



Jeffco Advisory Board Business Meeting

December 11, 2024 5:00PM

RMMA Terminal, Flatirons Room
11755 Airport Way, Broomfield, CO
or virtual via WebEx

Agenda

- I. Call to Order; Roll-Call
- II. Approval of Minutes – 11/13/2024 regular meeting
- III. Public Comment – 3 minutes per speaker; 30 minutes maximum
- IV. Business Items
 - a. HB24-1235: Outline and draft for discussion, 2nd Reading
 - b. FAA Traffic Pattern Letter
 - c. Community Engagement Plan
 - d. AAB Policy and By-Laws Follow-Up
 - e. Airport Updates
 - i. Taxiway K/D
 - ii. Basin 160
 - iii. Unleaded fuel
 - iv. Part 150 study
- V. Adjournment

Public WebEx log-in details:

Join link:

<https://jeffco.webex.com/jeffco/j.php?MTID=m913adac1eaa25d51ff9b7b9c3345ba62>

Webinar number: 2483 938 4181

Webinar password: R5PufHygi22 (75783494 when dialing from a phone or video system)

Join by phone:

+1-720-650-7664 United States Toll (Denver)

+1-408-418-9388 United States Toll

Access code: 248 393 84181



Public Comment Details:

Public Comment will be taken on a first-come, first-serve basis at a maximum of 3 minutes per speaker. If you would like to provide comments virtually to the advisory board, you may do so by using the WebEx chat function to notify the host. Please provide your first and last name, and address. You will receive confirmation if you have been added to the public comment list.

Please note that all microphones are muted upon entry to the virtual meeting. During Public Comment, your name will be called in the order it was received. Your microphone will be unmuted once your name has been called.

DRAFT Meeting Minutes

Jeffco Airport Advisory Board

November 13, 2024 – 5:00 PM

I. Call to Order; Roll-Call: The meeting was called to order at 5:00pm.

Advisory Board Members present included:

- Barbara Adams
- Greg Boom
- John Camper
- Paul Hoisington
- John Marriott
- Jansen Tidmore
- James Wood

II. Approval of Minutes – 10/9/2024 business meeting

Greg Boom moved for the approval of the minutes, seconded by John Camper. The motion passed unanimously.

III. Public Comment

- Steve Kindl – Town of Superior
- Mark Lacin – Town of Superior
- Oliver Peat – Town of Superior
- Joel Sayres – Town of Superior
- Kevin Ryan – Town of Superior
- Brad Walker – Town of Superior
- Randy Johnson – Louviers
- Jason Farbmann – City of Westminster

IV. Business Items

a. HB24-1235- Erick Dahl, Airport Director

Airport Director Erick Dahl gave a presentation on Colorado House Bill 24-1235, Reduce Aviation Impacts on Communities. The bill became effective on May 17, 2024, and requires certain Colorado airports to adopt a plan for the phaseout of leaded aviation gasoline, publish a noise abatement plan, and develop recommended guidelines on the number of flights that may depart from the airport within specified periods, as well as the frequency of touch-and-go operations.

Erick Dahl reviewed what adjustments the airport proposed to make in order to comply with the HB24-1235, including a substantial revision to the airport's Voluntary Noise Abatement Procedures. He also covered the limitations a

public-use airport has as it relates to regulatory authority of the National Airspace System.

Jansen Tidmore sought clarification about the relative roles of the FAA, the State and RMMA in terms of the ability to dictate or restrict aircraft operations.

Dr. Wood inquired about the established pattern altitude for the airport and stated that 6,700' MSL should be the standard as it is at other airports. Paul Hoisington and John Camper also agreed with the pattern altitude of 6,700'.

John Marriott inquired about how other stakeholders may provide input. Erick Dahl welcomed them to email staff with input.

John Camper suggested that the voluntary noise abatement procedures would require a broad communications strategy and that the airport should consider multiple avenues for publishing the information.

James Einolf stated that the most important link to the success of implementing these procedures would be to ensure that flight instructors are aware of and following them.

b. AAB Policy Review and By-Laws Development

Ben Miller, Airport Planning and Development Administrator, reviewed the existing Jefferson County Board of County Commissioners-adopted policy that led to the creation of the AAB. He mentioned that staff have been requested to review the policy and suggest any potential changes. He invited AAB members to review the policy as well.

Anthony Chambers, Assistant County Attorney, noted that the AAB has been operating without formal by-laws since its formation in 2019. While by-laws may not be necessary, they do provide guidance to the board. He presented a draft of potential by-laws to the board and invited members to review and comment for consideration and potential adoption in 2025.

c. Airport Updates – Ben Miller, Airport Planning and Development Administrator

i. Taxiway K/D

Airport staff and the airport's engineering firm are working through some final coordination items that impact design, as well as final confirmation from the US Army Corp of Engineers that there are no US jurisdictional waters in the study area prior to starting construction. A

Safety Risk Management Panel will also need to be scheduled with the FAA prior to the start of construction.

The airport will also be undergoing a locally-funded fence project in order to contain the airport property that will be opened up by the extension of Taxiway K.

- ii. Basin 160
An FAA-required Safety Risk Management Panel has been scheduled for November 21. Construction is expected to take place in 2024.
- iii. Unleaded Fuel
Jefferson County released a Qualifications-Based Selection on October 31 to select a firm for the design and construction management of a new tank in the airport's bulk fuel facility. This selection closes on December 2.

Airport staff are also in conversations with the airport's fixed-base operators regarding a partnership for fuel delivery.

- iv. Part 150 Study
The Part 150 Airport Noise Study has entered the data collection phase. Additionally, airport staff will be working with the consultant to develop a timeline for public engagement and how this effort will relate to the airport's upcoming Community Engagement Plan.

V. Adjournment

The meeting adjourned at 6:28pm.



Reduce Aviation Impact on Communities

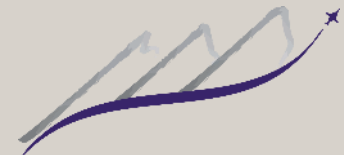


HB24-1235

12.11.2024

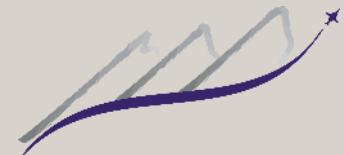
Airport Update

- **Airports:** Centennial (APA), Boulder (BDU), Erie (EIK), and Longmont (LMO) have published updated Noise Abatement Plans for compatibility with House Bill 24-1235.
- **Comparable:** The Rocky Mountain Metropolitan Airport (BJC) Noise Abatement Plan will more closely follow APA than BDU, EIK, or LMO.



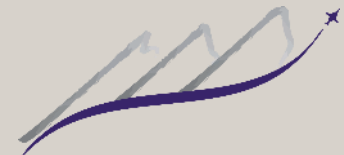
Comparison

| Airport | Touch and Go Operation | Hours of Operation |
|---------|---|--|
| APA | Limit to 10 consecutive touch and go operations per flight, avoid congestion. | Avoid flight training and ILS operations from 10 PM to 7 AM. |
| BJC | Limit to 10 touch and go operations per session, monitor high-volume months. | Quiet hours from 10 PM to 5 AM, limits on nighttime operations and engine run-ups. |
| BDU | Avoid touch and go operations before 8 AM and after 5 PM. | Avoid operations between 11 PM and 7 AM. Limited early departures allowed. |
| EIK | Avoid touch and go operations before 8 AM and after 5 PM. | Avoid operations between 8 PM and 8 AM. |
| LMO | Avoid touch and go operations before 8 AM and after 8 PM. | |



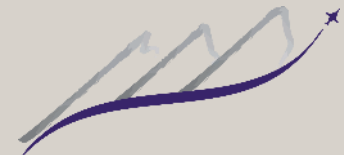
Feedback

- **Touch and Go Operations:** Request to prohibit entirely.
- **Hours of Operations:** Request for no low approach and no full stop taxi-back from 7 PM to 7 AM.
- **Other:** Request to encourage training at CFO and GXY.



