



CHAPTER EIGHT

Financial Implementation Analysis

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FINANCIAL IMPLEMENTATION ANALYSIS

Financial Analysis Objectives

The primary objective of the Financial Implementation Analysis for the Skylark Field (ILE) Airport Master Plan is to evaluate the Airport's capability to fund the Capital Improvement Program (CIP) and to finance Airport operations. The program is planned for implementation through three phases of development including a five-year Phase I period (2015-2019), a five-year Phase II period (2020-2024) and a ten-year Phase III period (2025-2034). The analysis includes development of a detailed Financial Implementation Plan. Objectives for developing the Financial Implementation Plan include presenting the results of the implementation evaluation and providing practical guidelines for matching an appropriate amount and timing of financial sources with the planned use of funds. Detailed schedules of projections for the capital program, operating expenses, operating revenues, and cash flow are provided at the end of **Chapter Eight** in support of the Financial Plan Summary which presents the results of this evaluation.

Overall Approach

Our overall approach for conducting the Financial Implementation Analysis included the following steps:

- Gathering and reviewing key Airport documents related to historical financial results, capital improvement plans, operating budgets, federal and state regulatory requirements, airport practices, and City of Killeen policies;
- Interviewing key airport management personnel to gain an understanding of the existing operating and financial environment, and overall financial management philosophy;
- Reviewing the Master Plan CIP, cost estimates and development schedule anticipated for the planning period, and projecting the overall financial requirements for the program;
- Determining and analyzing the sources and timing of capital funds available to meet the financial requirements for funding the CIP;

- Analyzing historical and budgeted operating expenses, developing operations and maintenance expense assumptions, reviewing assumptions with airport management, and projecting future operating costs for the planning period;
- Analyzing historical and budgeted revenue sources, developing revenue growth assumptions, reviewing assumptions with airport management, and projecting future revenues for the planning period;
- Developing a detailed Financial Implementation Plan that includes capital expenditures balanced with capital funding, operating revenues and expenses that result in positive net revenues, and a projection of overall positive cash flow throughout the twenty-year planning period from 2015 to 2034; and,
- Completing results of the analysis and evaluation in a Financial Plan Summary that provides conclusions regarding the reasonableness of implementing the Airport's Master Plan CIP

a block grant as they would be if the FAA were administering the project. Both AIP entitlement and discretionary grants are administered by TxDOT through the block grant program. Ordinarily, AIP grants fund 90 percent of eligible project costs while the airport sponsor provides the remaining 10 percent in local matching funds.

The FAA classifies certain general aviation, reliever and commercial service airports (those with annual passenger enplanements of 10,000 or less) as Non-Primary Airports for funding purposes. Skylark qualifies as a Non-Primary Airport. Under the AIP reauthorization legislation enacted in 2000 (referred to as AIR-21), Non-Primary Airports receive a non-primary entitlement (NPE) grant equal to 20 percent of the eligible costs of their five year capital improvement program up to a maximum of \$150,000 per year. NPEs are available in the year granted and can be carried over for three additional years. This analysis assumes that Skylark will receive the \$150,000 maximum annual entitlement throughout the planning period.

Capital Funding Sources

The Master Plan CIP will be funded by several sources. These sources include Federal Aviation Administration (FAA) Airport Improvement Program (AIP) grants administered by the Texas Department of Transportation (TxDOT) - Aviation Division, TxDOT state aviation grants, private third party financing, Airport cash reserves/net operating cash flow, and other unidentified funding. These capital funding sources are described in the following chapter sections.



FAA AIRPORT IMPROVEMENT PROGRAM STATE BLOCK GRANTS

In Texas, FAA AIP grants for general aviation and reliever airports are administered through TxDOT as part of the FAA State Block Grant Program. Under this Program, the State performs certain AIP administrative functions (such as project prioritization, selection, and monitoring) that are traditionally accomplished by the FAA. The State normally receives one annual block grant based on a formula related to area/population of the state. AIP requirements for airport project eligibility and allowable costs are the same for states receiving

In addition to NPEs, Skylark is eligible to receive AIP discretionary grants also administered by TxDOT through the block grant program and awarded in accordance with FAA guidelines. The approval of AIP discretionary funding is based on a project eligibility ranking method the FAA uses to award grants, at their discretion, based on a project's priority and importance within the national airport and airway system. It is reasonable to assume the Airport will continue to receive discretionary funding during the planning period for higher priority, eligible projects, such as runway, taxiway, safety, security, and aircraft apron improvements. However, since the future availability of AIP discretionary grants is not certain until an actual grant is awarded, it should be noted that any future capital projects, which have discretionary funding provided through TxDOT's block grant as a funding source in the implementation plan may need to be delayed until such funds actually become available.

The implementation analysis assumes the Airport will receive AIP block grants through TxDOT (including NPE and discretionary grants) of \$2.0 million in Phase I, \$6.0 million in Phase II and \$19.5 million in Phase III. The implementation analysis further assumes the current AIP funding program will continue to be extended through 2034 and that future program



authorizations will provide substantially similar funding levels as it currently does and as it has historically provided since the program was established in 1982.



FAA FACILITIES AND EQUIPMENT (F&E) FUNDING PROGRAM

Within the FAA's Airways Facilities Division, money is available through the Facilities and Equipment Fund (F&E) to purchase and/or install navigational aids, visual approach guidance indicator systems, approach lighting systems, and other air safety related technical equipment, which includes Air Traffic Control Towers (ATCT). Each F&E development project is evaluated independently through a cost/benefit analysis to determine funding eligibility and priority ranking.



STATE OF TEXAS FUNDING AND PROGRAMMING

In addition to the FAA's AIP, Discretionary Grants and F&E Program, TxDOT, also administers State funded programs for airport planning, maintenance, and construction projects. The funding is derived from a portion of the motor vehicle title and registration fees as part of the State Highway Fund (Fund #6). Each fiscal-year's airport program funding level is appropriated by the State's general appropriations bill as part of the TxDOT budget. The state-local cost sharing for this program is set at 90 percent state and 10 percent local except for terminal building projects, routine maintenance projects, and small capital improvement program items, which are specific funding programs discussed below.

TxDOT Aviation Division Grants

TxDOT sponsors the Routine Airport Maintenance Program (RAMP) that provides partial funding for "lower cost" airside and landside airport projects. Eligibility is determined at TxDOT's discretion. Both maintenance and new construction projects are considered. Airside projects generally have higher priority. RAMP funding is limited to \$50,000 per year per airport. The local government match requirement is 50 percent of total project costs up to \$100,000 plus any excess cost over \$100,000. The implementation analysis assumes that TxDOT RAMP grants will be provided throughout the planning period for several minor projects that are included, but not specifically

identified, in the operations and maintenance expense analysis of this chapter.

TxDOT provides other grant programs for general aviation airports that include partial funding support for aircraft hangars, taxilanes and parking aprons owned by the airport, public taxilanes and aprons adjacent to private hangars, automobile parking and entry roads related to general aviation terminals/hangars, automated weather observation systems and aviation fuel facility developments.

Requirements for each additional funding program are provided in the following paragraphs. The implementation analysis assumes that TxDOT will provide state grant funding to support such projects in amounts of approximately \$700,000 in Phase I, \$1.6 million in Phase II and \$2.3 million in Phase III.

Terminal Building Program

- 50/50 cost share for design and construction up to \$1,000,000 (furniture/appliances/ fixtures are not included and require 100% local funding);
- 50/50 cost share for parking and entry road construction up to \$100,000;
- 90/10 cost share for aircraft parking apron;
- Airport must be publicly owned or leased for 20-years;
- Airport must have an airport manager or designated individual on site on a regular basis;
- Airport must have aviation fuel available for sale to the flying public.

