities (i.e., aircraft

de-icing) through improved stormwater and construction management practices can provide additional value.

Waste: Reducing waste generated by airport activities and users and increasing the amount of waste diverted to recycling, re-use, or composting has environmental as well as financial benefits (related to reducing the cost of waste disposal).

Climate/Air Quality: Greenhouse gas emissions have a global effect, with consequences felt locally due to the potential for climate change, as well as financial implications of high energy consumption. Reducing greenhouse gas emissions from airport facilities and aircraft on the ground can improve air quality in the airport vicinity.

Natural Environment: Considering the impacts of airport activities and projects on natural resources is an area where airports can make major positive contributions to environmental sustainability. This category could include conserving, protecting, or improving native vegetation, wetlands, or streams on your airport.

SOCIAL RESPONSIBILITY

Airports are a visible and valued member of the community. It is important to promote the value of the airport and improve relations with the local community and airport users. Often, the community directly and indirectly benefits from economic activity associated with an airport.

COMMUNITY: For an airport to thrive, it must provide value to its community. Similarly, the community should recognize the benefits that the airport brings to the area.

Airport Users: For an airport to remain successful, it is important to optimize user experiences at the airport.

EMPLOYEES: Investing in those who work at the airport and their experience creates a stronger and more resilient operation.

Noise: Aircraft noise over residential areas can be a community issue and coordinating with surrounding communities, affected neighbors, and stakeholders regarding potential noise issues will maintain good relations in the community.

CHOOSING GOALS

You should base the selection of Goals on the characteristics of your airport and the sustainability focus of your airport. Goals can be simple and open ended, like “reduce airport operational costs,” or they can be more specific, such as “reduce airport operational costs 10 percent by 2020.” While open-ended Goals may provide more flexibility, specific Goals with numeric targets make it easier to track and measure progress. Both types of Goals can help you achieve improved sustainability; however, specific Goals are preferable. Consider this example – if you want to lose weight, would you set a Goal to “lose weight” or to “lose 5 pounds in the next month?” Which one would provide more motivation? Which one is easier to measure?

The Sustainability Goals in the Tool Kit have corresponding Metrics, or units of measure, that will allow you to track your airport’s progress. Different Metrics can sometimes be used to track progress for the same Goal (for example, a reduction in energy usage could be tracked by either kilowatt-hours (kWh) or cost of energy [\$]). You will be able to select the most appropriate Metric for your airport’s Goals from a pull-down list. For

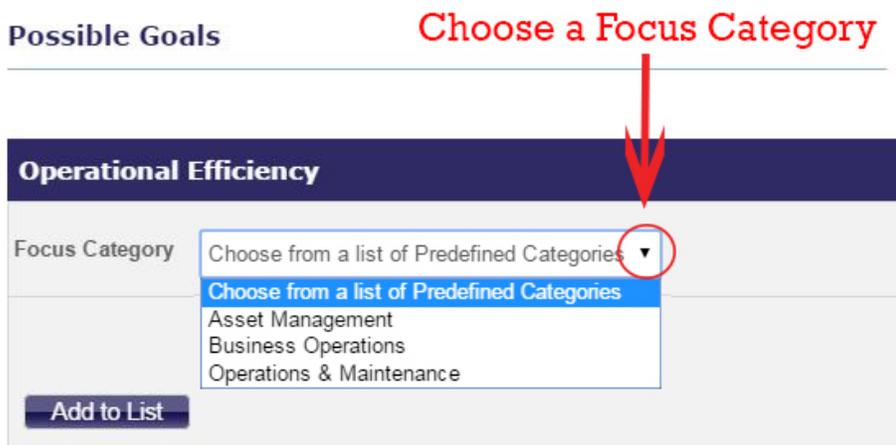
those Goals whose baseline data are not quantifiable, describe in the text box provided the qualitative Metric you will use to capture progress.

To be a true sustainability plan, you must select at least one goal from each EONS category. It is important to incorporate all aspects of sustainability in your plan to attain the benefits of maintaining high and stable levels of economic growth, protecting the environment, and encouraging social progress. Each facet is an integral part of the concept of sustainability.

You should select enough Goals to cover the potential opportunities in your Focus Categories, but not so many that they become overwhelming. Start by identifying **two to three Sustainability Goals** for each of the four to five Focus Categories that you select. For each Sustainability Goal, you should have either quantitative or qualitative associated baseline data. For example, if you choose a Goal to reduce energy usage, you must have energy consumption or energy cost data in your Profile. If you have not completed the relevant data in your Profile, go back to your Profile and add the data.

SELECTION STEPS

1. Use the drop-down menus under the airport sustainability headers (Economic Vitality, Operational Efficiency, Natural Resources, and Social Responsibility) to view the specific Focus Categories. When you select a Focus Category, a list of related Sustainability Goals will populate from which you may select. **Choose a Focus Category** that is important to your airport and select the checkboxes of at least two Sustainability Goals that you believe are ambitious yet achievable. You will have the option to create your own Goals that are customized to your airport. (Note that if you create your own Goal,



in the next step, you will have to create your own Initiative(s) to achieve that Goal).

2. Click **Add to List** when your Goals are selected.

Economic Vitality

Focus Category: Economic Development

Choose at least 2

- Diversify revenue streams.
- Identify new alternative funding sources for capital projects.
- Increase aeronautical revenue.
- Increase economic impact of airport and value to local economy.
- Increase non-aeronautical revenue.
- Inspire sustainable actions in the community by engaging local businesses and community groups active in sustainability and working with business partners to extend sustainability initiatives beyond the airport's own operations.
- Provide positive value for the local and regional area and maintain a "good neighbor" status.
- My Custom Economic Vitality - Economic Development Goal

Add to List

3. Repeat Steps 1 and 2 for additional Focus Categories that you want to include in your plan.

Possible Goals

Operational Efficiency

Focus Category: Asset Management

- Enhance sustainability practices for all airport operations and maintenance, administration, procurement, design/construction/post-construction.
- Ensure that new construction at the airport supports long-term, efficient, flexible growth.
- Increase the average operating and economic life of airport assets.

My Selected Goals

- [Remove](#) Enhance sustainability practices for all airport operations and maintenance, administration, procurement, design/construction/post-construction.
- [Remove](#) Invest in the airport, land, capital, and human resources to contribute to a thriving regional economy that attracts and retains business partners.
- [Remove](#) Reduce (non-utility) operating expenses.

Confirm List

4. Confirm your list when it is complete.

CUSTOMIZING YOUR GOALS

Now that you have chosen your Goals, you will input additional information to customize each of them for your airport. It may be helpful to consult with the airport board or other stakeholders before completing this section to determine the best and most appropriate entries. These entries will be the building blocks of your plan and will require help and buy-in from others.

