

**NOTICE OF A REGULAR MEETING
OF
THE FRIEDMAN MEMORIAL AIRPORT AUTHORITY**

PLEASE TAKE NOTICE that a regular meeting of the Friedman Memorial Airport Authority shall be held Tuesday, February 12, 2013 at 5:30 p.m. at the **old Blaine County Courthouse Meeting Room**, Hailey, Idaho. The proposed agenda for the meeting is as follows:

**AGENDA
February 12, 2013**

- I. APPROVE AGENDA**
- II. OATH OF OFFICE** ACTION
- III. PUBLIC COMMENT (10 Minutes Allotted)**
- IV. UNFINISHED BUSINESS**
 - A. Airport Solutions
 - 1. Chairman Report DISCUSSION
 - 2. Blaine County Report DISCUSSION
 - 3. City of Hailey Report DISCUSSION
 - 4. Airport Manager Report DISCUSSION
 - 5. Communication Director Report
 - a. Coffee Talk DISCUSSION
 - b. Airport Tour DISCUSSION
 - c. Business Brown Bag Lunch DISCUSSION
 - 6. Existing Site
 - a. Plan to Meet 2015 Congressional Safety Area Requirement – Attachment #1 DISCUSS/DIRECT/ACTION
 - b. EIS Termination/Site Selection – Attachment #2, #3 DISCUSS/DIRECT/ACTION
 - 7. Retain/Improve/Develop Air Service
 - a. FSVA Report DISCUSS/DIRECT
 - B. Instrument Procedures Feasibility Study DISCUSS/DIRECT
 - C. Auto Rental Concession Lease – Attachment #4 DISCUSS/DIRECT/ACTION
- V. APPROVE FRIEDMAN MEMORIAL AIRPORT AUTHORITY MEETING MINUTES OF:**
 - A. January 9, 2013 Regular Meeting – Attachment #5 ACTION
- VI. AIRPORT STAFF BRIEF**
 - A. Noise Complaints
 - B. Parking Lot Update
 - C. Profit & Loss, ATCT Traffic Operations Count and Enplanement Date – Attachments #6, - #8
 - D. Review Correspondence – Attachment #9
 - E. Fly Sun Valley Alliance Update – Attachments #10, #11
 - F. Airport Weather Interruptions
 - G. Administrative Brief
- VII. PUBLIC COMMENT**
- VIII. EXECUTIVE SESSION - I.C. §67- 2345 (1)(d)**
- IX. ADJOURNMENT**

IV. UNFINISHED BUSINESS

A. Airport Solutions

1. Chairman Report

This item is on the agenda to permit a Chairman report if appropriate.

BOARD ACTION: 1. Discussion

2. Blaine County Report

This item is on the agenda to permit a County report if appropriate.

BOARD ACTION: 1. Discussion

3. City of Hailey Report

This item is on the agenda to permit a City report if appropriate.

BOARD ACTION: 1. Discussion

4. Airport Manager Report

This item is on the agenda to permit an Airport Manager report if appropriate.

BOARD ACTION: 1. Discussion

5. Communications Director Report

a. Coffee Talk

BOARD ACTION: 1. Discussion

b. Airport Tour

BOARD ACTION: 1. Discussion

c. Business Brown Bag Lunch

BOARD ACTION: 1. Discussion

6. Existing Site

a. Plan to Meet 2015 Congressional Safety Area Requirement – Attachment #1

Based on direction from the Board at the January meeting, Staff and Consultants have developed a draft Scope of Work for 'Formulation

Services' related to the projects necessary to meet the 2015 Congressional mandate. A draft outline of this Scope was shared with the FAA for their comment.

These Formulation Services will result in an overall plan for all of the projects that must be completed in order to meet the deadline. The main efforts will include:

- Verify assumptions and refine the projects identified in the Technical Analysis.
- Update the ALP to reflect the proposed projects.
- Develop a three-year phasing plan for the projects.
- Develop a three-year funding plan for the projects.
- Develop documentation for Modifications of Standards and move forward with FAA approval of the required Modifications.
- Participate in a Safety Risk Management Panel to evaluate the proposed changes.
- Determine required environmental coordination for the project.

A copy of the Draft Scope of Work is included as Attachment #1. Dave Mitchell of T-O Engineers will be at the meeting to discuss this Scope and the next steps in the process. Assuming Board approval of the draft Scope, Staff and Consultants will move forward with fee negotiation and begin work on the tasks identified. Initial efforts, after an Agreement is in place, will focus on coordination and approval of the Modifications of Standards, along with verification of the proposed projects.