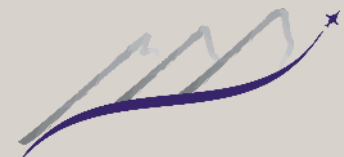
Touch and Go Operations

- **Request to prohibit entirely:** While we understand community concerns, a complete prohibition is not feasible as it may conflict with FAA regulations, undermine compliance with the Voluntary Noise Abatement Program (VNAP), and hinder pilot training. Instead, we focus on reasonable restrictions, such as limiting timing, frequency, and duration, in line with regional norms to balance operational needs with community concerns.



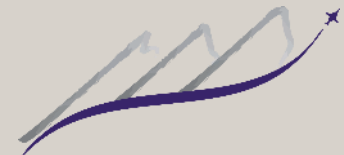
Hours of Operation

- **Request for no low approach and no full stop taxi-back from 7 PM to 7 AM:** The draft VNAP includes provisions to encourage higher and steeper approaches to minimize noise impacts. However, full-stop taxi-backs are essential for certain training and operational requirements. A complete prohibition during these hours is not feasible, as it could conflict with FAA regulations, restrict operational flexibility, and compromise pilot proficiency training. Instead, efforts are focused on mitigating noise impacts through other voluntary measures.



Other

- **Encourage training at CFO and GXY:** The airport fully supports flight education at all airports, particularly at under-utilized facilities such as CFO and GXY. These airports offer excellent opportunities for training while potentially reducing congestion and noise at busier locations. However, the decision of where and when to train ultimately rests with pilots and flight schools. We remain committed to collaborating with regional airports and encouraging balanced usage of training resources to support both the aviation community and local neighborhoods.





JEFFERSON
COUNTY COLORADO

Thank you for
your time!



ROCKY MOUNTAIN
METROPOLITAN AIRPORT





Checklist

- Avoid disturbing / overflying residential areas if practical.**
- Climb initially at Vy.**
- Reduce RPM and power as able.**
- Fly standard or higher glide path.**
- Overfly major road corridors and / or open space when able.**
- Use 30R / 12L for night pattern operations.**



Implementation

- **Monthly Training.** Flight schools and other for-hire commercial operators will hold a monthly meeting with their staff, pilots, and students to discuss VNAP.
- **Quarterly Meetings.** The airport will hold quarterly meetings with flight schools and other for-hire commercial operators to discuss VNAP.
- **Flyers and Bulletins.** The airport will distribute the VNAP and updates to flight schools, for-hire commercial operators and other airports in the region.
- **Interactive Media.** The airport will post about the VNAP through select interactive media applications.
- **Unleaded Fuels:** The airport is committed to transitioning to unleaded aviation fuels as quickly as possible. We are collaborating with our Fixed Base Operators (FBOs) and for-hire operations to determine the best path towards an unleaded future.



Guidelines

- **Maintenance restriction:** No engine maintenance run-ups between 10:00pm and 6:00am, except in an emergency.
- **Quiet hours:** No departures between 10:00pm and 5:00am, unless required for currency or training per federal regulations.
- **Reduce repetition:** Limit to 10 touch-and-go operations.
- **Minimize overflights:** Use runway 30R / 12L for nighttime pattern operations to reduce overflying residential neighborhoods.
- **Limit nighttime aircraft:** Limit to 4 aircraft in north runway pattern to decrease noise impact.
- **Lower pattern density:** No more than 8 aircraft per runway to reduce noise impact.
- **Keep operations high and tight:** No more than 4 operations in any extended zone; keep traffic pattern high and tight.
- **Manage volume:** If the previous month exceeded 30,000 operations, consider sustained pattern operations to another time or airport.



Procedures

- **Climb out at best rate of climb (Vy).** This ensures that aircraft are as high as possible, as quickly and safety as possible.
- **Reduce RPM and Power as able.** Lower propeller speeds produce less noise.
- **Fly standard or higher glide path.** Shallow approaches expose neighbors to additional noise.
- **Overfly major road corridors and/or open space when able.** Overflying less populated areas lessens noise impact to surrounding communities.
- **Runway 30R is designated the primary runway.** Westerly winds favor 30 most of the time.
- **No intersection departures.** Using the full length of the runway is both safer and ensures aircraft are as high as possible before leaving the airport perimeter.
- **Maintain pattern altitude 6,500'.** Flying higher lessens noise impact.

Traffic Patterns shown are theoretical 1-mile standard patterns. The airport has no air traffic regulatory authority.

ATC may direct you to fly otherwise. Follow Air Traffic Control (ATC) and operate safely. Consider following all voluntary protocols at other times.

For Illustrative Purposes Only. Not for use in navigation. Consult FAA approved charts and follow ATC instructions

FAA JO 7400.2P
AAC A Patterns
for 4,5,6,7, and 8
aircraft. Provided
for Reference.

**Nighttime, when ATC
closed, or as directed by
ATC for north pattern:**

- Operate from 12L / 30R.
- Standard 1 mile pattern (Blue).
- If more than four aircraft in the pattern, consider an alternate time or airport to conduct operations.
- Turn crosswind prior to Rock Creek Parkway (30R) or US 36 (12L), Fly downwind over US 36, turn base prior to Westminster Blvd (30R) or Autrey Park (12L).

North Pattern Zone (Blue)

Standard 1 mile pattern. For night operations. If more than four aircraft in the pattern, consider an alternate time or airport to conduct operations. Do not extend pattern beyond limits shown.

**South Pattern
Extended Zone (Yellow)**

If you perform more than four (4) operations in any extended zone (Yellow) consider an alternate time or airport to conduct operations.

**Daytime, when ATC open,
or as directed by ATC for
south pattern:**

- Operate from 12R / 30L.
- Standard 1 mile pattern (Green).
- If more than four operations in any extended zone (Yellow) consider an alternate time or airport to conduct operations.
- Turn crosswind prior to overflying Rock Creek (30L) or Wadsworth Pkwy (12R), fly downwind prior to Great Western Reservoir, turn base prior to Wadsworth Pkwy (30L) or Rock Creek (12R).

South Pattern Zone (Green)

Standard 1 mile pattern. Climb at Vy and maintain lower RPM as able. Keep tight inside FedEx, if able. Avoid abrupt power changes, if able.

**South Pattern
Extended Zone (Yellow)**

If you perform more than four (4) operations in any extended zone (Yellow) consider an alternate time or airport to conduct operations.