Hangar Program

- 80/20 cost share for locations without pavement, 75/25 cost share for locations with pavement existing;
- Airside needs must first be met;
- Justification for additional hangar space is required;
- Approved ALP designating location must be on file;
- Hangar lease and rate structure must be in place;
- Adoption of airport minimum standards is required.

Fuel Facility Development

- 75/25 cost share;
- Installation of new above ground systems at airports that currently do not have fuel, which are controlled and owned by the airport sponsor;



- Airside needs must first be met;
- Fuel rate and flowage fee standards are required to be in place;
- Approved ALP designating location must be on file; and,
- Adoption of airport minimum standards is required.
- Evidence of compliance with environmental regulations, which includes a Storm Water Pollution Prevention Plan and Spill Prevention Control and Countermeasure Plan both of which are eligible for funding assistance under RAMP.

Automated Weather Observation System (AWOS)

- 75/25 cost share;
- RAMP funds could be used for future maintenance agreements.

PRIVATE THIRD PARTY FINANCING

Many airports use private third party financing when the planned improvements will be primarily used by a private business or other organization and the airport does not want to make such an investment or cannot afford to make such an investment. Projects of this kind typically include private hangars, FBO facilities, rental-car facilities, cargo facilities, exclusive-use aircraft parking aprons, industrial development areas, non-aviation commercial areas, and various other projects. Such projects are usually not eligible for federal or state funding. The implementation analysis assumes that private third parties will provide \$2.0 million in funding to support private aircraft hangar developments and related projects in Phase I, \$2.6 million in Phase II and \$4.5 million in Phase III.

CASH RESERVES/NET OPERATING CASH FLOW

At the beginning of fiscal year 2015, the Airport had accumulated about \$627,000 in cash reserves. Primarily due to the overall decline in aviation Jet-A fuel sales during the Phase I planning period, the Airport is projected to generate net operating losses totaling approximately \$199,000 for the five-year period. During the Phase II/III time frames, the Airport

is projected to generate between \$70,000 and \$230,000 in net operating revenue per year due to the future construction of aircraft hangar facilities and the rental revenues that will be derived from these developments. Cash reserves and net revenues are projected to be available to support a limited portion of the funding requirements for the capital improvement program. The implementation analysis assumes the Airport's cash reserves/net operating revenues will be used to provide \$340,000 in capital funding during Phase I, \$370,000 in Phase II and \$2.3 million in Phase III.

OTHER UNIDENTIFIED FUNDING

Capital funding sources for the majority of projects listed in the CIP have been identified as the traditional airport capital funding sources described in the preceding sections of this chapter. All the funding sources for Phase I projects have been identified in the capital plan. However, specific funding sources for a number of projects planned for implementation during Phases II and III cannot be completely determined at this time. In Phase II, these include partial funding for the new general aviation terminal, the airfield maintenance equipment building and several City-owned and private third party hangar developments. In Phase III, partial funding for several City-owned and private third party hangar developments cannot be determined. As a result, non-traditional funding sources or other unidentified sources will be needed to finance these projects. The sources of this non-traditional "other" funding are unspecified within the CIP. This "other" funding may potentially include sources such as state/local funding, federal/state/local economic development grants/loans, additional private third party funds, and other possible sources. If other funding sources cannot be identified and obtained in the time frames needed, the projects will have to be delayed until such funding can be identified. Consequently, this source of capital funding has been referenced in the implementation analysis financial plan as "Other Unidentified Funding". The implementation analysis indicates that \$1.4 million in "Other Unidentified Funding" is applied to projects during Phase II and about \$170,000 in Phase III.





Financial Analysis and Implementation Plan

This analysis, along with the schedules presented at the end of Chapter Eight, provides the results of evaluating the financial reasonableness of implementing the Master Plan CIP during the planning period from 2015 through 2034.

ESTIMATED PROJECT COSTS AND DEVELOPMENT SCHEDULE

The estimated project costs and development schedule is derived from previous results of the Master Plan development analysis. The program for capital expansion and improvement

projects is projected for the Phase I planning period from fiscal years ending 2015 through 2019, for the Phase II period from fiscal years ending 2020 through 2024 and for the Phase III period from fiscal years ending 2025 through 2034. For each of these planning periods, **Schedule 8-1** at the end of Chapter Eight presents the capital program for the identified projects.

As shown in **Schedule 8-1**, the total estimated cost of capital projects is \$33,851,198 in 2015 dollars. The estimated costs for projects scheduled during the period 2016 through 2034 are adjusted by a three percent annual inflation rate. The resulting total escalated costs are \$46,188,141. **Table 8-1** presents a summary of **Schedule 8-1** and provides a comparison of 2015 base year costs with escalated costs adjusted for inflation for each of the planning periods.

TABLE 8-1 | SUMMARY OF 2015 BASE YEAR AND TOTAL ESCALATED COSTS FOR THE MASTER PLAN CAPITAL IMPROVEMENT PROGRAM

Planning Periods	2015 Base Year Costs	Total Escalated Costs
Phase I Projects (2015-2019)	\$5,086,000	\$5,611,260
Phase II Projects (2020-2024)	9,752,198	11,818,013
Phase III Projects (2025-2034)	19,013,000	28,758,868
Total Project Costs	\$33,851,198	\$46,188,141

SOURCE: Leibowitz & Horton AMC analysis

NOTE: Addition errors are due to rounding of calculated amounts.



SOURCES AND USES OF CAPITAL FUNDING

As discussed in previous sections of this analysis, a variety of sources are available for funding capital improvements at the Airport. The funding structure of the capital program depends on many factors, including project eligibility for the various funding sources, the ultimate type and use of facilities to be developed, the amounts and timing of funds available and the priorities for scheduling project completion. For planning purposes, assumptions were made related to the funding source of each capital improvement.

The detailed capital funding analysis is provided in **Schedule 8-2** at the end of Chapter Eight. A summary of the detailed schedule is presented in **Table 8-2** which provides sources of

capital funding by type and uses of capital funding by planning period for the capital improvement program.

In the Phase I planning period (2015-2019), it was assumed that City-owned hangar developments would be funded 90 percent with AIP and TxDOT grants and 10 percent local match with airport cash. It was assumed that pavements for private hangar developments would be funded 90 percent with AIP block grants and 10 percent with airport cash while hangar buildings would be privately funded. Other projects in Phase I are funded with a combination of TxDOT aviation grants and airport cash.

In the Phase II planning period (2020-2024), it was assumed that City-owned hangar developments would be funded 90 percent with AIP and TxDOT grants and 10 percent local match