BOARD ACTION: 1. After appropriate discussion and comment approve Scope of Work

b. EIS Termination/Site Selection – Attachment #2, #3

The "Talking Points for Moving Forward" document included in last month's Board material includes the following two bullet points under the heading Replacement Airport:

- FAA rules require significant progress be initiated within five years of an EIS Final Decision or the determination expires. Because the FMAA now considers the construction of a new airport to be a long-term solution with no significant progress anticipated within the three year period, FMAA will consider requesting termination of the EIS.
- FAA will assist the FMAA with a siting study to identify a suitable site for the construction of a replacement airport and use,

wherever possible, the technical information gathered during the EIS.

The Board discussed these bullets briefly during the meeting but deferred in-depth discussion and decision until the subject could be appropriately placed on the next meeting agenda. Since the January Board meeting the FAA has inquired whether a decision has been made related to the first bullet. This item is on the agenda to facilitate a discussion and or decision if the Board deems it appropriate.

Attachment #2 is language from FAA Order 1050-1E. While the language in the FAA Order is not nearly as clear as discussions Staff has had with the FAA regarding time limits, it is obvious that the Order anticipates additional work and cost if substantial progress is not made in a timely fashion.

Attachment #3 is a letter from the City of Hailey regarding the rescission of the EIS.

BOARD ACTION: 1. Discuss/direct/action

7. Retain/Improve/Develop Air Service

a. FSVA Report

This item is on the agenda to permit a report if appropriate.

BOARD ACTION: 1. Discuss/direct

B. Instrument Procedures Feasibility Study

The study team for this effort will be in Hailey February 12-13 to conduct their field evaluation and meet with Staff. Following this on-site visit, the team will finish their analysis and complete their report by late March. The report will be available for Board review in the April packet. Chris Pomeroy from T-O Engineers and a representative from Spohnheimer Consulting plan to attend the meeting, should the Board have any questions.

BOARD ACTION: 1. Discuss/direct

C. Auto Rental Concession Lease – Attachment #4

As indicated in the Staff Brief last month, the Auto Rental Concession Leases with Overland West dba Hertz and Avis Rent-A-Car are scheduled to expire April 30, 2013. These leases were entered into in March, 2006 and have been amended/extended on two separate occasions. The latest extension was completed in March, 2012 when the Board elected to offer extensions to the existing agreements. At that time, the Board also rejected a request by Enterprise Rent-A-Car to reinstate their on-airport concession agreement. The Board made this

decision based on economic factors which could have resulted in reduced concession revenues. Staff was asked to reevaluate the bid process prior to the lease expirations in 2013.

At the request of Vice Chair/Finance Committee Member McBryant, Staff met with Airport Legal Counsel and the Finance Committee on February 5th to discuss and prepare an auto rental lease process recommendation for the Board to consider. The Board can anticipate the presentation of the recommendation to be given by Board Member/Finance Committee Member Fairfax.

Attachment #4 is a letter to the Board received from Enterprise Rent-A-Car.

BOARD ACTION: 1. Discuss/direct/action

V. APPROVE FRIEDMAN MEMORIAL AIRPORT AUTHORITY MEETING MINUTES OF:

A. January 9, 2013 Regular Meeting - Attachment #5

BOARD ACTION: 1. Action

VI. AIRPORT STAFF BRIEF

A. Noise Complaints:

LOCATION	DATE	TIME	AIRCRAFT TYPE	INCIDENT DESCRIPTION	ACTION TAKEN
Hailey (4 calls)	1/1/13	9:45 am	Stage II Jet	Aircraft approached Hailey from North. On descent (approx. 1000' and 1.5 miles from runway) the aircraft elected to abort the approach due to rapidly deteriorating visibility on the airport (fog). Acceleration on climb out triggered 4 calls, concerned with noise.	Ops Chief returned all calls and explained circumstance.
Hailey	1/27	11a	Stage III Jet	Aircraft approached from the North in questionable Wx conditions, in the opinion of the caller.	Three aircraft, 2 sgl eng prop and one jet, utilized this approach. All were approved to utilize Special VFR procedures (airport in sight) Ops Chief relayed the info to the caller.

B. Parking Lot Update

The Car Park Gross/Net Revenues

Month	FY 2011 Gross	FY 2011 Net	FY 2012 Gross	FY 2012 Net	FY 2013 Gross	FY 2013 Net
December	\$14,172.19	\$5,487.75	\$11,029.94	\$3,860.48	\$12,358.00	\$4,189.80

C. Profit & Loss, ATCT Traffic Operations Count and Enplanement Data - Attachments #6 - #8

Attachment #6 is Friedman Memorial Airport Profit & Loss Budget vs. Actual through November 2012. Attachment #7 is 2001 - 2012 ATCT Traffic Operations data comparison by month. Attachment #8 is 2012 Enplanement, Deplanement and Seat Occupancy data. The following revenue and expense analysis is provided for Board information and review:

November 2011/2012

Total Non-Federal Revenue	November, 2012	\$99,336.38
Total Non-Federal Revenue	November, 2011	\$89,759.11
Total Non-Federal Revenue	FY '13 thru November	\$310,746.81
Total Non-Federal Revenue	FY '12 thru November	\$298,729.81
Total Non-Federal Expenses	November, 2012	\$181,394.12
Total Non-Federal Expenses	November, 2011	\$177,121.25
Total Non-Federal Expenses	FY '13 thru November	\$409,073.57
Total Non-Federal Expenses	FY '12 thru November	\$398,093.41
Net Income to include Federal Programs	FY '13 thru November	\$-406,812.44
Net Income to include Federal Programs	FY '12 thru November	\$-172,329.70

D. Review Correspondence - Attachment #9

Attachment #9 is information included for Board review.