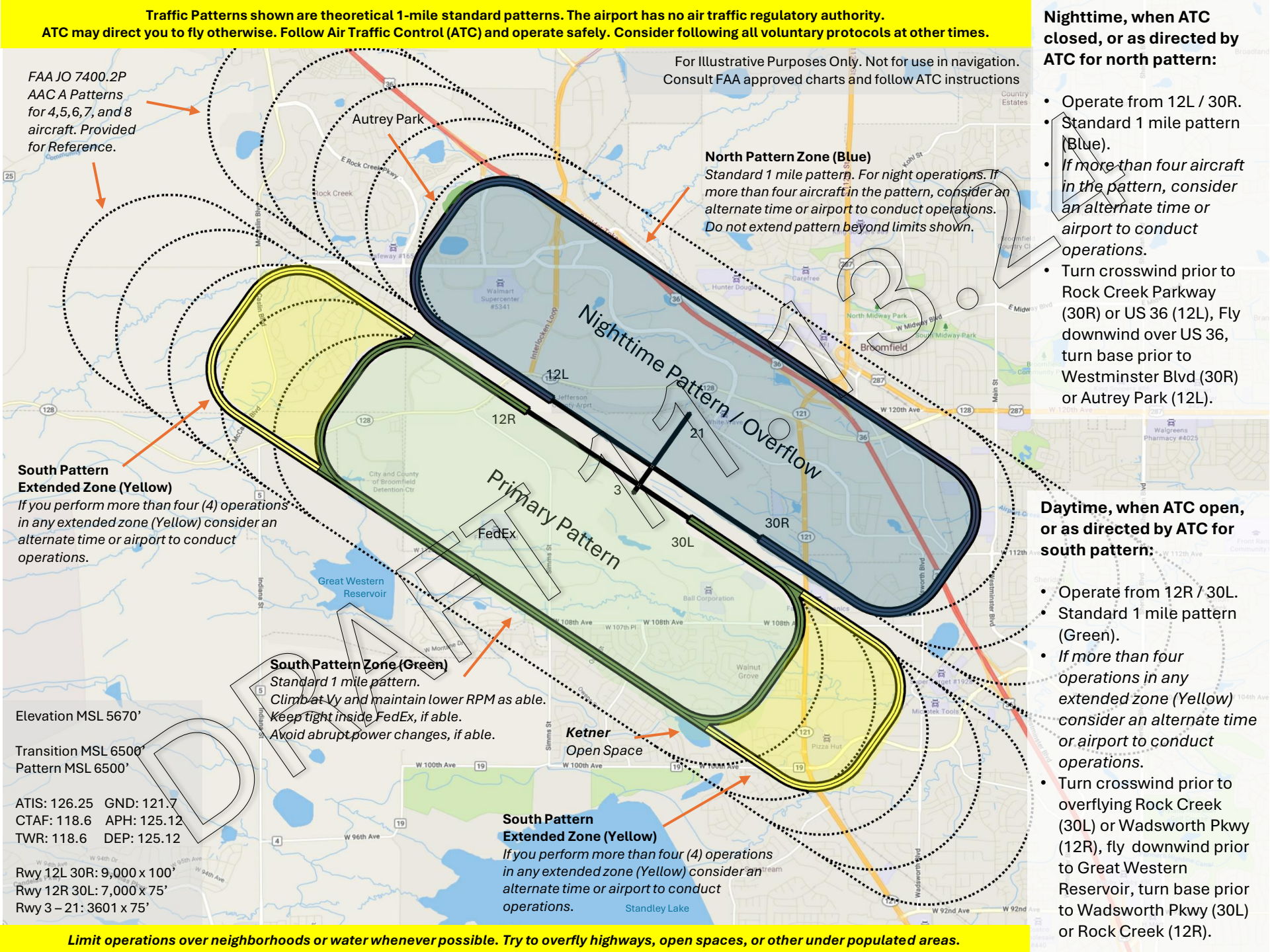
Elevation MSL 5670'

Transition MSL 6500'
Pattern MSL 6500'

ATIS: 126.25 GND: 121.7
CTAF: 118.6 APH: 125.12
TWR: 118.6 DEP: 125.12

Rwy 12L 30R: 9,000 x 100'
Rwy 12R 30L: 7,000 x 75'
Rwy 3 - 21: 3601 x 75'

Limit operations over neighborhoods or water whenever possible. Try to overfly highways, open spaces, or other under populated areas.





FAA Traffic Pattern Letter

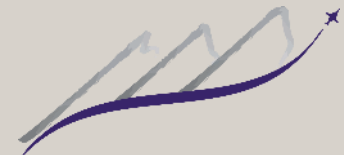


Letters of Support Request

12.11.2024

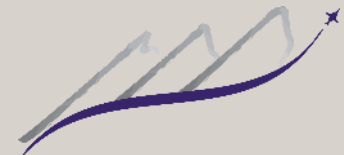
Letter Contents

- **Establish Standard Traffic Pattern Altitude.** Increase Traffic Pattern Altitude from 800' to 1,000' AGL, a 25% increase in aircraft altitude.
- **Establish Standard Enroute Minimum Altitude.** Increase enroute altitude minimum from 800' to 1,000' AGL, a 25% increase in aircraft altitude.



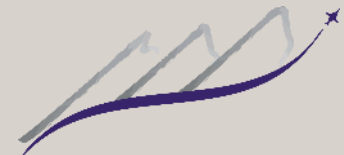
Increase Decision Altitude

- **Enhanced Pilot Safety and Decision-Making:** Raising the TPA to 1,000' AGL provides pilots 25% more altitude, increasing decision-making time by 6.9 seconds and enabling safer corrective actions, particularly in BJC's high-density airspace.
- **Improved Emergency Glide and Terrain Adaptation:** The higher TPA extends emergency glide distance by 0.3 nautical miles, improving the likelihood of reaching a safe landing area in BJC's terrain-constrained environment, with data showing clear safety benefits such as a glide range of 1.4 nautical miles.



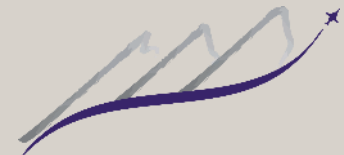
Increase Consistency

- **Consistency and Predictability for Pilots:** Aligning BJC's TPA with the national standard of 1,000' AGL reduces altitude errors, improves situational awareness, and minimizes ambiguity for both local and transient pilots, fostering confidence in National Airspace System.
- **Enhanced Safety and Efficiency:** A standardized TPA decreases pilot workload, enabling safer and more predictable traffic patterns while improving operational safety by reducing the risk of miscommunication or errors.



The Ask

- **Amplify Support for Safety Improvements:** Submitting this letter or a similar one to the FAA demonstrates collective advocacy for raising the TPA and enroute altitude at BJC, enhancing safety and operational efficiency for all airport users.
- **Unified Stakeholder Voice:** By participating in this effort, you join a coalition of users and stakeholders committed to aligning BJC with national standards, reducing risks, and improving the overall aviation experience.





JEFFERSON
COUNTY COLORADO

Thank you for
your time!



RE: Request for Standardization of Traffic Pattern Altitude and Enroute Altitude to 1,000 Feet AGL at Rocky Mountain Metropolitan Airport (BJC)

Dear FAA,

I am writing to request that the Federal Aviation Administration (FAA) consider raising and standardizing the Traffic Pattern Altitude (TPA) at Rocky Mountain Metropolitan Airport (BJC) to 1,000 feet above ground level (AGL) from the current 800' AGL, along with increasing the enroute minimum altitude to 1,000' AGL. These proposed adjustments will align BJC with national safety standards and rectify a legacy altitude restriction that no longer applies.

The current 800' TPA at BJC was initially established due to proximity to the approach paths of the now-closed Stapleton Airport, which required a lower pattern altitude to accommodate safe operations within Denver's formerly dense airspace structure. With Stapleton's closure and the opening of Denver International Airport (DEN) in a new location, this altitude restriction is no longer necessary. Adjusting BJC's TPA to the FAA-recommended 1,000' AGL standard will significantly enhance safety margins for pilots at BJC, without impacting the current airspace.

1. Decision-Making Altitude and Enhanced Safety in Emergency Situations

- a. **Altitude for Effective Decision-Making:** Operating at BJC's current 800' TPA reduces the time and altitude pilots have for decision-making and corrective actions, particularly during approach. Standardizing the TPA at 1,000' AGL would provide pilots approximately 25% more altitude, which is crucial for assessing, reacting to, and executing safe maneuvers in this high-density airspace.
- b. **Improved Glide Range for Safety:** With a standard glide ratio of 7:1, the increased altitude gives pilots an additional horizontal distance in the event of an emergency power failure, improving the likelihood of reaching a safe landing area. This added altitude is especially important for BJC, where limited off-field landing options are available due to terrain and urban development.

| Altitude | Average Decision Time (seconds) | Glide Distance (nautical miles) |
|------------|---------------------------------|---------------------------------|
| 800' AGL | 27.5 | 1.1 |
| 1,000' AGL | 34.4 | 1.4 |

This table demonstrates that the additional altitude enhances safety by extending glide distance by 0.3 nautical miles and decision-making time by 6.9 seconds which are all particularly crucial for BJC's busy airspace.