1. Assign a priority ranking (high, medium, low) for the Goal based on a variety of internal considerations, such as urgency, feasibility, level of effort, staffing, safety, funding, criticality, and stakeholder sentiment. Highest priority Goals should be those that will have the greatest impact, are the airport's target focus, or are planned to be implemented earlier rather than later.
2. Select the status of the Goal – not started, planned, in progress, complete.
3. Confirm or select the unit of measure and frequency of measurement. Unit of measure is how you will track each Goal. These units are linked to data from your Profile and include Metrics, such as \$, kWh, gallons, # of, etc. Yes/No is an option for indicating whether or not something exists or is an existing practice, such as a Sustainable Procurement Policy or identified sustainability efforts. To specify Metrics, use the text box provided. For example, if you choose # as a Metric, use the text box to identify what you are referring to (i.e., number of complaints or number of violations). For those goals that have unique metrics, select Other from the metrics drop-down menu and include the unique measurement unit in the text box (i.e., development of an employee training program).
4. Indicate whether the Goal will be to increase or decrease and by what percentage. This will not apply to all Goals and can be left blank if appropriate.
5. Indicate whether the Goal will be measured annually or on another scheduled increment. Most Goals should be reviewed at least annually but you may want to measure based on incremental milestones.

Customization Options

Focus Categories: Operational Efficiency - Business Ops

Priority	Status	Unit of Measure	Decrease %	Increase %	Measurement Timeframe
High	In Progress	Dollars	-- choose --	5	Bi-annually

In the text box provided, enter a brief description of why you chose this Goal and any related efforts that are currently underway.

My Selected Goals

Your selected Goals are presented below. Take a look and if you would like to add more goals, select the "Choose Additional Goals" button. You also may want to edit the details of the Goals - select the "Edit" button and make any changes necessary. If everything looks good, select "Proceed to Initiatives".

[Choose Additional Goals](#) [Edit](#) [Proceed to Initiatives](#)

Goal Rationale

Save each Goal as you complete the entry. **Click the Choose Additional Goals button** at the top of the page if you wish to select more Goals. Otherwise, **click the Proceed to Initiatives button**.

STEP 4: SET INITIATIVES TO ACHIEVE YOUR GOALS

With your Sustainability Mission Statement, Focus Categories, and tailored Sustainability Goals in place, you are ready to roll up your sleeves and select the Initiatives (or actions) you will take to meet your Goals. Sustainability Initiatives come in many forms, from implementing a specific project (such as upgrading lighting), to creating a program (such as employee training), to changing a long-term practice (such as how the airport collects revenue). Initiatives are actions that help you reach one or more Sustainability Goals. In addition to Initiatives built into the Tool Kit, there are a number of additional resources that are helpful for identifying alternative Initiatives for your Airport Sustainability Plan. It is recommended that you explore the following resources to identify additional Initiatives: Sustainable Aviation Guidance Alliance (SAGA) database (see resource section below), Envision Sustainability Infrastructure Rating System, and US Green Building Council (USGBC) Leadership in Energy & Environmental Design (LEED) program.

You will want to pick Initiatives that are not only relevant to your airport, but that are also manageable given your staff availability and financial resources. Also, you will want to have enough Initiatives to be able to reach your Goals, but not so many that they become overwhelming. **Start with at least two Initiatives for each Sustainability Goal** and add or remove as needed depending on airport resources.

MENU OF INITIATIVES IN SUSTAINABLE AVIATION GUIDANCE ALLIANCE (SAGA) DATABASE

In addition to the Initiative choices provided in the Tool Kit, SAGA has developed a comprehensive website (www.airportsustainability.org) that offers general sustainability guidance and airport-specific Initiatives compiled for a wide range of Focus Categories that other airports, large and small, have identified for their plans. The website encourages users to share information about their experiences with sustainable Initiatives (practices), learn about sustainability principles, search for Sustainable Initiative ideas, learn the process of planning for sustainability, and follow guidance on measuring progress using key performance indicators and associated Metrics. This site can be very useful in helping you identify Sustainability Initiatives to implement at your airport. You are encouraged to use the SAGA website to research additional Initiatives that would best fit your airport.

SAGA Sustainable Aviation Guidance Alliance

Log In as a Guest Sign Up Log In Give Feedback

Search Sustainable Practices

Sustainable Principles and Practices

This interactive site allows you to explore and share sustainability information. While geared toward airports, this site is useful for all industries to learn about sustainability, share ideas and experiences, search for practices based on custom information, and efficiently plan, implement and monitor sustainability activities. [Learn more about this site.](#)

LEARN
Learn about sustainability principles

SEARCH
Search for sustainable practices based on custom information

PLAN
Plan or improve your sustainability program

MEASURE
Measure your sustainability progress

SHARE
Share information and engage stakeholders

Recent Activity

- NEW CASE STUDY
"In 2013, United Airlines introduced a new "fly the friendly ..." added to the practice "Upcycle materials from indoor advertising" on 02-Nov-2015
- NEW CASE STUDY
"American Airlines employs roughly 6,000 staff at Chicago O'H..." added to the practice

CHOOSING INITIATIVES

You may choose Initiatives from an existing list tied to your Goals or you may create your own. If using SAGA, copy and paste the SAGA Initiatives into the text box for **creating your own Goal**.

SELECTION STEPS

1. For each Goal select the checkbox for at least two Initiatives.
2. **Click Add to List** for each Initiative selected.

Choosing Initiatives

Goal: Diversify revenue streams.

- Acquire additional land adjacent to the airport to expand rentable land.
- Begin and/or increase fuel sales.
- Conduct an air service study to gauge feasibility for implementing air service.
- Consider adaptive reuse strategies for vacant airport facilities (e.g., renting out facilities for events/conferences).
- Develop additional landside and airside infrastructure (facilities/improvements) to increase rentable land areas.
- Develop and use requests for information (RFIs), requests for qualifications (RFQs), and/or requests for proposals (RFPs).
- Evaluate feasibility, value, and pros and cons of through-the-fence operations.
- Evaluate the potential for low-impact on-airport non-aeronautical facilities, such as golf courses, driving ranges, sports complexes, or other athletic facilities.
- Evaluate the potential for providing alternative fuels on-airport.
- Explore the feasibility of parking new and used vehicle inventories on-airport.
- Explore the potential for artist and creative use space on-airport.
- Get input from airport tenants on opportunities/needs for diversifying revenue streams
- If airport does not have an FBO, add full service and/or self service fueling.
- If airport does not have an FBO, identify and provide additional products and services that are in demand.
- If airport has an FBO, consider acquiring rights to provide FBO products, services, and facilities.
- Implement new airport fees (e.g., fuel flowage fees, landing fees, gross receipt fees, based aircraft fees, etc.).
- Increase number of based aircraft.
- Partner with energy firms to consider renewable energy projects on residual lands that offset airport costs or generate revenue.
- Create My Own 'Diversify revenue streams' Initiative

[Add to List](#)

3. Repeat Steps 1 and 2 for all of your Goals.
4. Confirm your list when it is complete.

My Selected Initiatives

Remove	Consider adaptive reuse strategies for vacant airport facilities (e.g., renting out facilities for events/conferences).
Remove	Get input from airport tenants on opportunities/needs for diversifying revenue streams

[Confirm List](#)

CUSTOMIZING YOUR INITIATIVES

Now that you've chosen your Initiatives, you need to add specific details with regard to effort and implementation. Again, it may be helpful to consult other stakeholders or those who will help implement the plan to be as accurate and realistic as possible.