TABLE 8-2 | SUMMARY OF SOURCES AND USES OF CAPITAL FUNDING FOR THE MASTER PLAN CAPITAL IMPROVEMENT PROGRAM

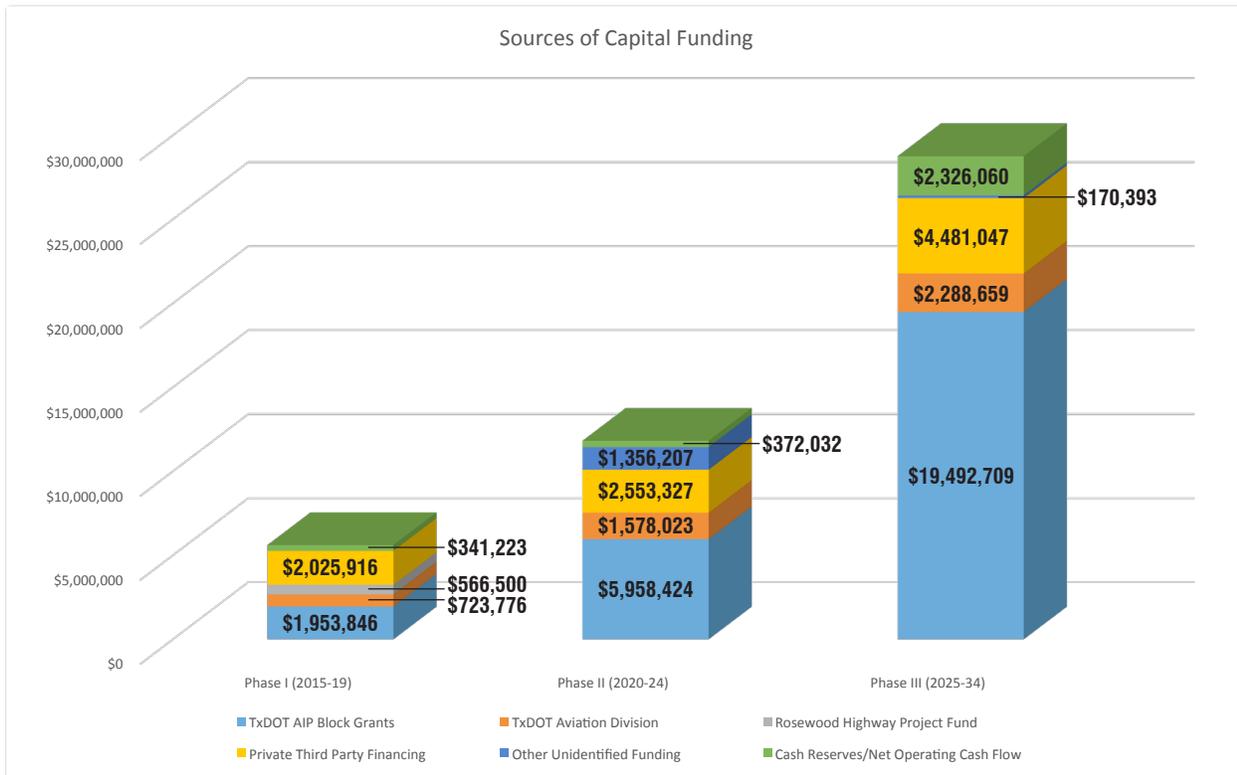
Sources of Capital Funding	Phase I (2015-19)	Phase II (2020-24)	Phase III (2025-34)	Totals
TxDOT AIP Block Grants	\$1,953,846	\$5,958,424	\$19,492,709	\$27,404,978
TxDOT Aviation Division	\$723,776	\$1,578,023	\$2,288,659	\$4,590,458
Rosewood Highway Project Fund	\$566,500	\$0	\$0	\$566,500
Private Third Party Financing	\$2,025,916	\$2,553,327	\$4,481,047	\$9,060,290
Other Unidentified Funding	\$0	\$1,356,207	\$170,393	\$1,526,600
Cash Reserves/Net Operating Cash Flow	\$341,223	\$372,032	\$2,326,060	\$3,039,315
Total Sources of Capital Funding	\$5,611,260	\$11,818,013	\$28,758,868	\$46,188,141
Uses of Capital Funding				
Runway/Taxiway Improvements	\$0	\$2,544,845	\$13,734,315	\$16,279,159
Aircraft Apron Improvements	\$0	\$315,076	\$0	\$315,076
City Hangars & Related Improvements	\$1,187,794	\$2,652,697	\$6,245,483	\$10,085,975
Private 3 rd Party Hangars & Related Improvements	\$3,026,493	\$3,793,030	\$6,495,060	\$13,314,584
Other General Aviation Facility Improvements	\$830,473	\$1,288,416	\$0	\$2,118,888
Navigational Aids	\$566,500	\$0	\$1,709,226	\$2,275,726
Other Improvements	\$0	\$1,223,949	\$574,784	\$1,798,733
Total Uses of Capital Funding	\$5,611,260	\$11,818,013	\$28,758,868	\$46,188,141

SOURCE: Leibowitz & Horton AMC analysis

NOTE: Addition errors are due to rounding of calculated amounts.



FIGURE 8-1 | SOURCES OF CAPITAL FUNDING



with airport cash. It was assumed that pavements for private hangar developments would be funded 90 percent with AIP block grants and 10 percent with airport cash while hangar buildings would be privately funded. It was assumed that airfield pavement and related improvements would be funded 90 percent with AIP grants and 10 percent airport cash. For a number of projects in Phase II where airport cash is unavailable to meet local match requirements, funding was completed with “other unidentified funding” in the analysis - if sufficient actual funding cannot be identified during the Phase II time frame, projects will have to be delayed until funding is identified.

In the Phase III planning period (2025-2034), it was assumed that City-owned hangar developments would be funded 90 percent with AIP and TxDOT grants and 10 percent local match with airport cash. It was assumed that pavements for private hangar developments would be funded 90 percent with AIP block grants and 10 percent with airport cash while hangar buildings would be privately funded. It was assumed that airfield pavement and related improvements would be funded

90 percent with AIP grants and 10 percent airport cash. Local match funding for some of the private hangar pavement projects was not available from airport cash so the implementation analysis indicates “other unidentified funding” as the source for these projects - if this funding cannot be identified in the amounts and time frames needed, these projects will have to be delayed until funding is identified.

PROJECTED OPERATIONS AND MAINTENANCE EXPENSES

Schedule 8-3 presents actual, estimated, and projected operating expenses for the Airport from year 2012 through 2034. Actual amounts for 2012 through 2015 and estimates for 2016 provide a comparison with expenses that are projected for the period 2017 through 2034. Operations and maintenance expense projections are based on the Airport's current budget, the anticipated impacts of inflation, aviation traffic increases, facility improvements, management’s near term estimates, and tenant leasing policies which directly affect operating expenses.



Operations and Maintenance Expense Projection Assumptions

Operations and maintenance expense growth assumptions, as reflected in **Schedule 8-3**, were developed to project the Airport’s operating expenses during the planning period. The following growth assumptions were applied for the 2017-2034 projection for the following expense categories:

- **Cost of Goods Sold for Aviation Fuel & Products:** Projections are based management estimates through 2020 and a three percent annual growth rate assumption thereafter. Future hangar developments (both City-owned and private) are anticipated to increase based aircraft along with additional fuel and other product sales. The cost of additional fuel sales is netted against additional revenues in **Schedule 8-4** (Actual, Estimated and Projected Operating Revenues) to project the additional margin on sales generated by the anticipated growth in based aircraft.
- **Operating Expenses:** Operating expenses include salaries, employee benefits, supplies, maintenance, repairs, support services, year-end salary accruals, and insurance. Projections are based on management estimates through 2020 with a three percent annual growth rate thereafter.
- **New City Hangar Operating Expenses:** Additional operating expenses for new City-owned hangars are assumed to be \$1,500 per 8-unit building one year after construction with a three percent annual inflation growth thereafter.
- **Minor Capital Outlays:** Minor capital outlays include information technology computer expenses, and other expenses. Projections are based on management estimates through 2020 with a three percent annual growth rate thereafter.

Projection of Operations and Maintenance Expenses

The projection of operations and maintenance expenses is provided in **Schedule 8-3** at the end of Chapter Eight. As shown in the schedule, total expenses are expected to grow from \$491,552 in 2015 to \$549,803 in 2019 with a total of \$2,653,685 during the five-year Phase I period. During the five-year Phase II period, expenses are projected to total \$2,953,997

and during the ten-year Phase III period, expenses are projected to total \$7,427,731. The annual growth rate of operating expenses during the planning period is 2.9 percent.

PROJECTED OPERATING REVENUES

Schedule 8-4 presents actual, estimated, and projected operating revenues for the Airport from 2012 through 2034. Actual amounts for 2012 through 2015 and estimates for 2016 provide a comparison with revenues that are projected for the period 2017 through 2034. Revenue projections are based on the Airport’s current budget, the anticipated impacts of inflation, aviation traffic increases, existing facility improvements, new property developments and redevelopments, management estimates, property lease terms and rental rate escalations, anticipated lease extensions, and lease renewals.