2. Standardized Altitude for Consistency Across Airports

- a. **Alignment with Safety Altitudes at Comparable Airports:** Many U.S. airports of similar size and traffic volume as BJC operate at a standardized TPA of 1,000' AGL. Creating a consistent TPA standard across airports decreases the risk of altitude errors, especially for visiting or transient pilots, and increases overall situational awareness within BJC's diverse traffic environment.
- b. **Reducing Pilot Workload and Ambiguity:** A 1,000' TPA enhances predictability for pilots who frequent BJC as well as transient operators, allowing them to operate with greater consistency and efficiency. Uniform altitudes can also reduce the overall workload, facilitating safer traffic patterns in a high-demand setting.

In summary, standardizing the TPA and enroute minimum altitude at BJC to 1,000' AGL offers a range of safety advantages, including increased reaction time, improved glide potential in emergencies, and reduced airspace conflicts. The airport's location, traffic density, and airspace complexity further support the need for this critical safety improvement.

I appreciate the FAA's consideration of this request for enhancing the operational safety of Rocky Mountain Metropolitan Airport (BJC) and am available to discuss any additional data supporting this proposal. Thank you for your attention to this vital safety issue.



Strategic Communication Plan

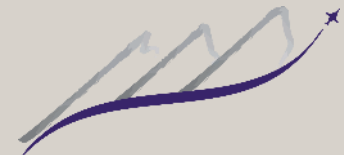


CEP – Skeletal Framework

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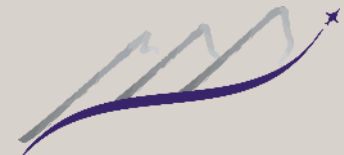
Purpose and Key Objectives

- **Purpose:** Align with RMMA's mission, values, and airport goals.
- **Key Objectives:** Enhance stakeholder and community partner relationships. Ensure consistent, proactive, and impactful communications.



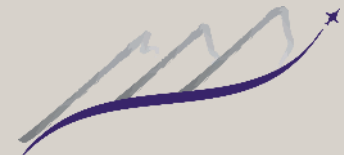
Approach and Outcomes

- **Approach:** Develop and implement strategic marketing and communication practices. Use diverse tools and platforms to engage various audiences effectively.
- **Outcomes:** Improved communication consistency. Sustainable, long-term strategy support. Increased focus on proactive work and community engagement.



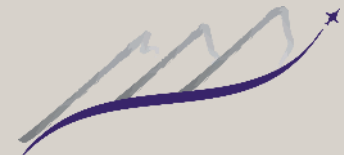
Mission and Vision

- **Mission:** Serve as a vital transportation hub supporting general aviation, Special Aviation Service Organizations, and aerospace industries. Foster sustainable development and enhance regional economic vitality. Commit to world-class facilities, safety, and innovation in aviation.
- **Vision:** Be Colorado's premier regional airport, driving economic growth and innovation in aviation and aerospace. Provide dynamic, sustainable solutions for aviation and community development. Uphold safety, efficiency, and community well-being.



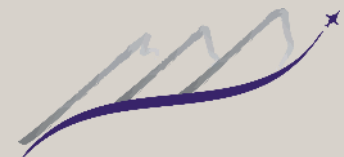
Values

- **Safety:** Ensure top standards for users, staff, and communities.
- **Sustainability:** Adopt energy-efficient and environmentally friendly practices.
- **Innovation:** Leverage emerging aviation technologies.



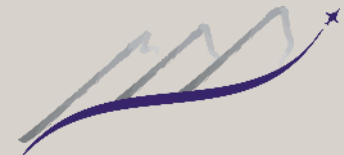
Values, Continued.

- **Collaboration:** Strengthen partnerships with stakeholders and communities.
- **Community Growth:** Support economic development and responsible land use.
- **Excellence:** Deliver outstanding services and facilities.



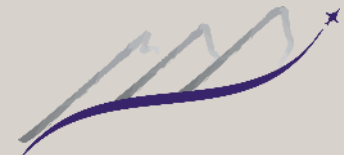
Objectives

- **Build Connections:** Create a welcoming space to engage stakeholders and promote aviation advocacy.
- **Trust & Transparency:** Be a reliable partner and information source for the community and stakeholders.
- **Feedback Process:** Implement a timely and effective system for addressing feedback.



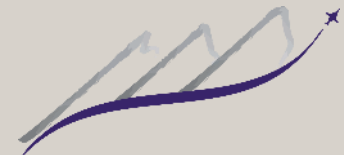
Objectives, Continued.

- **Strengthen Relationships:** Collaborate with key stakeholders and local jurisdictions.
- **Share Our Story:** Highlight the airport's role and achievements.



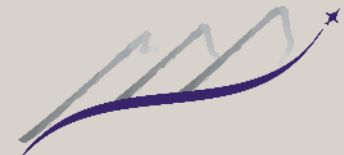
Internal and External Audiences

- **Internal:** RMMA employees, Airport tenants, Pilots, and operator employees.
- **External:** Community members, stakeholders, partners, media.
- **Analysis:** Identify preferred communication platforms per group and align tactics with strategic objectives to engage effectively.



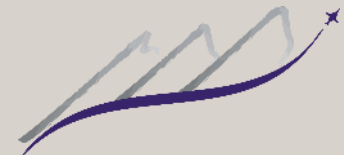
Short-term Goals (0-6 months)

- **Website Redesign:** Collaborate with Public Affairs to enhance user experience and access to information.
- **Social Media Strategy:** Educate the public on airport operations and engagement opportunities.
- **Community Feedback:** Streamline processes for collecting and responding to community input.



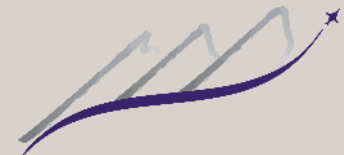
Mid-term Goals (6-12 months)

- **Outreach Meetings:** Develop a plan and schedule regular meetings with the community, stakeholders, and local leaders.
- **Information Distribution:** Establish a consistent process for sharing key reports and updates.



Long-term Goals (1-3 years)

- **Public Initiatives:** Collaborate with Jeffco Public Affairs to share RMMA's story through large-scale campaigns.
- **Event Calendar:** Plan annual community meetings, events, and airport celebrations.
- **Annual Reports:** Highlight successes and milestones for airport and county leadership.



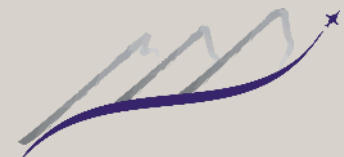
Process and Implementation

- **Content:** Define the message, audience, and delivery. Develop and review content (images, videos, events) for quality and effectiveness.
- **Initiatives:** Plan campaigns (digital or traditional). Choose platforms, timelines, and tactics for effective execution.
- **Continuity:** Ensure consistent, sustainable, and brand-aligned communications. Focus on reporting, measuring, and analyzing past efforts to improve strategy.



Reporting, Measuring, and Analysis

- **Initiative Reporting:** Evaluate each initiative's effectiveness using KPIs, cost, and engagement metrics.
- **Quarterly Reporting:** Track and share metrics like feedback, audience growth, engagement, media hits, web traffic, surveys, and meeting attendance.
- **Annual Reporting:** Summarize yearly progress, align with goals, and compile quarterly data to assess overall success.





JEFFERSON
COUNTY COLORADO

Thank you for
your time!