Complete the following steps to tailor your selected Initiatives:

1. Assign a responsible person who will be accountable for implementing and completing the Initiative.
2. Select a reasonable target completion date that is ambitious yet achievable.
3. Indicate whether the level of effort will be low, medium, or high. This rating can be in relationship to the airport or the other Initiatives and will indicate amount of staff time, outside assistance, etc.
4. Indicate the status of the Initiative (not started, planned, in progress, complete)
5. Indicate the relative level of expense to complete the Initiative (general Metric that indicates low, medium, high in \$\$ symbols) as well as the estimated actual cost to implement, if you have this information available. Including this information can help to organize the relative feasibility and priorities of your Initiatives.
6. Indicate any (or all) available funding sources to help you implement and complete the Initiative. This could be general airport funds, grants, etc.

Customizing your Initiatives

Initiative:

Goals:

Responsible Person: Target Completion Date: Level of Effort: Status:

Expense: Estimated Cost: \$

Funding Sources:

Available	Chosen
Airport Funding	Local Funding
Private	Loan
Rebate	
Federal Grants	
State Grants	
Endowment	

Click the **Choose Additional Initiatives** button if you wish to select other Initiatives or **Click the Ready for Action!** button to save all Initiatives and move on to your Action Plan.

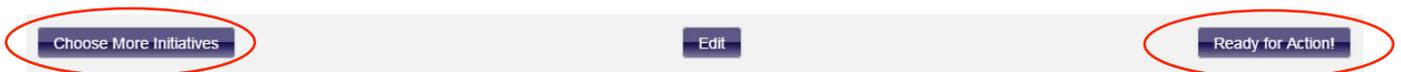
Choosing Additional Initiatives or Ready for Action

STEP 5: PUT YOUR PLAN INTO ACTION

You have defined your Sustainability Mission Statement, collected baseline information, explored numerous Focus Categories, identified Sustainability Goals, and chosen your Sustainability Initiatives. Now you are ready to put your plan into action!

DEVELOPING YOUR ACTION PLAN

An Action Plan takes Goals and Initiatives to the next level by indicating who will be responsible, what needs to be done, and by when. It also indicates how you will measure success and progress. Fortunately, the work you've done in the previous two steps provided the building blocks for the Action Plan that you will use to



accomplish what you've set out to do in this plan.

Complete the following steps to develop your Action Plan:

1. Review your Action Plan to be sure it displays as intended.

Reviewing Your Action Plan

Initiative	Focus Categories	Associated Goals	Responsible Person	Level of Effort	Estimated Cost	Target Date	Funding Sources	Status
Implement non-aeronautical development projects.	Operational Efficiency - Business Ops Economic Vitality - Revenue Generation Economic Vitality - Economic Development	Increase non-aeronautical revenue.	Jane Smith	Medium	\$100	12/16/2016	Rebate	Not Started
Establish airport internship program.	Social - Community Economic Vitality - Economic Development	Provide positive value for the local and regional area and maintain a "good neighbor" status.	John Smith	Low	\$100,000	12/16/2017	Loan	Complete

To modify your Action Plan, click the **Return to Goals** or **Return to Initiatives** buttons at the bottom of the page.

2. Complete the Implementation Commitment to assign responsibility for the overall plan.

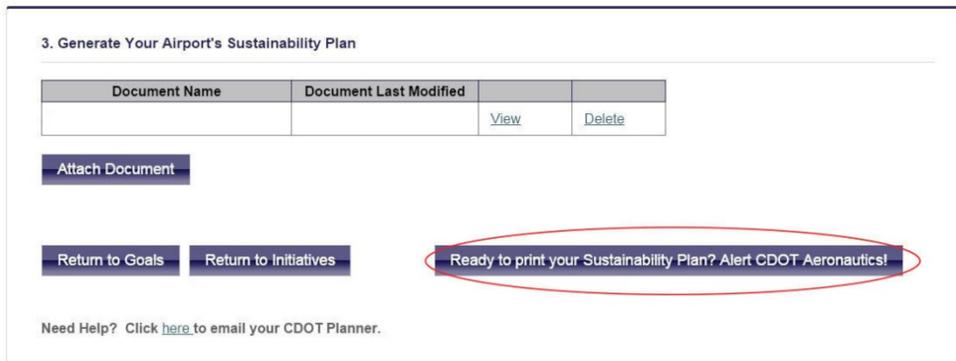
Implementing your Airport Sustainability Plan involves incorporating the planning information outlined in the previous steps into the operations, maintenance, and decision-making at your airport. A plan without accountability is an empty plan. Therefore, as part of the sustainability process you will complete an Implementation Commitment that assigns overall responsibility for maintaining and implementing your overall Airport Sustainability Plan. The Implementation Commitment identifies a single person

responsible for making sure the plan is implemented. The overall plan will be reviewed 1 year from your commitment. It also provides an option for identifying a reasonable timeframe for tracking progress on your Goals and Initiatives.

Implementation Commitment

Responsible Party for Overall Implementation	Jen Wolch
Email Address for Responsible Party	jen.wolch@email.com
Frequency of Tracking Progress on Goals/Initiatives	Quarterly
Overall Plan Review and Update	12/16/2016

3. **Click *Alert CDOT Aeronautics that your plan is ready!*** and wait for your emailed draft plan file to arrive from Aeronautics. By clicking this button, your information will automatically be forwarded to CDOT Aeronautics.



Alert CDOT Aeronautics

Aeronautics' Staff will generate your draft Airport Sustainability Plan by combining static text with your baseline Profile data and your individually selected Sustainability Goals and Initiatives. Your draft plan document will be produced by CDOT Aeronautics as an editable Microsoft Word® file that will be emailed to you for customization. Once you have this Word file, review your airport's draft plan and be sure to add or change anything that you think needs to be modified.

4. Once you have finalized your Airport Sustainability Plan, save the document as a pdf and upload it back into the Tool Kit. To save your plan as a pdf, **click File and scroll down to Save as Adobe PDF.** To upload your plan, **click Attach Document.** Your Airport Sustainability Plan will always be located in your WIMS account.