E. Fly Sun Valley Alliance Update – Attachments #10, #11

Attachment #10 is the December 10, 2012 Fly Sun Valley Alliance Meeting Minutes. Attachment #11 is the January 17, 2013 Fly Sun Valley Alliance Meeting Agenda.

F. Airport Weather Interruptions

January, 2013			
	Flight Cancellations	Flight Diversions	Flight Delays
Horizon Air	4 Wx	18 Wx	
SkyWest	4 Wx/4 Mech	22 Wx	35 Mech.

Wx: Weather Mech: Mechanical

Note: In December, SkyWest experienced 4 Mechanical Delays and 16 Weather Diversions

G. Administrative Brief

1. AIP Project Status

	Project Description	Grant Amount	Expenditures to Date	95% of Eligible Expenses	93.75% of Eligible Expenses	Grant Amount Remaining	Grant/ Project Status
Existing Airport							
34	Acquire snow removal equipment (SRE) (broom and plow) (Phase 2); Rehabilitate apron (Phase 1), design only; Rehabilitate parallel taxiway (Phase 1), design only; Rehabilitate taxi lanes (Phase 1); design only	\$266,000.00	\$269,697.83	\$256,213.00	N/A	\$9,787.00	CLOSED 02/06/12
35	Rehabilitate parallel taxiways A & B and connector taxiways A2-A28 and B1-B5 and taxi lanes (seal coat) (Phase 2), construction; Rehabilitate aprons (seal coat), (Phase 2)(Phase 2)	\$218,200.00	\$224,573.28	\$213,344.00	N/A	\$4,856.00	CLOSED 8/15/12
36	Acquire snow removal equipment (SRE), including truck and rotary plow	\$545,500.00	\$565,880.30	\$537,586.00	N/A	\$7,914	CLOSED 8/15/12
37	Conduct 90-Day Airport Safety Area Standards Study	\$237,230.00	97,160.00	N/A	\$91,087.00	\$146,142.50	ACTIVE
Replacement Airport							
01	Conduct environmental study for replacement airport for Friedman Memorial Airport, Hailey, Idaho	\$2,245,094.00	\$2,363,256.76	\$2,245,093.00	N/A	\$.00	CLOSED 07/08/11
02	Conduct environmental study for replacement airport for Friedman Memorial Airport, Hailey, Idaho (Phase 2)	\$2,500,000.00	\$2,437,377.81	\$2,315,508.00	N/A	\$184,492.00	CLOSED 08/21/12
03	Conduct environmental study for replacement airport for Friedman Memorial Airport, Hailey, Idaho (Phase 3)	\$453,818.00	\$429,914.00	\$408,418.00	N/A	\$45,400.00	ACTIVE
04	Conduct environmental study for replacement airport for Friedman Memorial Airport, Hailey, Idaho (Phase 4)	\$2,500,000.00	\$1,543,246.77	\$1,466,084.00	N/A	\$1,033,916.00	ACTIVE

2. PFC 11-07-C-00-SUN Project Update

Project No.	Project Description	PFC Approved Amount	PFC Actual Expense	Over/Under Contract	Project Status
001	Modify SRE Building	\$18,841.00	\$18,841.00	.00	Complete
002	Acquire SRE Broom Truck	\$31,717.00	\$33,456.00	\$1,739.00	Complete
003	Airfield Pavement Rehab	\$13,688.00	\$13,010.00	(\$678.00)	Complete
004	Acquire Rotary Plow	\$27,640.00	\$28,270.00	\$630.00	Complete
005	Draft EIS Phase II	\$218,092.00	\$34,828.00	(\$183,264.00)	Active
006	Communication Switch	\$153,000.00	\$142,000.00	(\$11,000.00)	Complete
007	PFC Admin 11-07-C-00-SUN/Application Preparation	\$18,500.00	\$18,299.00	(\$201.00)	Complete
008	Relocate Power Line – SRE Building	\$24,440.00	\$24,440.00	\$0.00	Complete
Total		\$505,918.00	\$313,144.00	(\$192,774.00)	

Collections (as of 12-31-12) \$448,201.40
 Expenditures (as of 12-31-12) \$310,682.00
 Remaining Eligible for Transfer \$195,236.00

3. PFC 12-08-C-00-SUN Project Update

On July 5, 2012 the FAA approved the Notice of Intent to collect at a PFC level of \$4.50 for eligible enplaned passengers at Friedman Memorial Airport. The amount of PFC revenue that FMAA is authorized to collect and use at the Airport under this acknowledgement is \$527,500.