ROCKY MOUNTAIN METROPOLITAN AIRPORT STRATEGIC COMMUNICATIONS PLAN OUTLINE

WHY A STRATEGIC COMMUNICATIONS PLAN?

This Strategic Communications Plan supports the achievement of airport goals, as well as the mission and values of RMMA. Through the development and implementation of thoughtful and strategic marketing and communications practices, this plan will positively impact airport stakeholders, as well as community partners. We will utilize a wide range of tools and platforms and implement processes to support our varying audiences and partners. The development of this plan will ultimately improve the consistency of our communications, support the longevity of our strategy, and make space for proactive work and community engagement.

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- 9. Tactics, Platforms, and Tools**
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- 12. Key Contacts and Partners**

1. Vision, Mission, Values

- a. **Mission** - To serve as a vital transportation hub that supports the growth of general aviation, regional transportation, and aerospace industries, while fostering sustainable development and enhancing regional economic vitality. Rocky Mountain Metropolitan Airport is committed to providing world-class facilities, ensuring operational safety, and creating opportunities for innovation in aviation and beyond.
- b. **Vision** – To be a premier regional airport in Colorado, offering dynamic, flexible, and sustainable solutions for aviation, as well as economic and community development. We aspire to be a key driver of economic growth, fostering innovation, while maintaining a commitment to safety, efficiency, and community well-being.
- c. **Values**
 - i. **Safety & Security:** We prioritize the safety of our airport users, staff, and surrounding communities by adhering to the highest operational standards and regulatory requirements.
 - ii. **Sustainability:** We are committed to minimizing our environmental footprint through the adoption of sustainable aviation practices, including the use of alternative fuels and energy-efficient technologies.
 - iii. **Innovation:** We embrace emerging technologies to ensure we remain at the forefront of the aviation industry.
 - iv. **Collaboration:** We value strong partnerships with local businesses, surrounding communities, aviation stakeholders, and governmental agencies to foster growth and ensure the best use of airport resources.
 - v. **Community Engagement:** We are dedicated to supporting the local community and promoting economic development through strategic decision making and responsible land use planning.
 - vi. **Excellence:** We are committed to delivering exceptional services and facilities that exceed the expectations of our customers and stakeholders.

2. Communications Plan Strategic Objectives

- a. Create a community space where stakeholders can enjoy the airport and become advocates for local aviation.**
 - i.** Transform the airport into an educational and community-oriented hub that welcomes all stakeholders and fosters a sense of excitement about local aviation.
 - ii.** Host community events that positively impact local organizations, neighbors and small businesses.
 - iii.** Partner with airport tenants to offer programming and information to the surrounding community.
- b. Become a trusted partner and source of information for the surrounding community and airport stakeholders.**
 - i.** Develop practices that highlight RMMA's efforts to be transparent and inclusive of all perspectives.
 - ii.** Provide timely and accurate information on airport communications channels including the website, social media, newsletters and collateral.
 - iii.** Attend community events to help answer questions about the airport and foster positive relationships.
- c. Develop a process for receiving and responding to feedback that is timely and effective**
 - i.** Develop a process and timeline for responding to inquiries.
 - ii.** Streamline the noise complaint process to ensure community members receive the same responsive customer service.
 - iii.** Using data and analytics to identify trends in feedback and provide a summary to airport leadership and stakeholders.
- d. Tell the airport's story**
 - i.** Use a content calendar to plan proactive and positive content highlighting the airport as an economic hub, community resource and public safety partner.
 - ii.** Work with Jefferson County Public Affairs to create video content that engages the surrounding community on social media and other platforms.
 - iii.** Establish relationships with local media and work to highlight the positive work the airport is doing related to sustainability, responsible growth and development, and innovation.

- e. **Develop strong relationships with key stakeholders and local jurisdictions.**
 - i. Create regular targeted communications to consistently engage partners in local government.
 - ii. Practice regular outreach to individuals from key stakeholder groups.
 - iii. Establish a cadence of meetings with local jurisdictions and other local governments to foster collaboration on airport related issues.

3. Communications Plan Directives

- a. To ensure the sustainability of RMMA's Strategic Communications Plan, this document will continuously evolve. It is intended to be an adaptive and flexible plan that can be improved over time alongside organizational growth. Revision dates will be captured.
- b. This plan will build a framework that secures brand consistency across communications, while also providing guidance and resources for tailored messaging.
- c. Processes and procedures will be developed within this plan to make certain that RMMA's strategic communications can be understood, shared, and implemented by a variety of team members.
- d. The goals set forth in this plan will be documented and adapted as needed, as well as measurable and trackable.

4. Audiences and Audience Analysis

- a. **Internal**
 - i. RMMA employees
 - ii. Airport tenants, pilots, and employees based at RMMA
 - iii. Jefferson County Employees
- b. **External**
 - i. Community members: Surrounding neighborhoods, organizations, schools, etc.
 - ii. Airport tenants, pilots, and employees based at RMMA
 - iii. Community partners: Non-profits, local jurisdictions, and other government entities, chambers and business partners, CDOT, FAA, other airports
 - iv. Media
- c. **Audience Analysis** – Includes preferred communications platform per audience, tactics, and strategic objective alignment.

Basic Audience Analysis Table

| Audience (see above) | Method | Tactic (see PESO model p. 9) | Strategic Objective Alignment | Internal or External |
|---------------------------------------|--|------------------------------|-------------------------------|----------------------|
| Employees | Email, Workday, Intranet, in-person, newsletters | Owned, Shared | A and B | Internal |
| Tenants, pilots, based at RMMA | Email, in-person, phone calls, newsletters | Owned, Shared, Earned | A, B, and E | Both |
| Jeffco Employees | Email, Workday, Intranet, in-person, newsletters | Shared and Owned | A and B | Internal |
| Community Members | Media, newsletters, events, meetings, email, website, social media | Shared, Owned, Earned | A, B, C, and D | External |
| Community Partners | Email, newsletters, meetings, phone calls, in-person | Shared, Owned | A, B, C, D and E | External |
| Media | Email, phone calls, in-person | Paid and Earned | B and D | External |

5. Short-term goals (0-6 Months)

- a. Collaborate with Jefferson County Public Affairs on RMMA website redesign to provide easier access to information and an improved user experience.**
 - i. Provide a comprehensive audit and revision of airport web content.
 - ii. Develop FAQ section and other educational materials on airport operations to post to website.
 - iii. Create project-specific web pages for airfield projects that can be used as initiative pages as specified by Jefferson County's Web Manager.
 - iv. Ensure RMMA website is up to digital accessibility standards through web page and PDF remediation.
 - v. Publish a calendar of events on RMMA homepage.

- b. Develop and implement a robust social media strategy to increase public education around airport operations and engagement opportunities.**
 - i. Develop a social media calendar that can be used for content planning.
 - ii. Produce an "Aviation Fact" social media series
 - iii. Monitor engagement on social media and pull analytics reports for airport leadership.
 - iv. Develop a "Noise Complaint Awareness Week" campaign to engage with local community and airport stakeholders.

- c. Develop a streamlined process for collecting and responding to community feedback and questions.**
 - i. Utilize dedicated feedback email or build out a feedback form that can be posted on the website.
 - ii. Create and distribute an internal process for responding to community inquiries.
 - iii. Prepare an adaptable communications checklist for responding employees to use.
 - iv. Develop standards for timely responses and collaborate with other departments to ensure airport staff can meet those deadlines.