Uploading Your Plan

3. Generate Your Airport's Sustainability Plan

Document Name	Document Last Modified		
AIRPORT NAME Sustainability Plan.pdf		View	Delete

[Attach Document](#)

[Return to Goals](#) [Return to Initiatives](#) [Ready to print your Sustainability Plan? Alert CDOT Aeronautics!](#)

Need Help? Click [here](#) to email your CDOT Planner.

PUBLIC OUTREACH

It is important to inform local city governments, county commission boards, neighbors, airport users, and employees of the commitments and sustainability progress at the airport. Involving these stakeholders in the implementation process could help to gain support for the airport and its long-term plans. The following strategies can be used to conduct outreach about the sustainability plan:

- Social media posts
- Newsletter
- Regularly scheduled meetings (with XYZ entity or organization)
- Presentations (at local meetings or conferences)_
- Email news blasts
- Airport events
- Flyers

MAINTAINING AND UPDATING YOUR PLAN

You may want to keep a copy of the Action Plan in a frequently viewed place as a reminder to keep implementation on track. In addition, review the plan based on the schedule selected, consult other stakeholders and make adjustments as necessary, and share progress both internally and externally. It also is a good idea to share the plan process with others for redundancy, document responsibility, and indicate how to transfer responsibility, if necessary.

For additional guidance developing your Airport Sustainability Plan, **see Appendix 5: Additional Resources.**

APPENDIX 1: SUSTAINABILITY PLANNING

FAA SUSTAINABILITY PLANNING

In 2010, the FAA issued guidance on the Sustainability Master Plan Pilot Program to fund sustainability planning projects at airports nationwide. The FAA created these guidelines to help airports accomplish three Goals:

- Reduce environmental impacts;
- Maintain economic growth; and
- Achieve social progress.

Airports approached the sustainability planning process in one of two ways: incorporation of sustainability principles into the airport Master Plan, or adoption of an independent Sustainability Management Plan. Airport sponsors that were preparing or updating the Master Plan incorporated sustainability in the planning and development process to provide an integrated sustainability approach. Airports with a current Master Plan already in place developed a Sustainability Management Plan (now referred to as Airport Sustainability Plan) as a stand-alone exercise, outside of the traditional Master Plan process. Although funding of sustainability through FAA's Pilot Program is no longer available, funding of planning projects is eligible under FAA's Airport Improvement Program (AIP).

The Transportation Research Board (TRB) Airport Cooperative Research Program (ACRP) is sponsored in part by the FAA to conduct research on aviation issues. Many recent research projects have focused on sustainability planning and integration of sustainability into the development and operation of airports. Projects conducted by the ACRP include: ACRP Synthesis 10, *Airport Sustainability Practices*, Report 42, *Sustainable Airport Construction Practices*, Report 80, *Guidebook for Incorporating Sustainability into Traditional Airport Projects*, Report 110, *Evaluating Impacts of Sustainability Practices on Airport Operations and Maintenance*, and Report 119, *Prototype Airport Sustainability Practices: Characteristics, Viability, and Implementation Options*. Together, these ACRP research projects and others, have helped to advance sustainability planning and implementation at airports.

FAA programs such as the Noise Compatibility Program and Voluntary Low Emissions (VALE) Program provide funding support for specific sustainability actions. Within the Airport Improvement Program, airports are eligible to apply for funding to develop standalone sustainability plans or sustainable master plans.

CDOT AERONAUTICS SUSTAINABILITY PLANNING

CDOT Aeronautics supports the premise of balancing economic, operational, environmental, and social considerations in decision-making. CDOT has heightened its focus on integrating sustainability principles into the planning process for each general aviation airport in the State of Colorado, and in 2013 initiated the CDOT Sustainability Management Plan Program (SMPP).

2

2 The VALE Program provides funding only to specific commercial-service airports. To find out if your airport is eligible, visit the FAA Voluntary Airport Low-Emissions Program website at <http://www.faa.gov/airports/environmental/vale/>

Airport-specific Airport Sustainability Plans provide a great opportunity for aviation facilities in Colorado to manage costs, improve services, and incorporate sustainability into management decisions to aid the airport in achieving its specific, local Goals and Initiatives. To facilitate the preparation of airport-specific Airport Sustainability Plans, CDOT Aeronautics launched the Sustainability Management Plan Program (SMPP). The SMPP developed tools to reduce the expense, time, and complexity involved for Colorado airports to create airport-specific Airport Sustainability Plans.

CDOT received an FAA Airport Improvement Program (AIP) grant to develop the SMPP in 2013. The State of Colorado also contributed funding for the project. The purpose of the SMPP was to provide the information and tools to aid airports in making sustainability a core objective in airport management and planning for general aviation airports across the state.

The SMPP differs from previous FAA sustainability projects in that it supported sustainability planning for the entire statewide system of airports, not just for one individual airport. To implement sustainability at the more than 60 general aviation airports across Colorado a Sustainability Tool Kit was developed to facilitate the preparation of airport-specific Airport Sustainability Plans at Colorado's General Aviation (GA) airports. The Tool Kit includes programs, templates, and guidance for use in creating an individualized Airport Sustainability Plan for each airport. The Tool Kit was used to create this Airport Sustainability Plan.

Figure 1-1 CDOT Statewide Sustainability Planning Process



To ensure the Tool Kit provides useful and practical information, two levels of stakeholder engagement were conducted as part of the SMPP. The first level comprised broad outreach to all GA airports in Colorado via email, telephone, webinar, or internet. These outreach communications conveyed project progress and planning guidance. The second level of stakeholder participation included the formation of a project committee consisting of representatives from several key organizations, including: CDOT Aeronautics, CDOT Sustainability, FAA, the Colorado Airport Operators Association (CAOA), Aircraft

Owners and Pilots Association (AOPA), Signature Fixed Based Operator (FBO), and individuals representing state airports from varied geographic regions and facility sizes. Additional outreach efforts included presentations at numerous aviation conferences including the Colorado Airport Operators Association conference, American Association of Airport Executives Northwest Chapter conference, and Denver International Airport's Environmental Regulations Workshop.

GENERAL AVIATION (GA) IN COLORADO

General aviation airports in the State of Colorado can be governed at three different levels: federal (i.e., FAA), state (i.e., CDOT), and/or local (e.g., counties, municipalities, authorities, associations, private, etc., as the airport sponsor).

Federal governance applies to those airports that are identified in the *National Plan of Integrated Airport Systems (NPIAS)* and have received grant monies through the FAA's Airport Improvement Program (AIP). The NPIAS identifies those airports included in the national airport system and the role they serve. In the State of Colorado, there are 74 public-use airports of which 49 are identified as NPIAS airports (10 primary, commercial service and 39 non-primary, general aviation).