Project No.	Project Description	PFC Approved Amount
001	Purchase Snow Removal Equipment	\$300,000.00
002	Security Improvements	\$209,000.00
003	Implementation & Admin Costs	\$18,500.00
Total		\$527,500.00

Approved expenditures as of 12-31-12 (Not reimbursed) \$317,722.00

PFC 12-08-C-00-SUN proposed effective date is January 1, 2014. We will continue to collect PFC funds for impose and use until the status of the Draft EIS Phase II is determined.

4. DOT Delphi eInvoicing System

For the past several months, the Administrative Staff has been working with the FAA to implement and has successfully transitioned to a new tracking and funding/reimbursement processing system. The new system requirements went into effect in August 2012. All FAA grant recipients were required to implement the Delphi eInvoicing System to submit grant invoices electronically. The new system is aimed to improve efficiency and data transparency by reducing the time between invoice submission and payment and by providing accurate invoice status reporting capabilities. The Delphi eInvoicing invitation process includes:

- Complete the Online Registration Form
- Complete the Proof of Identity Form, notarize and submit to DOT
- Certificate of Completion Delphi eInvoicing System Training
- Provide documentation that is used to determine risk model
- Annual Form SF 270 and Form SF 271 completion for planning and construction grants
- Airports External Portal (AEP) to allow all NPIAS airport sponsors to submit, update and manage CIP, PFC, AIP via electronic submission

VII. PUBLIC COMMENT

VIII. EXECUTIVE SESSION - I.C. §67- 2345 (1)(d)

IX. ADJOURNMENT



Friedman Memorial Airport (SUN)

Hailey, Idaho

RSA Improvements – Project Formulation

Scope of Work

February 5, 2013

Sponsor: Friedman Memorial Airport Authority

Consultant: T-O Engineers, Inc.

Introduction

The Friedman Memorial Airport is located in Hailey, Idaho. This airport serves the Wood River Valley region of Idaho, including the Sun Valley resort area. The Airport is currently served by two commercial service air carriers: SkyWest and Horizon Air. A large number of corporate jets and other general aviation aircraft also use the airfield for business, recreation and travel to and from the large number of second homes in the area. The Friedman Memorial Airport Authority (FMAA) governs and manages the airport under a joint powers agreement between the City of Hailey and Blaine County, who co-sponsor the airport.

The airport does not meet current FAA design standards. Traffic by aircraft such as the Bombardier Q400, operated by Horizon Air, and several models of large GA aircraft (e.g., Gulfstream G-V and Bombardier Global Express) dictates that the Runway Design Code for the airport is C-III. Due to the geometry of the existing site, the airport does not meet standards for many criteria, most critically the Runway Safety Area. Currently, operational restrictions allow the Q400 to operate at the airport, but these restrictions were intended as a temporary measure until a new airport would be constructed. Additionally, SkyWest Airlines has recently requested permission from the FAA to operate the Canadair Regional Jet 700 (CRJ700) at SUN. The CRJ700 is a C-II aircraft, and the airport does not meet C-II design standards either. Improvements toward meeting these standards must be made, in order to retain and improve air service. Commercial air service operations at an airport are subject to review and approval by the FAA, and these areas where standards are not met could impact their approval.

Until recently, the planned solution was to relocate the airport to a new site south of the existing airport and away from the valley cities. The Federal Aviation Administration (FAA) was conducting an Environmental Impact Statement (EIS) study for a new location until the decision was made to suspend the study in August 2011, due to financial and environmental concerns with the sites under consideration.

The airport recently completed a Technical Analysis of available alternatives for improving the airport to meet standards where practical and to identify required Modifications of Standards, where standards cannot be met. This study identified seven alternative airport configurations and the costs and environmental impacts associated with each. Upon review of the Analysis, the conclusion of the



community and the FAA was that Alternative 6 would be pursued, with additional future planning to consider elements of Alternative 7 that are necessary to accommodate airport uses displaced by construction of Alternative 6.

Alternative 6 identifies projects within the existing perimeter fence at SUN that will accomplish the following:

1. Full compliance with C-III RSA dimensions.
2. Minimum runway to parallel taxiway separation of 320'.
3. All aircraft parking outside of the Runway OFA.

In order to accomplish this, a large amount of construction must be done, including relocation and extension of the primary parallel taxiway, removal of the other parallel taxiway, relocation of multiple hangars and various other improvements. All of these improvements must be completed prior to December 31, 2015. By Congressional mandate, all commercial service airport must have compliant Runway Safety Areas by that date.