6. Mid-term goals (6-12 months)

- a. Create a plan and set a cadence for community outreach meetings to engage with the surrounding community, airport stakeholders, and local leaders.**
 - i.** Offer tours for local teachers, community leaders and interested members of the public through direct invitations.
 - ii.** Schedule monthly events that are open to the public and include Q&A sessions, Airport 101 sessions, as well as tours.
 - iii.** Establish regular meetings with local jurisdictions to discuss airport news and concerns.
 - iv.** Schedule regular individual meetings with airport tenants to discuss feedback.
 - v.** Create partnerships with local non-profits to establish ongoing community events.
 - vi.** Schedule and begin planning for an "Open Airport Day" with family-friendly activities.

- b. Establish a consistent cadence and process for the distribution of important reports and information.**
 - i.** Re-launch RMMA community newsletters and promote subscriptions through county and airport channels.
 - ii.** Regularly publish noise abatement updates on the website and send them out in newsletters.
 - iii.** Distribute surveys to listen to the community about the reports and information they want to receive.
 - iv.** Organize community roundtables to deliver information and collect input.

7. Long-term goals (1-3 years)

- a. Work with Jefferson County Public Affairs to produce large-scale communications initiatives to introduce the public to the airport and tell RMMA's story.**
 - i.** Produce a video series focusing on airport roles and careers in aviation.

2. What is the goal of this content?
3. How should this content be packaged and distributed?
4. Who are the stakeholders?

ii. Initiatives – Initiatives can be strictly digital or can involve more traditional forms of communication. Delivery can be paid or organic. Considerations include:

1. What does the time frame look like?
2. What other categories or goals should be considered in each campaign?
3. What platforms will we use and what strategies are necessary for effective implementation?

iii. Continuity – The continuity of our communications will ensure that we are consistent, sustainable, and effective. This phase of our strategic communications plan ensures consistency, evaluates past initiatives and content, and adjusts the strategy accordingly. In this phase we will focus on reporting, measuring, and data analysis. This phase will also allow us to audit existing or past communications to ensure brand consistency. **See Reporting, Measuring and Analysis.*

9. Strategic Planning Tools

- a. Initiatives – used for large-scale communications efforts. Initiative briefs will be developed ahead of kick-off and presented to RMMA leadership.
- b. Monitoring – A variety of tools will be utilized to monitor and listen to potential concerns and topics that are rising to public engagement levels. Tools include social listening tools, and media monitoring tools.
- c. Calendar – Multiple calendars will be used to proactively plan for initiatives, events and meetings, social media, and internal engagement opportunities.
- d. Breakouts and Minis – Mini campaigns and breakout communications will be utilized for smaller scale communications needs.

10. Approach, Platforms, and Tools

- a. Approach – The PESO model is intended to be a strategy that ensures our Paid, Earned, Shared, Owned media support each other and are integrated effectively. While many forms of media may fall within multiple PESO categories and overlap, examples below will act as a launching point. “Paid” and “shared” media get the attention of key or targeted audiences, while “owned” and “earned” media help us to establish a strong reputation.

- i. Paid – Media that we pay for (i.e. social media advertising, boosted posts, sponsored content, Google advertising, and traditional advertising — via Denver Post, CPR, etc.)
 - ii. Earned – Media coverage that comes from newsworthiness (i.e. media relations (news briefs), influencer relationships, investor/donor relations, word of mouth, and community partners)
 - iii. Shared – Media shared by others (i.e. social media, reviews, survey results, co-branding, community partnerships, content distribution, and other publishing platforms)
 - iv. Owned – Media that we create and distribute (i.e. content creation (talking points, copy, stories, graphics, etc.), research, search engine optimization, videos, podcasts, newsroom, and visual content)
- b. **Platforms** – Website, social media, email (targeted or broad), newsletters, public meetings, print materials, newsrooms, podcasts, advertising, events, mail, intranet, word of mouth, and local media
 - c. **Tools** – Social media management platforms, a media monitoring tool, Adobe Suite, Canva design collaboration, video production studio, website, photo archives and resources, surveys, annual report, shared drive, Teams, Monday.com, Outlook, Critical Mention, Bit.ly, Evite, Flickr, printing services, and Archive Social

11. Calendars

- a. Initiatives – Planned annually and updated throughout the year as needed. Tracked through separate calendar documents.
- b. Events and Meetings – Updated quarterly and executed via Outlook. PDF calendar will also be regularly updated.
- c. Social Media – Updated weekly/monthly and managed through social media management platforms

12. Reporting, Measuring, and Analysis

- a. Initiative Reporting – Initiative reports and data analysis will be done at the end of each initiative to measure its effectiveness. Success will be determined based on key performance indicators (KPI's) set for each initiative. Cost and engagement will also be taken into consideration.
- b. Quarterly Reporting – Quarterly reports will be pulled at the end of each quarter and distributed to county leadership. Quarterly reports will include website metrics, social media metrics, and media hits. Quarterly KPIs may include:
 - i. Noise complaint volume
 - ii. Audience growth (website and social media)

- iii.** Social media engagement
 - iv.** Media hits
 - v.** Web traffic
 - vi.** Survey results
 - vii.** Meeting attendance
- c.** Annual Reporting – The annual report will be created and distributed at the end of the calendar year using quarterly reports and information from other departments. It will reflect a larger snapshot of our annual progress and any adjustments made around our future goals and objectives. This document will also support the creation of an annual report. Success will be measured based on the outcomes of our short- and long-term goals, as well as a broad overview of quarterly and campaign-related KPIs.

NEXT STEPS

- Final plan submitted to Airport Director for review – December 4
- Strategic Communications Plan finalized
- Implementation

Jefferson County Airport Advisory Board DRAFT Bylaws

Article I. Statement of Purpose.

Section 1.01 Purpose. The purpose of the Jefferson County Airport Advisory Board (“Board”) is to establish a feedback mechanism regarding the Airport, build awareness of the Airport and its role in the economic health of the region, develop Airport advocacy, educate users/tenants/neighbors about operating guidelines, create opportunities to engage the public, and ensure good neighbor practices by the Airport.

Article II. Authority.

Section 2.01 Authority. The Board has the power to review and make recommendations regarding establishment of Airport goals, development and adoption of Airport master plans and relevant planning documents, major airport capital project schedules, Airport design guidelines and Airport ad hoc committee efforts. In addition, the Board will work as advocates of the Airport.

Article III. Membership.

Section 3.01 Appointments. The Jefferson County Board of County Commissioners (“BCC”) shall establish, through appointments, the Airport Advisory Board which shall be composed of seven (7) regular members and one (1) alternate member. The Board’s regular membership shall be composed of: two (2) business owners, two (2) Jefferson County citizens-at-large, one (1) residential property owner, one (1) adjacent jurisdiction, and one (1) airport tenant. The Board’s alternate member may be a representative of any regular membership as deemed appropriate by the BCC. Whenever a member’s status changes and the member no longer represents the sector that they were appointed to represent, the member must tender their resignation or reapply for membership through the BCC. If reapplying, the member will have voting rights until reappointment is either granted or denied.

- (a) Compensation. Members shall not be compensated.

Section 3.02 Term of Office. The term of appointed regular and alternate members shall be as set forth in the Jefferson County Airport Advisory Board Policy 2.2.18.

Section 3.03 Resignations. Any member may resign at any time by delivering a written resignation to the Board Chair and the Airport Director. Resignations will be effective upon the date referenced in the resignation and after such has been forwarded to the BCC.

Section 3.04 Vacancies. Vacancies on the Board may be created by an appointed member's resignation, expiration of term, incapacity or death, or removal from office for nonperformance of duties or misconduct by the BCC. The BCC shall appoint new members in accordance with the BCC's policies and procedures. The Board and Airport Director may review the applications for appointment and make recommendations to the BCC for vacancies that occur.

Article IV. Officers.