Operating Revenue Projection Assumptions

Operating revenue growth assumptions, as reflected in **Schedule 8-4**, were developed to project the Airport’s operating revenues during the planning period. The following growth assumptions were applied for the 2017-2034 projection for the various revenue categories:

- **Aviation Fuel and Operating Supply Sales:** Projections are based on management estimates through 2020 with three percent annual growth thereafter (does not reflect additional sales from anticipated growth in based aircraft due to new hangar construction).
- **Margin on Additional Fuel Sales:** Projections are based on management’s estimates for the additional sales volume per aircraft based in newly developed hangars and the anticipated gross margin on sales for 100LL and Jet-A sales. Additional sales are projected to occur one year after hangar construction with three percent annual inflation growth thereafter.
- **Operating Revenues:** Operating revenues include fixed base operations rent, existing hangars & tie downs, Central Texas College (CTC) land rent, airport use fees, and miscellaneous receipts. Projections are based on management estimates through 2020 with three percent annual growth thereafter.
- **New Hangar Revenues:** New hangar revenues include hangar rentals for City-owned hangars and ground rent for private hangars. Rent for newly developed City-owned



hangars is based on the current average rental rate per based aircraft times the projected occupancy of each new hangar. Ground rent for newly developed private hangars is based on the current average rental rate per square foot per year times the projected size of each new hangar. Additional rentals are projected to occur one year after hangar construction with three percent annual inflation growth thereafter.

- **Other Revenues:** Other revenue projections for interest earned are based on management estimates through 2020 with no growth thereafter. Other revenue projections for TxDOT RAMP grants are based on management estimates through 2020 with three percent annual growth thereafter.

Projection of Operating Revenues

The projection of operating revenues is provided in **Schedule 8-4** at the end of Chapter Eight. As shown in the schedule, total revenues are expected to grow from \$449,467 in 2015 to \$526,533 projected for 2019 with a total of \$2,451,544 during the five-year Phase I period. During the five-year Phase II period, revenues are projected to total \$3,307,936 and during the ten-year Phase III period, revenues are projected to total \$9,718,713. The overall annual growth rate for revenues is 5.2 percent during the planning period.

FINANCIAL PLAN SUMMARY

The Financial Plan Summary presented in **Schedule 8-5** at the end of Chapter Eight includes a Capital Cash Flow section that presents a summary of projected capital funding (from Schedule 8-2) and planned capital expenditures (from Schedule 8-1) with the cash flow that results from implementing the Master Plan Capital Improvement Program. **Schedule 8-5** also includes an Operating Cash Flow section that summarizes totals for operating revenues (from Schedule 8-4) and operating expenses (from Schedule 8-3) with the addition of cash reserve balances to provide the cash flow that results from these activities.

In **Schedule 8-1** of the Financial Implementation Analysis, practical approaches were provided for scheduling capital expenditures to match the availability of capital funding.

Schedule 8-2 provided practical approaches for matching specific capital funding sources with each of the identified projects. The Operating Cash Flow and Capital Cash Flow

sections of **Schedule 8-5** indicate that the projections of annual cash flow and ending cash reserve balances are positive for every year throughout the twenty-year planning period, subject to key assumptions documented in this analysis. Based on the assumptions underlying the Financial Implementation Analysis summarized in **Schedule 8-5**, implementation of projects in the Master Plan CIP that are scheduled for development during the Phase I planning period are financially reasonable. During Phases II and III, capital project implementation is financially possible for projects that have all funding sources specifically identified.

Key assumptions supporting the achievability of the Master Plan CIP relate to AIP discretionary funding and “other unidentified funding” sources. Implementation of future capital projects that have AIP discretionary grants provided through TxDOT’s block grant as a funding source may need to be delayed until it can be confirmed that such grants are actually available. Both Phases II and III include runway and taxiway projects that will require significant AIP discretionary funding – although this funding is not guaranteed, airfield pavements generally have a high priority for receiving such grants. Phases II and III also contain a number of lower priority projects that are partially funded with sources that cannot be currently identified. If specific funding sources cannot be identified and obtained in the time frames needed, these projects will need to be delayed until such funding can be identified.

Additionally, the Financial Implementation Analysis for Skylark relies on achievement of the Master Plan forecast of aviation activity including aircraft operations, based aircraft, and aviation fuel flowage. Actual aviation activity may temporarily vary from the projected levels without a significant adverse impact on the capital program. If decreased activity levels occur and persist, implementation of some of the proposed projects may not be financially feasible. If airport operations exceed those predicted by the forecast of demand some of the higher value projects could be more aggressively pursued or moved up in the development schedule.

FINANCIAL ANALYSIS SCHEDULES

Schedules 8-1 through **8-5** provide the detailed financial analysis for implementation of the Master Plan CIP. These schedules are provided on the following pages.



**SKYLARK FIELD AIRPORT (ILE)
Killeen, Texas**

ILEMP_2015_4.123

Schedule 8-1

**Master Plan - Financial Implementation Analysis
Estimated Project Costs and Development Schedule**

14-Apr-16

Capital Improvement Program		Funding Schedule								
		Phase I					Phase II FY 2020-24	Phase III FY 2025-34	Total Funding	
		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019				Total
Funds Used for Capital Improvement Projects										
TxDOT AIP Block Grants		\$0	\$0	\$0	\$1,053,326	\$900,520	\$1,953,846	\$5,958,424	\$19,492,709	\$27,404,978
TxDOT Aviation Division Grants		0	0	0	723,776	0	723,776	1,578,023	2,288,659	4,590,458
Rosewood Highway Project Fund		0	566,500	0	0	0	566,500	0	0	566,500
Private 3rd Party Funding		0	0	0	0	2,025,916	2,025,916	2,553,327	4,481,047	9,060,290
Other Unidentified Funding		0	0	0	0	0	0	1,356,207	170,393	1,526,600
Net Operating Cash Flow		(42,085)	(50,324)	(40,852)	(43,610)	(22,270)	(199,141)	359,249	2,304,271	2,464,379
Funds Available Current Year		(42,085)	516,176	(40,852)	1,733,492	2,904,165	5,070,896	11,805,229	28,737,079	45,613,205
Beginning Cash Balance/Funds Carried Over from Prior Year		626,555	584,470	534,146	493,294	208,519	626,555	86,191	73,408	626,555
Funds Used Current Year		0	(566,500)	0	(2,018,267)	(3,026,493)	(5,611,260)	(11,818,013)	(28,758,868)	(46,188,141)
Funds Carried Over to Next Year		\$584,470	\$534,146	\$493,294	\$208,519	\$86,191	\$86,191	\$73,408	\$51,619	\$51,619