Project Approach

The purpose of this formulation effort is to develop a phasing and funding plan to implement the projects identified in Alternative 6 that are necessary to achieve RSA compliance. The required projects represent an extremely large work effort that will need to be phased over multiple construction seasons in order to avoid complete disruption of airport operations. Due to the anticipated high cost of construction, a funding plan will also be necessary, so the FAA and FMAA can budget for the required projects. In order to develop this phasing and funding plan, additional analysis of the proposed projects will be necessary to verify assumptions made during the Technical Analysis.

In addition to the phasing and funding plan describe above, this effort will include updating the Airport's Airport Layout Plan (ALP) drawing set to reflect the proposed projects (none are shown on the current ALP), with an associated short narrative to document the purpose of the improvements and the planning process to date. Several Modifications of Standards will be necessary, as well, and assistance with that effort is also included. Participation in a Safety Risk Management panel related to the proposed changes will also be necessary. Coordination related to the level of environmental study necessary for the proposed projects will be required as well. Finally, the plans and analysis developed in this effort will be presented in a summary report.

Following completion of the major elements of this formulation effort, work will begin to design, bid and construct the various projects identified.

Schedule

A detailed schedule has not been prepared for this project. In general terms, the schedule must be aggressive, in order to move the process forward and meet the Congressionally mandated deadline. Major milestones are summarized as follows:

March 1	Negotiations Complete
April 1	Preliminary Modifications of Standards Coordination Complete
May 1	ALP Update Complete



September 1 Study Complete

Task 1: Study Design

This Task will initiate activities for this formulation project, particularly to develop the work scope, fee estimate, Professional Services Agreement, contract negotiation and project schedule.

A detailed scope of services is important to guide the project through subsequent phases. Design of the study includes development of a comprehensive scope of services, definition of effort necessary to accomplish the work scope and the preparation of a realistic work effort and cost estimates for completing the work.

1.1 Scope of Work/Fee

This element includes preparation of a draft scope of work, coordination with FMAA and FAA to refine the scope, development of a project schedule and preparation of the final scope of work and fee. Included in this element is communication with the FMAA and FAA related to scope development:

- Develop scope of work that describes the project and required tasks.
- Participate in conference calls with FMAA staff and representatives from the FAA Seattle Airports District Office regarding the specific elements and approach to the study, as necessary.
- Revisions to the Scope of Work, based on comments received from FMAA and FAA.
- Regular communication with FMAA Staff during the Scope development process.

Element Deliverables:

- Electronic files of the initial and modified draft Scope of Work and project schedule.
- Electronic copy of the final version of the Scope of Work, fee estimate and project schedule.
- Two (2) paper copies of the executed contract (including Scope, fee and schedule) for FAA and Airport records.

Element Cost Assumptions:

- Develop Scope of Work, fee estimate matrix, Professional Services Agreement, project schedule and conduct contract negotiation.
- Additional individual coordination with FMAA and FAA staff via telephone and email is included.

1.2 Negotiation/Independent Fee Estimate Process

Included in this element will be services related to coordination and negotiation of the Agreement. As the fee for this project will be greater than \$100,000, an Independent Fee Estimate (IFE) will be necessary. Anticipated services related to this effort will include:

- Prepare and provide a blank fee estimate spreadsheet for the Owner's use in obtaining an IFE from an independent consultant.
- Review proposed fee with FMAA Staff to address questions or comments.
- Revise fee, as needed.



Element Deliverables:

- Blank fee estimate spreadsheet and electronic copy of Scope of Services.

Element Cost Assumptions:

- Electronic submittal of all documents.
- Negotiations conducted by conference call.

1.3 Agreement

Consultant shall prepare a Professional Services Agreement for services to be provided under the approved Scope of Work.

Element Deliverables:

- Hard copies of executed Agreements, with attachments.

Element Cost Assumptions:

- Hardcopy agreements to consist of two (2) paper copies of the final approved version of the SOW, fee estimate, project schedule, and two (2) copies of the executed contract for FAA and Airport records.

1.4 Grant Administration

Assist the Owner with grant administration tasks. Anticipated services include:

- Assist the Owner to prepare an Application for Federal Assistance for the project.
- Prepare required Sponsor's Checklists for Owner approval and submission to FAA.
- Provide documentation (copies of invoices, etc.) for Owner's use in submittal of reimbursement requests.
- Collect and file documentation for use in project closeout. It is anticipated that grant closeout will be completed under a future Scope of Work.

Element Deliverables:

- Application for Federal Assistance
- Sponsor's Checklists
- Documentation

Element Cost Assumptions:

- All documents will be provided in electronic format.