In a 2014 FAA study (*General Aviation Airports: A National Asset*), the role general aviation airports play in our national airport system was examined. Of the 39 non-primary, general aviation NPIAS airports in the state, the study determined 2 airports play a national role, 3 play a regional role, 27 play a local role, and 7 play a basic role.

State governance applies to those airports that are identified in CDOT's *Aeronautics' Colorado 2011 Aviation System Plan Update* and receives state grant funds. The state's *Aviation System Plan* identified the role of public-use airports in the Colorado system, as follows: 14 Major Commercial Service, 12 Major General Aviation, 32 Intermediate, and 18 Minor. Local governance is dependent upon the type of airport sponsor (the owner and operator of the airport), as discussed above.

By definition, general aviation is based on aircraft use, and includes everything but scheduled commercial service (passenger and cargo) and military. General aviation does not necessarily mean small aircraft as they can include a one seat glider to as large as a Boeing 747. A majority of general aviation aircraft in Colorado are single and multi-engine piston aircraft (e.g., Beechcraft, Cessna, Cirrus, Mooney, Piper, etc.), single and multi-engine turboprop aircraft (e.g., Beechcraft, Piaggio, Piper, etc.), and multi-engine turbojet aircraft (e.g., Cessna, Challenger, Eclipse, Gulfstream, Learjet, etc.).

General aviation aircraft are used for a multitude of reasons including personal/recreational, business/corporate, flight instruction, emergency services (e.g., police, fire, search and rescue, air ambulance, etc.), or industrial (e.g., agricultural, pipeline/powerline inspection, aerial photography, etc.)

It is estimated that 2.4 million aircraft operations (takeoffs and landing) took place at Colorado general aviation airports in CY 2014 and that there are approximately 4,800 based aircraft in the state. Further, Colorado general aviation airports (and the airport's tenants) employ 265,700 people and have a total economic impact of over \$36.7 billion.

APPENDIX 2: SUSTAINABILITY DATA POINTS FOR PROFILE TAB

The following table lists all of the potential fields included in an airport profile. Those fields highlighted in orange are automatically pre-loaded; the righthand column shows the source of these data.

Airport	
Profile Name	
Plan Year	Plan year for which these data will apply
Associated City	The city associated with the profile airport.
Airport Identifier	IATA Airport Location Identifiers
Ownership	Source: AirportIQ 5010
Service Level	Source: AirportIQ 5010
Category	Source: FAA National Asset Report.
Historical Year	Source: AirportIQ 5010
Forecast Year	Source: AirportIQ 5010
Based Aircraft (Historical)	Source: AirportIQ 5010
Based Aircraft (Forecasted)	Source: FAA
Enplanements (Historical)	Source: AirportIQ 5010
Enplanements (Forecasted)	Source: FAA
Aircraft Operations (Historical)	Source: AirportIQ 5010
Aircraft Operations (Forecasted)	Source: FAA
Runways (#)	Source: AirportIQ 5010
Tower (Y/N)	Source: AirportIQ 5010
Length of Main Runway (ft)	Source: AirportIQ 5010
FTE Employees (#)	Source: 2013 Economic Impact Study
Width of Main Runway (ft)	Source: AirportIQ 5010
Average Employee Tenure (years)	Average length of time that employees have worked at the Airport
Aircraft Accidents (#)	On airport only. Any occurrence that involves operation of an aircraft with intention of flight and any person suffers serious injury or death, or the aircraft receives substantial damage
Safety Incidents (#)	On airport only. Any occurrence other than an accident, associated with the operation of an aircraft, which affects or could affect the safety of operations
Runway Closure Time (hours)	Closures due to weather as well as any safety issues or mandatory closure time
Sustainable criteriSustainable Criteria in Purchasing (Y/N)	Does your Airport include sustainable criteria with regard to procurement?

Financial	
Airport Economic Impact (\$)	Total economic impact to the surrounding community of the airport from the 2013 CDOT study
Aeronautical Operating Revenue (\$)	All revenues directly tied to enplanements, aviation fuel sales, land & facilities rented, and aircraft storage. Land & facilities rented should only include Aeronautical Activities.
Non-Aeronautical Operating Revenue (\$)	All revenues not directly tied to enplanements, aviation fuel sales, land & facilities rented, and aircraft storage. Land & facilities rented should only include Non-Aeronautical Activities.
Total Operating Expenses (\$)	Operating expenses for the Airport
Total Assets (\$)	All capital (fixed) assets of the airport including land, infrastructure, facilities, vehicles, equipment, etc. (excluding depreciation).
Jet Fuel Sold (Gallons)	
Jet Fuel Sold (\$)	Only if sold by airport, not the FBO(s).
Aviation Fuel Sold (Gallons)	Total including all Jet Fuel and Av Gas sold
Aviation Fuel Sold (\$)	Only if sold by the Airport, not the FBO(s).
Types of Aviation Fuel Sold	Source: AirNav
Total Cash Reserves (\$)	Addition of cash, cash equivalents, and investments.
Total Land (acres)	Source: AirportIQ 5010
Total Liabilities (\$)	The sum of debt and other liabilities, typically found in annual financial audits
Rentable Land (acres)	Acres of airport property that are available to be rented, whether improved or vacant, aero or non-aero, rented or not rented currently
Rented Land (acres)	Acres of airport property that are currently being rented.
Total Facilities (square feet)	Total facilities owned by the airport and available for rent including buildings, hangars, sheds, ect.
Rented Facilities (square feet)	Total facilities owned by the airport that are currently being rented.
State Fuel Tax Revenue (\$)	Fuel tax revenue received from the State of Colorado.
Local Subsidies Amount (\$)	Funding from local subsidies. Includes interfund transfers
Federal Grant Amount (\$)	Funding from federal grants Source: WIMS
FBOs (#)	Source: AirNav
State Grant Amount (\$)	Funding from State grants Source: WIMS