Capital Project Description		2015 Base Year Costs	Estimated Project Costs and Development Schedule							
			Phase I					Phase II FY 2020-24	Phase III FY 2525-34	Total Escalated Costs
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019			
Phase I Projects (2015-2019)										
-	-	\$0	\$0				\$0			\$0
-	-	0	0				0			0
Total Capital Projects 2015		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A1	FAA MOA; Glideslope removal; LPV GPS R/W 01; MALSR removal; R/W 01 Localizer Approach Revisions	450,000	463,500				463,500			463,500
A2	Design and install runway end identifier lights (REIL) on both ends of Runway 1-19	100,000	103,000				103,000			103,000
Total Capital Projects 2016		\$550,000	\$0	\$566,500	\$0	\$0	\$566,500	\$0	\$0	\$566,500
-	-	0		0			0			0
-	-	0		0			0			0
Total Capital Projects 2017		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A3a	Design and construct new 8-unit T-hangar east of current T-hangars (Area 3)	741,000			809,711		809,711			809,711
A3b	Design and construct associated taxiway/apron east of current T-hangars (Area 3)	346,000			378,084		378,084			378,084
A4	Terminal Area Drainage Improvement: install box culvert in ditch behind T-hangars 10-11 (Area 3)	420,000			458,945		458,945			458,945
A5	Civil & electrical infrastructure improvements for general aviation hangar development (Area 3)	250,000			273,182		273,182			273,182
A6	Removal/demolition of #1525 former commercial terminal building (Area 3)	90,000			98,345		98,345			98,345
Total Capital Projects 2018		\$1,847,000	\$0	\$0	\$2,018,267	\$0	\$2,018,267	\$0	\$0	\$2,018,267
A7a	Design and construct new 7-unit T-hangar (192' x 58') with jet pods (80' x 80') on each end at north terminal end (Area 1), includes demolition of #1311 original commercial terminal building	1,800,000				2,025,916	2,025,916			2,025,916
A7b	Design and construct associated taxiway and apron in support of new T-hangars and Box Hangars (Area 1)	889,000				1,000,577	1,000,577			1,000,577
Total Capital Projects 2019		\$2,689,000	\$0	\$0	\$0	\$3,026,493	\$3,026,493	\$0	\$0	\$3,026,493
Total Phase I Project Costs		\$5,086,000	\$0	\$566,500	\$0	\$2,018,267	\$3,026,493	\$5,611,260	\$0	\$5,611,260

**SKYLARK FIELD AIRPORT (ILE)
Killeen, Texas**

ILEMP_2015_4.123

Schedule 8-1

**Master Plan - Financial Implementation Analysis
Estimated Project Costs and Development Schedule**

14-Apr-16

			Funding Schedule								
			Phase I					Phase II FY 2020-24	Phase III FY 2025-34	Total Funding	
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019				Total
Capital Improvement Program											
Funds Used for Capital Improvement Projects											
TxDOT AIP Block Grants			\$0	\$0	\$0	\$1,053,326	\$900,520	\$1,953,846	\$5,958,424	\$19,492,709	\$27,404,978
TxDOT Aviation Division Grants			0	0	0	723,776	0	723,776	1,578,023	2,288,659	4,590,458
Rosewood Highway Project Fund			0	566,500	0	0	0	566,500	0	0	566,500
Private 3rd Party Funding			0	0	0	0	2,025,916	2,025,916	2,553,327	4,481,047	9,060,290
Other Unidentified Funding			0	0	0	0	0	0	1,356,207	170,393	1,526,600
Net Operating Cash Flow			(42,085)	(50,324)	(40,852)	(43,610)	(22,270)	(199,141)	359,249	2,304,271	2,464,379
Funds Available Current Year			(42,085)	516,176	(40,852)	1,733,492	2,904,165	5,070,896	11,805,229	28,737,079	45,613,205
Beginning Cash Balance/Funds Carried Over from Prior Year			626,555	584,470	534,146	493,294	208,519	626,555	86,191	73,408	626,555
Funds Used Current Year			0	(566,500)	0	(2,018,267)	(3,026,493)	(5,611,260)	(11,818,013)	(28,758,868)	(46,188,141)
Funds Carried Over to Next Year			\$584,470	\$534,146	\$493,294	\$208,519	\$86,191	\$86,191	\$73,408	\$51,619	\$51,619
			Estimated Project Costs and Development Schedule								
CITY Hangars			Phase I					Phase II FY 2020-24	Phase III FY 2525-34	Total Escalated Costs	
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019				Total
P3 Hangars											
Capital Project Description			2015 Base Year Costs								
Phase III Projects (2025-2034)											
C1a	Design and construct new box hangar (80' x 80') fronting onto T/W A east of former commercial terminal building (Area 3)	620,000						\$0	\$937,806	\$937,806	
C1b	Design and construct apron associated with new box hangar (80' x 80') (Area 3)	280,000						0	423,525	423,525	
C1c	Design and construct auto access and parking associated with new box hangar (80' x 80') (Area 3)	190,000						0	287,392	287,392	
C2a	Design and construct new box hangar (80' x 80') fronting west towards Taxiway B immediately north of new GA terminal building (includes demolition of #1517 aircraft rescue and firefighting station)	645,000						0	975,620	975,620	
C2b	Design and construct apron associated with new box hangar (80' x 80') fronting west towards Taxiway B immediately north of new GA terminal building	308,000						0	465,878	465,878	
C2c	Design and construct auto access and parking associated with new box hangar (80' x 80') fronting west towards Taxiway B immediately north of new GA terminal building	71,000						0	107,394	107,394	
C3a	Design and construct new 10-unit T-hangar (220' x 50') on former commercial terminal auto parking lot (Area 3)	890,000						0	1,346,205	1,346,205	
C3b	Design and construct taxilane/apron associated with new 10-unit T-hangar (220' x 50') on former commercial terminal auto parking lot (Area 3)	544,000						0	822,849	822,849	
C4	Runway 1-19 structural overlay/reconstruction	4,820,000						0	7,290,682	7,290,682	
C5	Design and install medium intensity LED runway lights on Runway 1-19	360,000						0	544,532	544,532	
C6	Taxiway B structural overlay/reconstruction	2,270,000						0	3,433,579	3,433,579	
C7	Taxiway A mill and overlay/reconstruction	560,000						0	847,050	847,050	
C8	Rehab medium intensity taxiway lights along all taxiways	770,000						0	1,164,694	1,164,694	

**SKYLARK FIELD AIRPORT (ILE)
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Schedule 8-1

**Master Plan - Financial Implementation Analysis
Estimated Project Costs and Development Schedule**

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			Funding Schedule								
			Phase I					Phase II	Phase III	Total	
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	FY 2020-24	FY 2025-34	Funding
Capital Improvement Program											
Funds Used for Capital Improvement Projects											
TxDOT AIP Block Grants	\$0	\$0	\$0	\$1,053,326	\$900,520	\$1,953,846	\$5,958,424	\$19,492,709	\$27,404,978		
TxDOT Aviation Division Grants	0	0	0	723,776	0	723,776	1,578,023	2,288,659	4,590,458		
Rosewood Highway Project Fund	0	566,500	0	0	0	566,500	0	0	566,500		
Private 3rd Party Funding	0	0	0	0	2,025,916	2,025,916	2,553,327	4,481,047	9,060,290		
Other Unidentified Funding	0	0	0	0	0	0	1,356,207	170,393	1,526,600		
Net Operating Cash Flow	(42,085)	(50,324)	(40,852)	(43,610)	(22,270)	(199,141)	359,249	2,304,271	2,464,379		
Funds Available Current Year	(42,085)	516,176	(40,852)	1,733,492	2,904,165	5,070,896	11,805,229	28,737,079	45,613,205		
Beginning Cash Balance/Funds Carried Over from Prior Year	626,555	584,470	534,146	493,294	208,519	626,555	86,191	73,408	626,555		
Funds Used Current Year	0	(566,500)	0	(2,018,267)	(3,026,493)	(5,611,260)	(11,818,013)	(28,758,868)	(46,188,141)		
Funds Carried Over to Next Year	\$584,470	\$534,146	\$493,294	\$208,519	\$86,191	\$86,191	\$73,408	\$51,619	\$51,619		
			Estimated Project Costs and Development Schedule								
			Phase I					Phase II	Phase III	Total	
			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	FY 2020-24	FY 2525-34	Escalated Costs
CITY Hangars	2015										
P3 Hangars	Base Year										
Capital Project Description	Costs										
C9 Extend Taxiway B north to the Runway 19 end	660,000						0	998,309	998,309		
C10 Extend Taxiway B south to the Runway 01 end	770,000						0	1,164,694	1,164,694		
C11 Update the Airport Master Plan	380,000						0	574,784	574,784		
C12a Design and construct new box hangar (80' x 80') fronting onto T/W A east of former commercial terminal building (Area 3)	660,000						0	998,309	998,309		
C12b Design and construct taxilane/apron associated with new box hangar (80' x 80') (Area 3)	335,000						0	506,718	506,718		
C12c Design & construct auto access and parking associated with new box hangar (80' x 80') (Area 3)	105,000						0	158,822	158,822		
C13a Design and construct new 80' x 80' common/box hangars	650,000						0	983,183	983,183		
C13b Design and construct taxilane/apron associated with new box hangar (80' x 80')	337,000						0	509,743	509,743		
C13c Design and construct auto access and parking associated with new box hangar (80' x 80')	65,000						0	98,318	98,318		
C14a Design and construct series of five 50' x 50' common/box hangars on former commercial terminal east overflow parking area (Area 3)	1,185,000						0	1,792,419	1,792,419		
C14b Design and construct taxilane/apron associated with series of 50' x 50' box hangars	486,000						0	735,119	735,119		
C15a New 80' x 80' common/box hangar (Area 2)	650,000						0	983,183	983,183		
C15b Design and construct taxilane/apron associated with new box hangar (80' x 80') (Area 2)	337,000						0	509,743	509,743		
C15c Design and construct auto access and parking associated with new box hangar (80' x 80') (Area 2)	65,000						0	98,318	98,318		
Total Phase III Project Costs	\$19,013,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$28,758,868	\$28,758,868	
Total Project Costs	\$33,851,198	\$0	\$566,500	\$0	\$2,018,267	\$3,026,493	\$5,611,260	\$11,818,013	\$28,758,868	\$46,188,141	