Task 2: Project Management

This element will provide appropriate direction and management for the development of this project as each assignment is undertaken and completed. Constant management will be required throughout the project, including management of the project team; internal and external communication; quality control; grant administration and budget tracking.



2.1 Project Management

This element is an on-going process throughout the project that includes developing an internal structure for the project processes and communication with the project team. Project management duties include:

- Defining roles and responsibilities for team members.
- Developing and monitoring a project plan and schedule.
- Developing a project strategy and modifying, as required.
- Initiating project activities in sequence, to maximize efficiency and effectiveness.
- Monitoring progress and making required adjustments.
- Internal communication within the Consultant team.
- Quality control of work products prior to submission to Sponsor and/or FAA.

Deliverables:

- Copies of the schedule and project plan will be provided to the Sponsor and FAA as required.

Element Cost Assumptions:

- Two hours per month by the Project Principal over an assumed period of six months, dedicated specifically to management and control of the project.
- Regular communication with team members through face-to-face meetings, telephone calls and emails.

2.2 Sponsor/FAA Communication

In order to maintain control of the project direction and ensure concurrence from the Sponsors, FAA and Consultant Team, regular communication throughout the project will be critical. This will include formal status reports, emails, teleconferences, and face-to-face meetings, as anticipated below.

- Prepare for and attend a meeting with the Seattle ADO in Renton at the beginning of the study to discuss draft alternatives. The purpose of this meeting will be to discuss the goals of the study, schedule and other pertinent elements of the effort. Participation is expected to include T-O Project Manager, Airport Staff and representatives from FAA Lines of Business, as determined by Seattle ADO personnel.
- Prepare for and participate in up to three conference calls with FAA personnel to discuss project status and specific issues. Participation is expected to include T-O Project Manager and Senior Planner, Airport Staff and representatives from affected FAA Lines of Business.
- Regular email and telephone communication with the Sponsor and FAA as needed to address specific issues and coordinate various aspects of the project.
- Monthly status updates to the FMAA board by the Consultant Team's Project Principal, to be given by Project Principal.

Deliverables:

- Monthly status reports.

Element Cost Assumptions:

- Seattle visit will include air travel for Project Principal and one other member of the Consultant team between Boise and Seattle, plus related expenses.



Task 3 Project Development

The purpose of the Technical Analysis was to evaluate the basic feasibility of alternatives, not to address each issue that will be encountered in implementation of the proposed projects. This Task will evaluate various elements of the selected alternative to verify and refine assumptions made during the conceptual work done as part of the Technical Analysis. Specific subtasks and associated work are described below.

3.1 Topographic Survey

Collect topographical survey information of areas of nearly the entire existing airfield. This information will be used in this formulation effort, as well as subsequent design efforts for specific projects. Survey will include edges of pavement, taxiway centerlines, building corners, fences and all other topographical elements in all areas within the existing airport fence, with the exception of the terminal parking lot and some other landside areas.

Deliverables:

- Survey data in electronic and written format.
- Survey notes and background information.

Element Cost Assumptions:

- Airport Staff will provide personnel to escort surveyors within the movement area.

3.2 Geometry

Evaluate the airfield geometry depicted in the Technical Analysis to verify that proposed geometry meets standards or complies with proposed Modifications of Standards. This will include evaluation of separation between the runway and proposed Taxiway B, as well as between Taxiway B and other taxiways and fixed objects such as fences and buildings. Specific tasks will include evaluation of the following:

- Overall Taxiway B geometry.
- North bypass taxilane area and proposed north apron. This will include development of at least two layout alternatives for this area.
- Central bypass taxilane and apron area. This will include development of at least two layout alternatives for this area.
- Intersection between Taxiway B and GA Apron area and proposed new access to taxilanes.
- South Taxiway B extension, especially relative to fence and existing utilities.
- Prepare a short memorandum with graphics, presenting recommended alternatives.

Deliverables:

- Memorandum with graphics

Element Cost Assumptions:

- Memorandum will be submitted in electronic and written form.



3.3 Grading and Drainage

Evaluate grading and drainage of the proposed Runway Safety Area. Existing storm drainage on the airport is collected in a storm drain system that outlets south of the existing south end of Taxiway B. The location of this outlet must be relocated and the system must be reconfigured to accommodate new airfield geometry. This task will include the following:

- Evaluate grading for RSA and the area between the edge of the RSA and Taxiway B.
- Evaluate existing storm drainage system and prepare a preliminary design for required improvements/modifications to the system.
- Evaluate drainage for new pavement areas, including the north apron and new west T-hangar access.
- Prepare a short memorandum with graphics presenting analysis and recommended solution(s).

Deliverables:

- Memorandum with graphics

Element Cost Assumptions:

- Memorandum will be submitted in electronic and written form.