Section 4.01 Presiding Officers. The Board members, regular and alternate members voting together, shall appoint a Chair and Vice-Chair who shall be the Presiding Officers at Board meetings (the "Presiding Officer(s)"). The Presiding Officers shall be regular members of the Board. If the Chair or Vice-Chair elects not to preside over a meeting or particular matter, the majority of the Board present shall then elect a temporary chair who shall be the Presiding Officer for that particular meeting or particular matter only.

Section 4.02 Term. Each Presiding Officer shall hold office for a one (1) year term, or until a successor is duly elected or until their death, incapacity, resignation or removal. Officers may be elected to successive terms.

Section 4.03 Duties of Chair and Vice-Chair. It shall be the responsibility of the Chair to preside at all meetings of the Board, to execute documents on behalf of the Board, to make appointments to committees, and to coordinate Board matters with the BCC and County staff. The Vice-Chair shall perform the duties of the Chair during the Chair's absence.

Section 4.04 Election of Officers. The entire Board, regular and alternate members together, shall elect a Chair and Vice-Chair. The election will be held by taking nominations from the floor, followed by a voice vote. To the extent practical, the election shall be held at the first regular meeting in January or at a mutually agreed upon meeting date of the Board.

Section 4.05 Committees. The Board, by a simple majority vote, may establish such other committees as are necessary to carry out the responsibilities of the Board.

Section 4.06 Presiding Officer Vacancies. If the office of Chair should become vacant during the term of office, the Vice-Chair shall assume the duties of Chair. Should the office of Vice-Chair become vacant, a special election shall be held as soon as possible following the announcement of the vacancy.

Section 4.07 Airport Advisory Board Secretary. There shall be a Secretary to the Board who shall be a member of Airport staff, and who is not required to be a regular or alternate member of the Board. The Secretary shall be responsible for attesting to all resolutions approved by the Board and providing other secretarial functions to the Board.

(a) Minutes/Recording.

- (i) The Board Secretary, or the Board Secretary's designee, shall attend and shall keep the minutes of each meeting of the Board. The Board Secretary shall keep minutes of the proceedings showing the vote of each member upon each question, or, if absent or failing to vote, indicating such fact.
- (ii) On or before the Wednesday preceding each regular meeting of the Board, the Board Secretary shall cause to be delivered to each Board member a copy of the minutes of the preceding meeting.
- (iii) Minutes will not be read if each Board member has been provided with a copy of the minutes in advance of the meeting at which they are to be approved. Approval of the minutes will be done by motion.
- (iv) Minutes shall be signed by the Presiding Officer and by the Secretary of the meeting at which the minutes are approved.
- (v) The Board Secretary shall electronically record all regular meetings with records retained in the Development & Transportation Department in accordance with County record keeping policies and procedures and state statute.

Article V. Meetings.

Section 5.01 Open Meetings. All Board meetings shall be open to the public as required by the Colorado Open Meetings Law Section 24-6-402, C.R.S., as amended, except as otherwise authorized by law. A public notice of all meetings shall be posted on the County public meetings webpage accessible at Jeffco.us.

Section 5.02 Regular Meetings. The Board shall typically meet on the second Wednesday of each month, or on such date and time as may be designated by the Board and set forth in the Board's agenda. Meetings will ordinarily be scheduled at 5:00 p.m. The Board may reschedule regular meeting dates or times upon majority vote of the Board members present; provided that sufficient time is available to provide the public notice of the rescheduled date or time. In any event, the Board shall meet a minimum of six (6) times per year.

Section 5.03 Special Meetings. Special meetings may be called by the Chair. Notice of any special meeting of the Board shall be given to all members of the Board at least forty-eight (48) hours in advance of said meeting. Notice may be given by any or all of the following forms of communication: telephone, or email. Notice to the public of any special meeting at which public business shall be discussed shall be posted no less than twenty-four (24) hours prior to such meeting.

Section 5.04 Quorum. A quorum of the Board shall be more than fifty percent (50%) of the members, whether regular members or alternate members or any combination thereof. No official business of the Board shall be conducted without a quorum present.

Section 5.05 Executive Session. The Board, upon the affirmative vote of two-thirds of the quorum present, may hold an executive session for the purpose of conference with the attorney for the Board for the purposes of receiving legal advice on specific legal questions or any other purpose provided for in Section 24-6-402(4), C.R.S. No formal action may be taken while in executive session. Prior to convening an executive session, a motion for executive session shall be made, announcing the topic/purpose for the executive session, including the specific statutory citation(s), and the motion shall identify the particular matter to be discussed in as much detail as possible without compromising the purpose for which the executive session is authorized.

Article VI. Regular Meetings – Order of Business.

Section 6.01 The Agenda.

- (a) As soon as practicable, but not less than 48 hours preceding each regular meeting of the Board, the Airport Director or his appointed

designee, shall prepare, or cause to be prepared, a written agenda (“Agenda”) showing the order of business.

- (b) The Board Secretary shall cause the agenda to be delivered to each Board member.
- (c) Only regular Board members may introduce new business which is not listed on the printed agenda.

Section 6.02 Order of Business. The order of business for regular meetings of the Board will generally be as follows:

- (a) Call to Order.
- (b) Approval and/or corrections of the minutes.
- (c) Agenda items.
- (d) Reports.
- (e) Adjournment.

The Presiding Officer may vary from the order of business if the majority of Board members present do not object.

Section 6.03 Agenda Items. A presentation on Agenda items indicated on the meeting Agenda may be made by Airport Staff and/or the party submitting a proposal. Airport staff will make recommendations on all Agenda items for the Board’s consideration. Public comment may be accepted on Action items at the discretion of the Chair.

Section 6.04 Official Actions of the Board. Official actions of the Board are advisory recommendations to the Airport and BCC and may be in the form of resolutions or motions. All resolutions of the Board shall be forwarded to the BCC for consideration.

Section 6.05 Voting. All motions and resolutions shall be determined by an affirmative vote of a majority of the voting Board members present at the meeting.

- (a) Regular Members. Regular members are permitted to vote on any matter so long as the regular member is present and qualified to vote.
- (b) Alternate Members. Alternate members are not allowed to vote on any matter except election of officers or amendments to these bylaws (“Bylaws”), unless a regular member is absent or disqualified and the alternate member is qualified and authorized to act in place of that absent member or disqualified member at that meeting.
- (c) Proxy votes are not permitted.

Article VII. Parliamentary Procedure

Section 7.01 Parliamentary Authority. Unless otherwise agreed to by the Board, Robert's Rules of Order, Revised shall be the parliamentary authority for all meetings of the Board and the rules contained therein shall govern the procedures utilized at such meetings where not inconsistent with the Colorado Revised Statutes. Failure to adhere to Robert's Rules of Order, Revised shall not affect the validity of Board action.

Article VIII. Conflicts of Interest.

Section 8.01 Conflicts. A Board member, regular or alternate, has an obligation to carry out his or her duties for the benefit of the people and accordingly should promote public confidence to avoid the impropriety of a conflict of interest. Conflicts of interest and ethics are addressed in Title 24, Article 18 of the Colorado Revised Statutes. Examples of possible conflicts of interest are:

- (a) One who acquires or holds a direct personal interest in a business or undertaking and could be directly and substantially affected economically.
- (b) A financial interest in the matter, such as representing an applicant in a matter before the Board as a consultant or other representative.
- (c) Accepting a gift of substantial value or substantial economic benefit, which could be viewed as a bribe.
- (d) Using confidential information to further one's personal financial interest.
- (e) A personal or private interest in the matter.

Section 8.02 If a Conflict Exists. If a Board member, regular or alternate, has a private, personal or financial interest in a matter pending before the Board:

- (a) The member shall disclose the interest prior to the matter being heard at the meeting.