**SKYLARK FIELD AIRPORT (ILE)
Killeen, Texas**

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Schedule 8-2

**Master Plan - Financial Implementation Analysis
Projected Capital Funding Sources**

14-Apr-16

	CITY Hangars	P3 Hangars	Capital Improvement Projects	Total Escalated Costs	TxDOT AIP Block Grants	TxDOT Aviation Div Grants	Rosewood Highway Project Fund	Private 3rd Party Funding	Other Unidentified Funding	Cash Reserves/ Net Revs	Total Funding
Phase I Projects (2015-2019)											
-	-	-		\$0						\$0	\$0
-	-	-		0						0	0
			Totals for 2015	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A1			FAA MOA; Glideslope removal; LPV GPS R/W 01; MALSR removal; R/W 01 Localizer Approach Revisions	463,500			463,500			0	463,500
A2			Design and install runway end identifier lights (REIL) on both ends of Runway 1-19	103,000			103,000			0	103,000
			Totals for 2016	\$566,500	\$0	\$0	\$566,500	\$0	\$0	\$0	\$566,500
-	-	-		0		0				0	0
-	-	-		0		0				0	0
			Totals for 2017	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A3a			Design and construct new 8-unit T-hangar east of current T-hangars (Area 3)	809,711	300,000	428,740				80,971	809,711
A3b			Design and construct associated taxiway/apron east of current T-hangars (Area 3)	378,084	340,275					37,808	378,084
A4			Terminal Area Drainage Improvement: install box culvert in ditch behind T-hangars 10-11 (Area 3)	458,945	413,051					45,895	458,945
A5			Civil & electrical infrastructure improvements for general aviation hangar development (Area 3)	273,182		245,864				27,318	273,182
A6			Removal/demolition of #1525 former commercial terminal building (Area 3)	98,345		49,173				49,173	98,345
			Totals for 2018	\$2,018,267	\$1,053,326	\$723,776	\$0	\$0	\$0	\$241,165	\$2,018,267
A7a			Design and construct new 7-unit T-hangar (192' x 58') with jet pods (80' x 80') on each end at north terminal end (Area 1), includes demolition of #1311 original commercial terminal building	2,025,916				2,025,916		0	2,025,916
A7b			Design and construct associated taxiway and apron in support of new T-hangars and Box Hangars (Area 1)	1,000,577	900,520					100,058	1,000,577
			Totals for 2019	\$3,026,493	\$900,520	\$0	\$0	\$2,025,916	\$0	\$100,058	\$3,026,493
			Total Phase I Project Costs	\$5,611,260	\$1,953,846	\$723,776	\$566,500	\$2,025,916	\$0	\$341,223	\$5,611,260

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**Master Plan - Financial Implementation Analysis
Projected Capital Funding Sources**

14-Apr-16

	CITY Hangars	Total Escalated Costs	TxDOT AIP Block Grants	TxDOT Aviation Div Grants	Rosewood Highway Project Fund	Private 3rd Party Funding	Other Unidentified Funding	Cash Reserves/ Net Revs	Total Funding
Capital Improvement Projects									
Phase II Projects (2020-2024)									
B1a	Design and construct new general aviation terminal bldg (Area 3) (includes demolition of #1523 existing GA terminal bldg)	\$1,000,000		\$500,000			\$500,000	\$0	\$1,000,000
B1b	Design and construct new general aviation terminal bldg (Area 3) auto access and parking	288,416		144,208			144,208	0	288,416
B2a	Remove #1603 shade hangar in northeast part of terminal area (Area 3) and replace with series of 8 small box hangars (45' x 35') fronting to the south	1,084,589	600,000	376,130			108,459	0	1,084,589
B2b	Design and construct associated taxilane/apron for series of 8 small box hangars (45' x 35')	218,130	196,317				21,813	0	218,130
B3a	Rehab Runway 1-19 (sealcoat and remarking)	920,991	828,892					92,099	920,991
B3b	Rehab Taxiway B (sealcoat and remarking)	278,721	250,849					27,872	278,721
B4	Remove and replace airfield electrical vault (#1519) and installation of new back-up generator system	860,400	774,360					86,040	860,400
B5	Design and construct new airfield maintenance equipment building (Area 3)	363,549		50,000			313,549	0	363,549
B6	Redesign and construct T/W D to meet FAA design criteria and align with Taxiway A	654,389	588,950					65,439	654,389
B7	Rehabilitate Taxiways A, C, E, F, Y, G, K, and J (sealcoat and remarking)	339,313	305,381					33,931	339,313
B8	Design and construct new access taxilane from Taxiway A north into the former commercial terminal building parking area to be redeveloped with new T-hangars and box/ common hangars	351,431	316,288					35,143	351,431
B9a	Design and construct new 8-unit T-hangar on former commercial terminal building parking lot	884,636	300,000	496,173			88,464	0	884,636
B9b	Design and construct taxilane/apron on former commercial terminal building parking lot in support of new 8-unit T-hangar	465,343	418,809				46,534	0	465,343
B10a	Design and construct new box hangar (100' x 100') on former commercial terminal building site	1,203,348				1,203,348		0	1,203,348
B10b	Design and construct apron associated with new box hangar (100' x 100')	117,548	105,793				11,755	0	117,548
B10c	Design and construct auto access/parking improvements associated with new box hangar (100' x 100')	230,248		11,512		207,223	11,512	0	230,248
B11	Rehabilitate apron (sealcoat and remarking) between Taxiway B, Taxiway K, Central Texas College hangars and the northern apron end	315,076	283,568					31,508	315,076
B12a	Design and construct new 12-unit T-hangar (300' x 50') (Area 1)	1,142,756				1,142,756		0	1,142,756
B12b	Design and construct associated taxilane/apron for new 12-unit T-hangar (Area 1)	1,099,130	989,217				109,913	0	1,099,130
Total Phase II Project Costs		\$11,818,013	\$5,958,424	\$1,578,023	\$0	\$2,553,327	\$1,356,207	\$372,032	\$11,818,013

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**Master Plan - Financial Implementation Analysis
Projected Capital Funding Sources**