3.4 Building Relocations Plan

The proposed location of Taxiway B and other elements of the project will require the removal, relocation or modification of several buildings on the airport, including hangars, the electrical vault, airport administration building and airfield maintenance shop/ARFF building. This task will include:

- Identify facilities that require modification, removal or relocation.
- With the assistance of a qualified structural engineer, evaluate identified facilities to determine if relocation or modification is feasible, or if demolition is required.
- Review airport lease information to determine the difficulty of buying out leases and work with Airport Staff to develop a strategy for negotiations related to the buildings.
- Develop cost estimates for modifications, relocation or replacement of the impacted facilities.
- Prepare a summary memorandum that identifies the affected facilities, makes recommendations and identifies relevant lease information. (Due to the negotiation-related information anticipated in this memorandum, it is assumed the document will remain confidential.)

Deliverables:

- Memorandum with graphics

Element Cost Assumptions:

- Memorandum will be submitted in electronic and written form.

3.5 Aircraft Access and Parking

This task will include an evaluation of aircraft access and parking that will be impacted by the proposed improvements. The proposed improvements will remove or limit access to some areas of the airfield, and



the impacts to available General Aviation aircraft parking (spaces lost, etc.) must be determined. Specific work efforts include evaluating impacts to the following areas:

- Large aircraft parking area.
- GA parking area (access to t-hangars and associated impacts to parking).
- Central and north ramp areas.
- Prepare a short memorandum with graphics presenting analysis and recommended solution(s).

Deliverables:

- Memorandum with graphics

Element Cost Assumptions:

- Memorandum will be submitted in electronic and written form.

3.6 Terminal Area Planning

Existing terminal parking is located within the Runway Object Free Area and in a location that conflicts with the proposed Taxiway B alignment. This parking must be relocated to the north side of the terminal to correct these conditions. The new parking area must be configured for one Q400 and two CRJ700 aircraft, and evaluation of multiple alternatives for this area are anticipated. Modifications to the terminal will also be necessary, in order for passengers to safely move to and from parked aircraft. A conceptual plan for a covered walkway or other terminal modifications will also be prepared. Specific efforts include:

- Develop a terminal aircraft parking plan assuming tug-in/-out operations.
- Develop a terminal aircraft parking plan assuming taxi-in/-out operations.
- Compare taxi-in/-out with tug-in/-out options.
- Evaluate impacts of a multi-phased approach that assumes tugging operations in the first phase, then reconfigures for taxiing operations at a later date.
- Develop up to two alternatives for terminal modifications, including construction of a covered walkway and/or modifications to the interior of the terminal, with associated costs and impacts to terminal operations.
- Prepare a short memorandum with graphics, presenting alternatives with recommended solution(s).

Deliverables:

- Conceptual Aircraft Parking Plans
- Terminal modification alternatives with cost estimates.
- Memorandum with graphics

Element Cost Assumptions:

- Memorandum will be submitted in electronic and written form.

3.7 AWOS Siting Study

The existing Airport Weather Observation System (AWOS) is located at the southern end of the existing Taxiway B, between the taxiway and the runway. This equipment must be moved, as its location will conflict with the extension of Taxiway B. Siting the AWOS and associated critical area on the airport in another location will be difficult, and this effort will include analysis of alternate locations for the equipment



and identification of pros and cons for the alternatives. One alternative will include consideration for installation on the roof of an existing airport facility.

Deliverables:

- Memorandum with graphics

Element Cost Assumptions:

- Memorandum will be submitted in electronic and written form.

Task 4 ALP Update

The Airport's current Airport Layout Plan (ALP) does not reflect any of the improvements proposed in the preferred alternative. This task includes an update of the ALP drawing set to reflect these proposed improvements. This is not a planning update, simply an update of the ALP to show the required projects. No traditional planning tasks (forecasts, inventory, etc.) are included. A brief narrative will be prepared, that will describe the process followed to develop the preferred alternative and the justification for the projects. These projects are required to meet standards only, and the narrative will reflect that. The narrative will be incorporated into a future design report for the projects.

4.1 Drawings

Update the Airport's ALP drawings to reflect proposed projects, as shown in the Technical Analysis and refined in Task 3 above.

Deliverables:

- Drawing set.

Element Cost Assumptions:

- The following drawing sheets will require major updates:
 - Airport Layout Plan
 - Terminal Area Plans (2 Sheets).
- The following sheets will require minor updates:
 - Cover Sheet
 - Airspace and RPZ Plan
 - Inner Portion of Approach Surface Plan
 - Land Use Drawing
 - Airport Property Map
- Draft version of the drawings will be submitted to FAA and Airport Staff for review.
- Final drawings will be submitted in paper and electronic format.

4.2 Narrative

Prepare a brief narrative that describes the justification for the project (standards compliance) and the process followed to develop the preferred alternative.

Deliverables:

- Narrative.