- (b) The member shall abstain from voting on the item and shall leave the meeting room until the matter has concluded.
- (c) The member shall not discuss the matter privately with other Board members voting on the matter or, in other words, shall refrain from influencing the outcome of the vote.
- (d) The Board shall not use an announcement of a conflict of interest as a means to declare less of a quorum.
- (e) If the Board member's participation is necessary to maintain a quorum or to otherwise enable the Board to act, they may participate if the member complies with the following disclosure requirements and in accordance with Section 24-18-110(3)(b), C.R.S., as amended:
 - (i) Disclose and summarize the nature of the interest prior to the matter being heard at the meeting; and
 - (ii) Prior to the meeting, disclose the interest in writing to the Colorado Secretary of State, listing the amount of the member's financial interest, if any, the purpose and duration of the member's services rendered, if any, and the compensation received for the services, or such other information necessary to describe the interest, pursuant to Section 24-18-110, C.R.S., as amended; and
 - (iii) State on the meeting record the fact and summary nature of the interest disclosed.
- (f) If the member is presenting a matter to the Board, that member shall be considered absent from the meeting for purposes of that matter, and shall not participate in the meeting as a Board member, but rather as a citizen in the audience. The Chair shall disclose the relationship with the Board member once the matter is read into the record. A statement may also be made that the Board can make a fair and unbiased decision in the matter notwithstanding the disclosure of the relationship.

Article IX. Amendment of the Bylaws.

Section 9.01 Amendments. These Bylaws may be amended by resolution approved by a majority of the Board members, including associate members, present. The Board shall conduct an annual review of the Bylaws at the first regular meeting in January. New or amended bylaws shall be proposed and discussed at the regularly scheduled meeting of the Board at least one week prior to the vote on the amendments.

Section 9.02 Severability. If any section, subsection, sentence, clause, or phrase of these Bylaws is for any reason held by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of the remaining portions of these Bylaws.

ADOPTED, on _____, 2024.

Benjamin Miller
Secretary, Airport Advisory Board

Jansen Tidmore
Chair, Airport Advisory Board



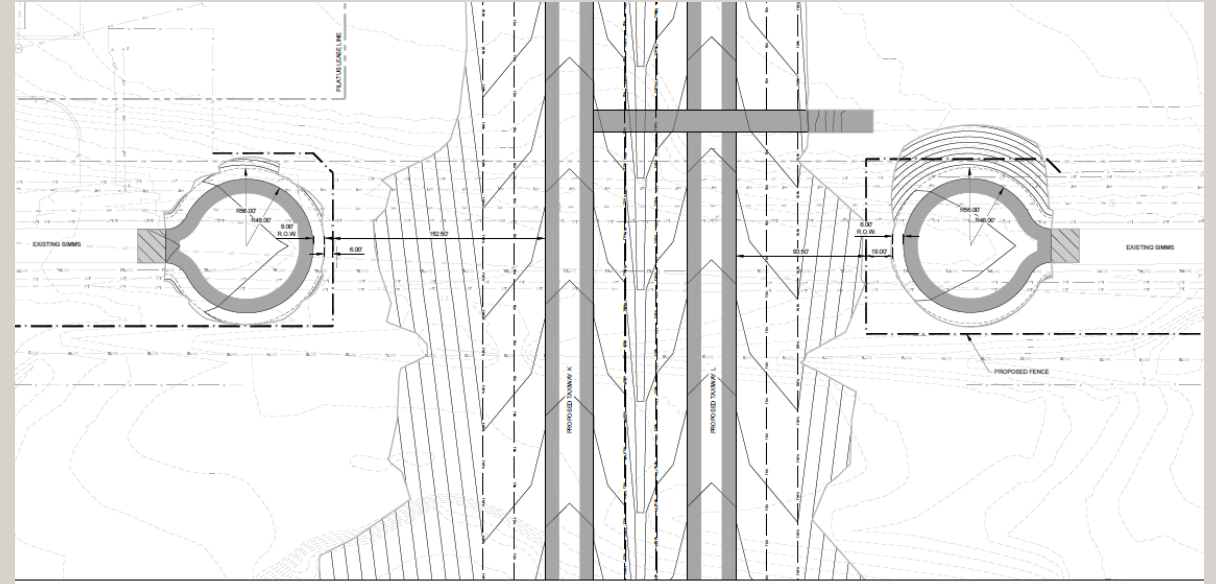
Project Updates

Jeffco Airport Advisory Board

12.11.2024

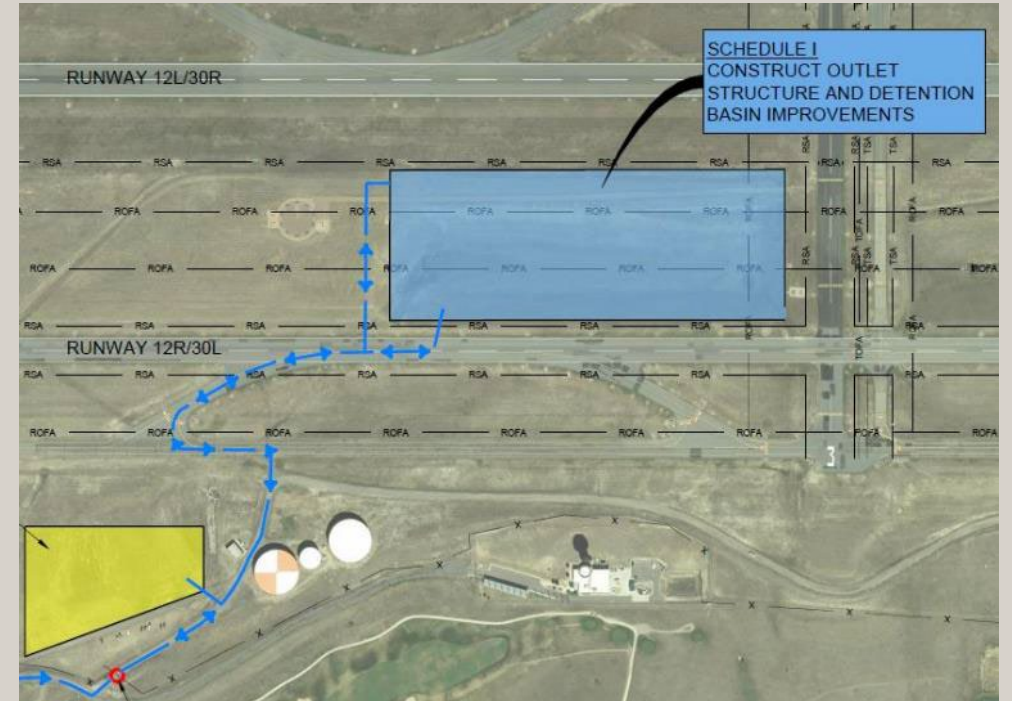
Taxiway K/D

- Current work:
 - Simms St. turnarounds
 - Fencing – LOC24-01
 - Utilities
- Waiting on:
 - FAA Safety Risk Management Panel (SRMP) - potentially
 - USACE final determination
- Anticipated start: TBD



Basin 160

- FAA Safety Risk Management Panel (SRMP) took place *Nov. 21*
 - *No significant issues identified*
- Anticipated start: January 2025



Unleaded fuel

- FAA/CDOT funding in 2025 for the design and installation of tank in the bulk fuel facility
- Qualifications-Based Selection (QBS) issued on October 31 – closed on December 2
 - Moving to selection
- Discussion with FBOs to determine a fuel delivery partner



Part 150 Airport Noise Compatibility Study

- Two phases:
 - Development of Noise Exposure Maps (NEMs)
 - Development of Noise Compatibility Plan (NCP) *-if applicable*
- Current work:
 - Data collection
 - Timeline of public engagement and relationship to Community Engagement Plan





JEFFERSON
COUNTY COLORADO

Questions?



ROCKY MOUNTAIN
METROPOLITAN AIRPORT