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	CITY Hangars	Total Escalated Costs	TxDOT AIP Block Grants	TxDOT Aviation Div Grants	Rosewood Highway Project Fund	Private 3rd Party Funding	Other Unidentified Funding	Cash Reserves/ Net Revs	Total Funding
Capital Improvement Projects									
Phase III Projects (2025-2034)									
C1a	Design and construct new box hangar (80' x 80') fronting onto T/W A east of former commercial terminal building (Area 3)	937,806				\$937,806		\$0	\$937,806
C1b	Design and construct apron associated with new box hangar (80' x 80') (Area 3)	423,525	381,173					42,353	423,525
C1c	Design and construct auto access and parking associated with new box hangar (80' x 80') (Area 3)	287,392		14,370		258,653		14,370	287,392
C2a	Design and construct new box hangar (80' x 80') fronting west towards Taxiway B immediately north of new GA terminal building (includes demolition of #1517 aircraft rescue and firefighting station)	975,620	600,000	278,058				97,562	975,620
C2b	Design and construct apron associated with new box hangar (80' x 80') fronting west towards Taxiway B immediately north of new GA terminal building	465,878	419,290					46,588	465,878
C2c	Design and construct auto access and parking associated with new box hangar (80' x 80') fronting west towards Taxiway B immediately north of new GA terminal building	107,394		53,697				53,697	107,394
C3a	Design and construct new 10-unit T-hangar (220' x 50') on former commercial terminal auto parking lot (Area 3)	1,346,205	600,000	611,584				134,620	1,346,205
C3b	Design and construct taxiway/apron associated with new 10-unit T-hangar (220' x 50') on former commercial terminal auto parking lot (Area 3)	822,849	740,564					82,285	822,849
C4	Runway 1-19 structural overlay/reconstruction	7,290,682	6,561,614					729,068	7,290,682
C5	Design and install medium intensity LED runway lights on Runway 1-19	544,532	490,079					54,453	544,532
C6	Taxiway B structural overlay/reconstruction	3,433,579	3,090,221					343,358	3,433,579
C7	Taxiway A mill and overlay/reconstruction	847,050	762,345					84,705	847,050
C8	Rehab medium intensity taxiway lights along all taxiways	1,164,694	1,048,225					116,469	1,164,694

**SKYLARK FIELD AIRPORT (ILE)
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Schedule 8-2

**Master Plan - Financial Implementation Analysis
Projected Capital Funding Sources**

14-Apr-16

		Total Escalated Costs	TxDOT AIP Block Grants	TxDOT Aviation Div Grants	Rosewood Highway Project Fund	Private 3rd Party Funding	Other Unidentified Funding	Cash Reserves/ Net Revs	Total Funding
CITY Hangars									
P3 Hangars									
Capital Improvement Projects									
C9	Extend Taxiway B north to the Runway 19 end	998,309	898,478					99,831	998,309
C10	Extend Taxiway B south to the Runway 01 end	1,164,694	1,048,225					116,469	1,164,694
C11	Update the Airport Master Plan	574,784	517,306					57,478	574,784
C12a	Design and construct new box hangar (80' x 80') fronting onto T/W A east of former commercial terminal building (Area 3)	998,309				998,309		0	998,309
C12b	Design and construct taxilane/apron associated with new box hangar (80' x 80') (Area 3)	506,718	456,046				50,672	0	506,718
C12c	Design & construct auto access and parking associated with new box hangar (80' x 80') (Area 3)	158,822		7,941		142,940	7,941	0	158,822
C13a	Design and construct new 80' x 80' common/box hangars	983,183				983,183		0	983,183
C13b	Design and construct taxilane/apron associated with new box hangar (80' x 80')	509,743	458,768				50,974	0	509,743
C13c	Design and construct auto access and parking associated with new box hangar (80' x 80')	98,318		4,916		88,486	4,916	0	98,318
C14a	Design and construct series of five 50' x 50' common/box hangars on former commercial terminal east overflow parking area (Area 3)	1,792,419	300,000	1,313,177				179,242	1,792,419
C14b	Design and construct taxilane/apron associated with series of 50' x 50' box hangars	735,119	661,607					73,512	735,119
C15a	New 80' x 80' common/box hangar (Area 2)	983,183				983,183		0	983,183
C15b	Design and construct taxilane/apron associated with new box hangar (80' x 80') (Area 2)	509,743	458,768				50,974	0	509,743
C15c	Design and construct auto access and parking associated with new box hangar (80' x 80') (Area 2)	98,318		4,916		88,486	4,916	0	98,318
Total Phase III Project Costs		\$28,758,868	\$19,492,709	\$2,288,659	\$0	\$4,481,047	\$170,393	\$2,326,060	\$28,758,868
Total Project Costs		\$46,188,141	\$27,404,978	\$4,590,458	\$566,500	\$9,060,290	\$1,526,600	\$3,039,315	\$46,188,141

**SKYLARK FIELD AIRPORT (ILE)
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Schedule 8-3

**Master Plan - Financial Implementation Analysis
Actual, Estimated and Projected Operations & Maintenance Expenses**

CITY Hangars

14-Apr-16

Operations & Maintenance Expenses	Actual FY 2012	Actual FY 2013	Actual FY 2014	Phase I					Total	Phase II Projected FY 2020-24	Phase III Projected FY 2525-34
				Actual FY 2015	Estimated FY 2016	Projected					
						FY 2017	FY 2018	FY 2019			
Cost of Goods Sold											
Aviation Fuel & Products	\$425,538	\$432,451	\$340,738	\$236,028	\$281,200	\$282,606	\$284,019	\$285,439	\$1,369,292	\$1,523,011	\$3,812,385
-	0	0	0	0	0	0	0	0	0	0	0
Total Cost of Goods Sold	\$425,538	\$432,451	\$340,738	\$236,028	\$281,200	\$282,606	\$284,019	\$285,439	\$1,369,292	\$1,523,011	\$3,812,385
Annual Growth Rate	-	1.6%	-21.2%	-30.7%	19.1%	0.5%	0.5%	0.5%	-3.5%	2.5%	3.0%
Operating Expenses											
Salaries	\$127,737	\$126,126	\$131,867	\$135,082	\$134,020	\$136,700	\$139,434	\$142,223	\$687,459	\$770,186	\$1,927,922
Benefits	35,269	34,950	36,464	38,353	32,858	33,515	34,185	34,869	173,780	188,830	472,678
Supplies	9,396	9,501	7,417	6,636	7,818	7,857	7,896	7,936	38,143	42,346	105,999
Maintenance	7,265	4,536	4,326	19,115	10,758	10,812	10,866	10,920	62,471	58,268	145,855
New City Hangar Operating Expenses	0	0	0	0	0	0	0	1,500	1,500	14,339	69,208
Repairs	11,154	7,733	17,925	11,219	13,051	13,116	13,182	13,248	63,816	70,686	176,940
Support Services	39,000	43,528	38,594	34,757	40,595	52,145	52,406	52,668	232,571	281,023	703,455
Year End Salary Accrual	5,677	(439)	0	0	0	0	0	0	0	0	0
Insurance	8,589	9,127	8,900	10,362	11,291	0	0	0	21,653	0	0
Total Operating Expenses	\$244,087	\$235,062	\$245,493	\$255,524	\$250,391	\$254,145	\$257,969	\$263,364	\$1,281,393	\$1,425,677	\$3,602,056
Annual Growth Rate	-	-3.7%	4.4%	4.1%	-2.0%	1.5%	1.5%	2.1%	1.4%	2.9%	3.1%
Minor Capital Outlays											
IT-Computer	\$2,499	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Capital Outlay	0	0	499	0	0	1,000	1,000	1,000	3,000	5,309	13,290
Total Minor Capital Outlays	\$2,499	\$0	\$499	\$0	\$0	\$1,000	\$1,000	\$1,000	\$3,000	\$5,309	\$13,290
Annual Growth Rate	-	-100.0%	-	-100.0%	-	-	0.0%	0.0%	14.9%	2.4%	3.0%
Total Operations & Maintenance Expenses	\$672,124	\$667,513	\$586,730	\$491,552	\$531,591	\$537,751	\$542,988	\$549,803	\$2,653,685	\$2,953,997	\$7,427,731
Annual Growth Rate	-	-0.7%	-12.1%	-16.2%	8.1%	1.2%	1.0%	1.3%	-1.3%	2.7%	3.0%