Social	
Community Collaborations/Events (#)	Any activities that promote the airport to the local community. These activities can be on or off airport property.
Internships (Y/N)	Are internships offered?
Security Incidents (#)	Security breaches or violations.
Media Updates (Y/N)	Does your airport use internet media or social media to update the public on airport matters?
Noise Complaints (#)	Each individual call, not each household.
Sustainability Recognition (Y/N)	Notice for existing activities such as employee training, raw water re-use, Xeric landscaping, etc
User Complaints (#)	Non-noise related complaints, such as temperature, service, comfort, etc.
Environmental	
Energy	
Airport Vehicles (#)	Includes vehicles and equipment. For example a tow behind broom would be counted seperately.
Natural Gas Consumption (Therms)	Annual consumption conversion: 1 CCF=102,800 BTU= 102.8 kBTU= 1.028 MMBTU=10.28 Therms
Electricity Consumption (kWh)	Total electricity used by the airport
Natural Gas Cost (\$)	Total including fees
Electricity Cost (\$)	Total including fees
Fleet Fuel Consumption (gallons)	Amount of unleaded gasoline and/or diesel fuel used for non-aeronautical vehicles
Renewable Electricity (kWh)	Total renewable electricity produced on property or from utility offsets
Fleet Fuel Cost (\$)	Gasoline and diesel used for airport fleet.
Water	
Potable Water Consumption (kGal)	Water Conversions: 1 Acre-foot= 325,851 Gallons= 325.851 kGal
Potable Water Cost (\$)	Amount of non-sewer water charges including monthly service fees and consumption charges.
Non-Potable Water Consumption (kGal)	From any recycled, untreated, or partially treated sources
Non-Potable Water Cost (\$)	Cost of recycled, untreated or partially treated water
Sewer Cost (\$)	
Water Quality Violations (#)	Violations recorded for water quality impairment

Waste	
Solid Waste Generation (cubic yards)	Volume is number of pickups multiplied by capacity of container
Waste Disposal Costs (\$)	Landfill costs or those paid to waste hauler for traditional waste
Recycling Program (Y/N)	Does your airport participate in a recycling program?
Recycled Waste (cubic yards)	Recycled, composted, and re-used material; volume is number of pickups multiplied by capacity of container
Recycling Disposal Costs (\$)	Amount paid for recycling
HazMat Generated (Tons)	Amount of hazardous materials disposed of or recycled
Hazardous Materials Used (\$)	Amount paid for hazardous materials such as solvents, oil, etc.
Climate/Air Quality	
Greenhouse Gas Emissions 1&2 (MTCO2e)	Scope 1 direct combustion controlled by airport or tenants (ex: boilers, furnaces, vehicles used on property) Scope 2 emissions from purchased electricity generated upstream but used on property Conversion guidance is located on Welcome tab, References
Indoor Air Quality Improvement (Y/N)	Measures such as banning smoking, walk-off mats, and no-VOC furniture
Alternative Transportation Options (#)	Options besides single passenger vehicles for getting to and from the airport
Natural Resources	
Wildlife Strikes (#)	Number of wildlife strikes reported

Note: Orange highlight means data has already been imported from existing source

APPENDIX 3: FINANCIAL BASELINE FIELD GUIDANCE

Total Aeronautical Operating Revenues (\$): All revenues directly tied to enplanements, airport use fees, aviation fuel sales, aeronautical land and facility rent, aircraft storage, and other aeronautical related activities. Source will be the airport's Statement of Financial Activities (also known as Income Statement).

Total Non-aeronautical Operating Revenues (Non-aeronautical) (\$): All revenues directly tied to non-aeronautical land and facility rent, vehicle parking fees, and other non-aeronautical related activities. Source will be the airport's Statement of Financial Activities (also commonly referred to as Income Statement).

Total Operating Revenues (\$): Addition of Total Aeronautical Operating Revenues and Total Non-aeronautical Operating Revenues. Source will be the airport's Statement of Financial Activities (also commonly referred to as Income Statement).

Total Cash Reserves (\$): Addition of cash, cash equivalents, and investments. Source will be the airport's Statement of Net Assets (also commonly referred to as Balance Sheet).

Total Operating Expenses (\$): All expenses directly tied to the day-to-day operation of the airport. Source will be the airport's Statement of Financial Activities (also commonly referred to as Income Statement).

Total Capital Assets (\$): All capital (fixed) assets of the airport including land, infrastructure, facilities, vehicles, equipment, etc. (excluding depreciation). Source will be the airport's Statement of Net Assets (also commonly referred to as Balance Sheet).

Total Liabilities (\$): All current and long-term liabilities of the airport. Source will be the airport's Statement of Net Assets (also commonly referred to as Balance Sheet).

Rentable Land (acres): All aeronautical and non-aeronautical airport land that is available for rent regardless of whether land is improved or unimproved and rented or vacant. Source will be the airport's Master Plan and/or Airport Layout Plan.

Rented Land (acres): All aeronautical and non-aeronautical airport land that is currently rented. Source will be the airport's tenant spreadsheet.

Rentable Facilities (square feet): All airport owned aeronautical and non-aeronautical facilities that are available for rent regardless of whether facilities are rented or vacant. Source will be the airport's Master Plan.

Rented Facilities (square feet): All airport owned aeronautical and non-aeronautical facilities that are currently rented. Source will be the airport's tenant spreadsheet.

Jet Fuel Sold (\$): Total revenues associated with jet fuel sold by the airport (if any). Source will be the airport's Statement of Financial Activities (also known as Income Statement).

AvGas Sold (\$): Total revenues associated with AvGas fuel sold by the airport (if any). Source will be the airport's Statement of Financial Activities (also known as Income Statement) and/or the airport's fuel volume spreadsheet.

Total Aviation Fuel Sold (\$): Addition of Jet Fuel Sold and AvGas Sold. Source will be the airport's Statement of Financial Activities (also commonly referred to as Income Statement).

Jet Fuel Volumes (Gallons): Total jet fuel volumes for the airport, regardless of whether sold by the airport or a fixed base operator (FBO) or if associated with a non-commercial, self-fueling entity. Source will be the airport's fuel volume spreadsheet.

AvGas Volumes (Gallon): Total AvGas fuel volumes for the airport regardless of whether sold by the airport or an FBO or if associated with a non-commercial, self-fueling entity. Source will be the airport's fuel volume spreadsheet.

Total Aviation Fuel Sold (\$): Addition of Jet Fuel Volumes and AvGas Volumes. Source will be the airport's fuel volume spreadsheet.

Local Subsidies (\$): Total financial support provided to the airport directly or indirectly from the airport sponsor (or surrounding municipalities) to support the operating and/or non-operating financial needs of the airport. Source will be the airport's Statement of Financial Activities (also known as Income Statement).

Federal Grants (\$): Grants provided to the airport by agencies of the federal government (i.e., Federal Aviation Administration [FAA]) to support the operating and/or non-operating financial needs of the airport. Source will be the airport's Statement of Financial Activities (also known as Income Statement).

State Grants (\$): Grants provided to the airport by agencies of the state government (i.e., Colorado Department of Transportation Aeronautics) to support the operating and/or non-operating financial needs of the airport. Source will be the airport's Statement of Financial Activities (also known as Income Statement).

EXAMPLE – AIRPORT FINANCIAL STATEMENTS

Following are recommended sections and sub-sections of the airport financial statements to facilitate the completion of the Financial Profile of the airport.³ The airport will want to include financial line items within each section and sub-section that is reflective of the airport. Examples are provided by ACRP Report 77 – Guidebook for Developing General Aviation Airport Business Plans. To download the files in Excel format please visit <http://www.trb.org/Main/Blurbs/168114.aspx>.