**SKYLARK FIELD AIRPORT (ILE)
Killeen, Texas**

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Schedule 8-4

**Master Plan - Financial Implementation Analysis
Actual, Estimated and Projected Operating Revenues**

14-Apr-16

CITY Hangars

P3 Hangars

Revenues	Actual FY 2012	Actual FY 2013	Actual FY 2014	Phase I					Total	Phase II Projected FY 2020-24	Phase III Projected FY 2525-34
				Actual FY 2015	Estimated FY 2016	Projected					
						FY 2017	FY 2018	FY 2019			
Sales							A4-8 T-H	C9-7T/2B			
Aviation Fuel	\$544,533	\$507,803	\$421,883	\$295,880	\$323,000	\$324,615	\$326,238	\$327,869	\$1,597,602	\$1,749,408	\$4,379,101
Margin on New T-Hangar 100LL Sales	0	0	0	0	0	0	0	1,663	1,663	23,621	121,965
Margin on New Box Hangar JetA Sales	0	0	0	0	0	0	0	0	0	308,575	1,607,345
Operating Supplies	2,688	1,509	1,386	1,287	1,400	1,407	1,414	1,421	6,929	7,581	18,978
Total Sales	\$547,221	\$509,312	\$423,269	\$297,167	\$324,400	\$326,022	\$327,652	\$330,953	\$1,606,194	\$2,089,185	\$6,127,389
Annual Growth Rate	-	-6.9%	-16.9%	-29.8%	9.2%	0.5%	0.5%	1.0%	-4.8%	7.3%	4.8%
Operating Revenues											
Fixed Base Operations	\$18,457	\$29,524	\$45,100	\$16,371	\$34,937	\$47,337	\$47,574	\$47,812	\$194,031	\$255,109	\$638,587
Hangars & Tiedowns	80,647	78,291	82,843	87,045	79,495	79,083	78,643	78,176	402,442	412,422	1,032,370
CTC Land Rent	32,416	32,416	32,416	32,416	32,416	33,388	34,390	35,422	168,032	193,701	484,871
New City Hangar Lease Revenue	0	0	0	0	0	0	0	24,000	24,000	229,423	936,902
New P3 Hangar Ground Lease Revenue	0	0	0	0	0	0	0	0	0	74,023	364,805
Airport Use Fees	6,777	6,142	5,230	4,216	2,071	2,081	2,092	2,102	12,562	11,218	28,081
Miscellaneous Receipts	139	3,997	7,895	226	338	340	341	343	1,588	1,832	4,585
Total Operating Revenues	\$138,436	\$150,370	\$173,484	\$140,274	\$149,257	\$162,229	\$163,040	\$187,855	\$802,655	\$1,177,728	\$3,490,201
Annual Growth Rate	-	8.6%	15.4%	-19.1%	6.4%	8.7%	0.5%	15.2%	1.6%	8.5%	3.8%
Other Revenues											
Interest Earned	\$580	\$484	\$200	\$329	\$610	\$613	\$616	\$619	\$2,787	\$3,110	\$6,220
TxDOT RAMP Grants (Maintenance)	6,369	1,047	5,520	11,697	7,000	7,035	7,070	7,106	39,908	37,913	94,902
Sale of Property	0	150,000	0	0	0	0	0	0	0	0	0
Total Other Revenues	\$6,949	\$151,531	\$5,720	\$12,026	\$7,610	\$7,648	\$7,686	\$7,725	\$42,695	\$41,023	\$101,122
Annual Growth Rate	-	2080.6%	-96.2%	110.2%	-36.7%	0.5%	0.5%	0.5%	6.2%	2.3%	2.8%
Total Revenues	\$692,606	\$811,213	\$602,473	\$449,467	\$481,267	\$495,899	\$498,378	\$526,533	\$2,451,544	\$3,307,936	\$9,718,713
Annual Growth Rate	-	17.1%	-25.7%	-25.4%	7.1%	3.0%	0.5%	5.6%	-2.7%	7.7%	4.4%

**SKYLARK FIELD AIRPORT (ILE)
Killeen, Texas**

ILEMP_2015_4.123

Schedule 8-5

**Master Plan - Financial Implementation Analysis
Financial Plan Summary
Actual, Estimated and Projected Net Revenues, Capital Funding and Capital Expenditures**

14-Apr-16

Operating/Capital Cash Flow	Phase I					Total	Phase II Projected FY 2020-24	Phase III Projected FY 2525-34
	Actual FY 2015	Estimated FY 2016	Projected					
			FY 2017	FY 2018	FY 2019			
<u>Operating Cash Flow</u>								
Revenues:								
Aviation Fuel & Product Sales	\$297,167	\$324,400	\$326,022	\$327,652	\$330,953	\$1,606,194	\$2,089,185	\$6,127,389
Less Cost of Goods Sold	(236,028)	(281,200)	(282,606)	(284,019)	(285,439)	(1,369,292)	(1,523,011)	(3,812,385)
Net Aviation Fuel & Product Sales	\$61,139	\$43,200	\$43,416	\$43,633	\$45,514	\$236,902	\$566,175	\$2,315,004
Operating Revenues	140,274	149,257	162,229	163,040	187,855	802,655	1,177,728	3,490,201
Other Revenues	12,026	7,610	7,648	7,686	7,725	42,695	41,023	101,122
Total Revenues	\$213,439	\$200,067	\$213,293	\$214,359	\$241,094	\$1,082,252	\$1,784,926	\$5,906,327
Operating Expenses	(255,524)	(250,391)	(254,145)	(257,969)	(263,364)	(1,281,393)	(1,425,677)	(3,602,056)
Minor Capital Outlays	0	0	(1,000)	(1,000)	(1,000)	(3,000)	(5,309)	(13,290)
Net Operating Cash Flow Available For Capital Expenditures	(\$42,085)	(\$50,324)	(\$40,852)	(\$43,610)	(\$22,270)	(\$199,141)	\$359,249	\$2,304,271
<u>Capital Cash Flow</u>								
Beginning Cash Balance	\$626,555	\$584,470	\$534,146	\$493,294	\$208,519	\$626,555	\$86,191	\$73,408
Other Capital Funding Sources:								
TxDOT AIP Block Grants	\$0	\$0	\$0	\$1,053,326	\$900,520	\$1,953,846	\$5,958,424	\$19,492,709
TxDOT Aviation Division Grants	0	0	0	723,776	0	723,776	1,578,023	2,288,659
Rosewood Highway Project Fund	0	566,500	0	0	0	566,500	0	0
Private 3rd Party Funding	0	0	0	0	2,025,916	2,025,916	2,553,327	4,481,047
Other Unidentified Funding	0	0	0	0	0	0	1,356,207	170,393
Total Other Capital Funding Sources	\$0	\$566,500	\$0	\$1,777,102	\$2,926,435	\$5,270,037	\$11,445,981	\$26,432,808
Total Funds Available for Capital Expenditures	\$584,470	\$1,100,646	\$493,294	\$2,226,786	\$3,112,684	\$5,697,451	\$11,891,421	\$28,810,487
Capital Improvement Program Expenditures	0	566,500	0	2,018,267	3,026,493	5,611,260	11,818,013	28,758,868
Ending Cash Balance	\$584,470	\$534,146	\$493,294	\$208,519	\$86,191	\$86,191	\$73,408	\$51,619