³ The above recommended format for airport financial statements will not only assist you in completing the Profile for the Sustainability Tool Kit, it will help you, other airport management and staff, and the airport governing body better understand, interpret, and manage the financial performance of your airport. If you provide this recommended financial statement format to the accounting office that prepares your airport's financial statements, they should be able to understand the recommended format, prepare your airport financial statements in this format, and explain to you each line item and the value of understanding each line item.

STATEMENT OF NET ASSETS
Name of Airport
Statement Date

	CURRENT PERIOD		PREVIOUS PERIOD		NET CHANGE	
	% of Total	Amount	% of Total	Amount	% Change	Amount
CURRENT ASSETS						
Cash and Cash Equivalents	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Investments	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Accounts Receivables	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Inventories	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Prepaid Expenses	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Other Current Assets	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
TOTAL CURRENT ASSETS	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
CAPITAL ASSETS						
Capital Assets (Not Being Depreciated)						
Airside - Land	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Airside - Infrastructure In Progress	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Landside - Land	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Landside - Infrastructure in Progress	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Aviation Real Estate - Land	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Aviation Real Estate - Improvements in Progress	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Non-Aviation Real Estate - Land	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Non-Aviation Real Estate - Improvements in Progress	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Total Capital Assets (Not Being Depreciated)	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Capital Assets (Being Depreciated)						
Airside Infrastructure	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Landside Infrastructure	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Aviation Real Estate Improvements	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Non-Aviation Real Estate Improvements	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Vehicles and Equipment	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Total Capital Assets (Being Depreciated)	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Accumulated Depreciation		\$ -		\$ -		\$ -
Net Capital Assets (Being Depreciated)	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
NET CAPITAL ASSETS	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
TOTAL ASSETS	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
	% of Total	Amount	% of Total	Amount	% of Total	Amount
CURRENT LIABILITIES						
Accounts Payable	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Accrued Expenses	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Accrued Interest Payable	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Security Deposits	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Accrued Payroll	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Unearned Rent	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Current Portion of Loans Payable	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Other Current Liabilities	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
TOTAL CURRENT LIABILITIES	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
LONG-TERM LIABILITIES						
Loans Payable	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Other Long-Term Liabilities	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
TOTAL LONG-TERM LIABILITIES	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
TOTAL LIABILITIES		\$ -		\$ -	0.0%	\$ -
NET ASSETS						
Invested in Capital Assets (Net of Related Debt)	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Restricted - Capital Projects	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Restricted - Debt Service	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Restricted - Other Purposes	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Unrestricted	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
NET ASSETS	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -

STATEMENT OF FINANCIAL ACTIVITIES (AIRPORT OPERATED FBO)
Name of Airport's FBO
Financial Period (From - To)

	TOTAL		Jet A		Avgas		Mogas		Products and Services		Facilities	
	% of Total	Amount	% of Total	Amount	% of Total	Amount						
OPERATING REVENUES												
Retail Aviation Fuel and Additives	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Contract Aviation Fuel and Additives	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Oils and Lubricants	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Ramp (Aircraft Parking)	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Pilot Supplies	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Line (Ground) Services	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Passenger/Crew Services	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Aircraft Storage	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Other Revenues	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
TOTAL REVENUE	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -						
COST OF GOODS SOLD	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -						
GROSS MARGIN	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -						
OPERATING EXPENSES												
Bad Debts	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Bank and Credit Card Fees	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Communications and Connectivity	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Contributions and Donations	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Dues and Subscriptions	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Employee Benefits	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Employee Recruiting and Testing	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Insurance	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Lease (Rent)	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
License, Fees, and Business Taxes	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Maintenance	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Marketing and Public Relations	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Office Equipment	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Payroll	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Payroll Taxes	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Postage and Delivery	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Professional Services	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Security	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Supplies and Materials	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Training	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Travel, Meals, and Entertainment	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Uniforms	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Utilities	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Vehicle and Equipment Leasing	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Vehicle and Equipment Maintenance	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Vehicle and Equipment Operations	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
TOTAL OPERATING EXPENSES	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -						
OPERATING INCOME	\$ -	\$ -	\$ -	\$ -								
NON-OPERATING SOURCES OF FUNDS (NOSF)												
Federal Government Grant and Monies	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
State Government Grant and Monies	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Local Government Grant and Monies	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Airport Sponsor Subsidy	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Investment Income	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Interest Income	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Gain on Sale of Capital Assets	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Other Non-Operating Sources of Funds	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
TOTAL NOSF	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -						
NON-OPERATING USES OF FUNDS (NOUF)												
Depreciation Expense	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Amortization Expense	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Interest Expense	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Loss on Sale of Capital Assets	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Other Non-Operating Uses of Funds	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
TOTAL NOUF	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -						
CHANGE IN NET ASSETS	\$ -	\$ -	\$ -	\$ -								
NET ASSETS, Beginning of Period	\$ -	\$ -	\$ -	\$ -								
NET ASSETS, End of Period	\$ -	\$ -	\$ -	\$ -								

STATEMENT OF CASH FLOWS
Name of Airport
Statement Date

	CURRENT PERIOD		PREVIOUS PERIOD		NET CHANGE	
	% of Total	Amount	% of Total	Amount	% Change	Amount
CASH FLOWS FROM OPERATING ACTIVITIES						
Receipts from Airport Lessees, Permittees, and Users	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Receipts from FBO Customers	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Receipts from Others	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Payments to Vendors	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Payments to Suppliers	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Payments to Employees	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Payments to Others	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
NET CASH FROM OPERATING ACTIVITIES	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
CASH FLOWS FROM NON-OPERATING ACTIVITIES						
Grants	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Subsidies	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Investment Income	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
NET CASH FROM NON-OPERATING ACTIVITIES	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES						
Other Revenues (Expenses)	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Proceeds from Current and Long-Term Liabilities	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Interest Paid on Current and Long-Term Liabilities	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Principal Paid on Current and Long-Term Liabilities	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
NET CASH FROM NONCAPITAL FINANCING ACTIVITIES	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES						
Acquisition of Capital Assets	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Construction of Capital Assets	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Disposal of Capital Assets	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Proceeds from Current and Long-Term Liabilities	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Interest Paid on Current and Long-Term Liabilities	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
Principal Paid on Current and Long-Term Liabilities	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
NET CASH FROM CAPITAL AND RELATED FINANCING ACTIVITIES	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
CASH FLOWS FROM INVESTING ACTIVITIES						
Purchase (Sale) of Investments	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
NET CASH FROM INVESTING ACTIVITIES	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
CASH AND CASH EQUIVALENTS, Beginning of period	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
CASH AND CASH EQUIVALENTS, End of period	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -

APPENDIX 4: CALCULATING GREENHOUSE GAS EMISSIONS

To understand the climate impacts of the energy consumed at your airport, you can convert all of the various fuels used to Metric Tons of Carbon Dioxide equivalent (MTCO²e), which is the most common globally used Metric for measuring greenhouse gas emissions. To get MTCO²e, simply multiply the number of units of each fuel type used by the appropriate conversion factor below per the following equation:

$$X \text{ MTCO}^2 = y \text{ units} * \text{conversion factor (MTCO}^2\text{e/unit)}$$

For example, if you have 259,300 kWh of annual electricity use: multiply 259,300 kWh by 0.000868182 MTCO²e to get 225 MTCO²e.

Sources are provided and should be updated regularly.

Fuel type	Unit of measure	Conversion factor	Source (2015)
Natural Gas	Therm	0.005306	The Climate Registry*
Electricity	kWh	0.000868182	eGrid for RMPA (WECC Rockies)
Av Gas	Gallon	0.00831	The Climate Registry*
Jet Fuel	Gallon	0.0097497	The Climate Registry*
Gasoline	Gallon	0.0087775	The Climate Registry*
Diesel	Gallon	0.01021	The Climate Registry*
Propane	Gallon	0.00572117	The Climate Registry*

* <http://www.theclimateregistry.org/tools-resources/reporting-protocols/general-reporting-protocol/>

APPENDIX 5: ADDITIONAL RESOURCES

POTENTIAL FUNDING SOURCES

Potential funding sources that may be useful in helping to implement Initiatives include grants, utility rebates, paid-through-savings programs, and specialized finance vehicles. Grants and utility rebates typically don't require repayment, but may have documentation and/or matching requirements. Paid-through-savings programs can be instituted internally or using a third-party and use the cost savings (most often from energy) that will be generated over the life of efficiency projects compared to the cost of using existing, less efficient systems. Those cost savings are then used both to finance and pay back the cost of implementing the efficiency projects. Finally, there are loans and other finance vehicles, both private and public, that can be structured with more favorable terms based on sustainability measures.

The following sources of information will help you as you decide which funding sources may be most appropriate for your situation:

1. [DSIRE database](#): This database attempts to be a catch-all for incentives and energy related programs searchable down to city and/or zip code. In addition to filtering to your specific location, two filters to apply that will quickly narrow results are the **Category**, which should be set to "Financial Incentive," and the **Eligible Sector**, which should be set to "Non-Residential."
2. Aviation-specific grant programs: Both CDOT (through the [Discretionary Aviation Grant Program](#)) and the FAA (through the [Airport Improvement Program](#)) offer aviation specific grants that, while not focused on sustainability, can help to implement various aspects of a an Airport Sustainability Plan, especially those related to safety, capacity, and improvements. In some instances there are particular sustainability-related projects, such as in section 3-74 of the [Airport Improvement Program Handbook](#):

3-74. Energy Efficiency (Green/Sustainable) Improvement Costs. Per 49 USC § 47110(b)(7), the costs to improve the energy efficiency of a building, sometimes referred to as green or sustainable improvements, are allowable.

3. Local government-specific funds: For quasi-municipal airports, using an associated local government for funding via bonds and state/local government-specific programs (state agencies, such as the Department of Local Affairs [DOLA], can be helpful via their [regional managers](#)) and aligning with local Sustainability Goals can often bring in additional capital to implement projects.
4. Paid-Through-Savings: The most common way of implementing a paid-through-savings model for larger energy consumers is via an Energy Performance Contract. In Colorado, the Colorado Energy Office offers support for public entities through [the Public Energy Performance Contracting program](#) and private sector entities through [the Private Energy Performance Contracting program](#). Through these programs may not be as applicable at the scale of a smaller regional airport, the staff at the Colorado Energy Office may be able to offer additional resources for both implementing this model for your facility as well as looking for ways to potentially include your facilities with your local government efforts where possible. In addition, the principle of paid-through-savings can be applied in-house or using the services of a smaller energy contractor or your local utility to estimate savings. There are a number of programs and tools available to help quantify the savings – the [Energy At Risk tool from Xcel Energy](#) is a good place to start.

5. Additional Finance Vehicles: There are a number of financing vehicles that can support sustainability projects that may be available in your area. Two of the more promising ones are described here:
 - a. Energy efficiency loan programs: These typically use a paid-through-savings approach and will vary by location. One in particular that will have statewide reach is a commercial Property Assessed Clean Energy District that counties will have to opt into available by early 2016. These are captured to some extent in the DSIRE database as well as through the Southwest Energy Efficiency Project [site](#).
 - b. Water loan programs: The state offers a number of loans for water projects, including the [Water Project Loan Program](#), which private entities can apply for as well as municipalities. Other programs are available depending on eligibility at the Water Conservation Board's Loans and Grants [site](#).

SUSTAINABILITY REFERENCES

Sustainable Aviation Guidance Alliance (SAGA)

<http://www.airportsustainability.org/>

FAA Sustainability Website

<http://www.faa.gov/airports/environmental/sustainability/>

FAA Sustainability Guidance

http://www.faa.gov/airports/environmental/sustainability/media/interim_guidance_sustainable_master_plan_pilot.pdf

Example Sustainability Plans

<http://www.faa.gov/airports/environmental/sustainability/> (about mid-page)

https://www.rentonwa.gov/uploadedFiles/Living/PBPW/AIRPORT/01_Plans_and_Programs/Complete%20Final%20Plan.pdf

Airport Cooperative Research Program (ACRP) Synthesis 53: Outcomes of Green Initiatives: Large Airport Experience, <http://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=3469>

ACRP Synthesis 02-30: Enhancing the Airport-Industry SAGA

Website, <http://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=3031>

ACRP Synthesis 42: Integrating Environmental Sustainability into Airport Contracts

<http://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=3268>

ACRP Synthesis 33: Airport Climate Adaptation and Resilience

<http://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=3106>

ACRP Synthesis 24: Strategies and Financing Opportunities for Airport Environmental Programs

<http://www.trb.org/main/blurbs/165852.aspx>

ACRP Synthesis 21: Airport Energy Efficiency and Cost Reduction

<http://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=2644>

ACRP Synthesis 10: Airport Sustainability Practices

<http://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=1553>

Envision Sustainable Infrastructure Rating System

<http://www.sustainableinfrastructure.org/rating/>

Global Reporting Initiative Reporting Guidelines

<https://www.globalreporting.org/resource/library/G3-Sustainability-Reporting-Guidelines.pdf>

US Green Building Council Leadership in Energy and Environmental Design

<http://www.usgbc.org/leed>