Element Cost Assumptions:

- Draft of the narrative will be submitted electronically to FAA and Airport Staff for review.
- Final narrative will be submitted in paper and electronic format.

Task 5 Phasing Plan

The effort to improve the airport to meet standards will require significant construction projects on the airfield. Completion of these projects will have a major impact on the operation of the airport. Due to the local climate, civil construction is generally limited to the months of May through September. Summer is also the busiest operational time at the airport, specifically the period from late June through early September. Extended closures of the airfield will have an extremely negative impact on the airport, and projects must be planned to limit closures. The purpose of this task will be to develop an overall phasing plan for all of the planned projects that allows construction to take place while minimizing operational impacts.

5.1 Identify Projects

Review the proposed work effort and identify dividing lines for individual projects, considering operational impacts of the projects, construction efficiency and other factors.

Deliverables:

- Preliminary project graphic.

Element Cost Assumptions:

- All graphics and coordination will be done electronically.

5.2 Construction Timelines

Using the preliminary project information developed above, estimate construction timelines for each project effort. Using these timelines, develop a preliminary phasing plan.

Deliverables:

- Preliminary phasing plan.

Element Cost Assumptions:

- All graphics and coordination will be done electronically.

5.3 Airport Coordination

Coordinate with Airport Staff and users regarding operational impacts of the planned projects. This will include coordination with Airport Staff by telephone and email, as well as an on-site meeting with Staff and airport users. Specific anticipated tasks include:

- Prepare for, attend and lead an on-site meeting at the airport to discuss the planned projects with Staff and Airport users. Users are anticipated to include representatives from the Air Traffic Control Tower, airlines, FBO, pilot's group(s) and others, as identified by Airport Staff. This meeting is anticipated to take approximately one day and will be held at the Airport training room.



- Coordinate with Airport Staff via telephone and email to discuss specific elements of the phasing plan.

Deliverables:

- Meeting materials (PowerPoint presentation, handouts, etc.)

Element Cost Assumptions:

- Two members of the T-O team will travel to and from Hailey to attend the meeting.

5.4 Phasing Plan

Develop an overall phasing plan that illustrates the individual projects and the sequence that the projects will be completed. This plan will include a graphic and a brief description of the phasing plan that identifies potential issues that could have a negative impact on the plan. One submittal of draft versions of the plan and narrative for comments is anticipated, followed by the final versions of both.

Deliverables:

- Phasing plan graphics
- Phasing plan narrative

Cost Assumptions:

- Draft versions will be submitted electronically.
- Final versions will be submitted electronically and in written form.

6 Capital Improvement Program

The proposed projects will be completed during a relatively short period of time and the airport's current Capital Improvement Program does not reflect these projects. In order for the FAA and FMAA to budget appropriately for this effort, accurate cost estimates and a funding plan are necessary. This task includes development of the estimates and a Capital Improvement Program for the proposed projects.

6.1 Cost Estimates

Using the phasing plan developed in Task 5 and preliminary estimates completed as part of the Technical Analysis, develop individual cost estimates for the identified projects. Develop spreadsheets and a summary of the estimates for all phases.

Deliverables:

- Cost estimate spreadsheets and summary.

Cost Assumptions:

- Documents will be submitted electronically.

6.2 Capital Improvement Program

Develop a Capital Improvement Program for the period of Summer 2013 through the end of Calendar Year 2015. This program will be developed in both the current FAA format and in a separate memo to Airport Staff that identifies the funding needs and anticipated sources of funds for the required projects.



Deliverables:

- CIP
- Memo

Cost Assumptions:

- CIP will be submitted electronically.
- Memo will be submitted electronically and in written form.

7 Modifications of Standards

Preliminary copies of six proposed Modifications of Standards (MOS) were prepared as part of the Technical Analysis. This task includes refinement of those MOS and other tasks to coordinate and assist with the MOS approval process.

7.1 Revise MOS Forms

Revise the FAA MOS forms prepared during the Technical Analysis and prepare introductory memos to each form. The memos are intended to explain the analysis completed for each MOS and provide the need for and logic behind the request.

Deliverables:

- Revised forms.
- Introductory memos.

Cost Assumptions:

- All documents will be submitted electronically.

7.2 Coordination

Coordinate with FAA and Airport Staff to assist with the MOS process. This is anticipated to include:

- Telephone and email communication regarding the requested MOS.
- One visit to the Seattle ADO to discuss a strategy for moving the MOS process forward.

Deliverables:

- None.

Cost Assumptions:

- Seattle visit will include air travel for Project Principal and one other member of the Consultant team between Boise and Seattle, plus related expenses.
- All other communication will be by telephone or email.

8 Safety Risk Management

This task will include assistance with and participation in a Safety Risk Management (SRM) Panel regarding the proposed projects. The anticipated role of the consultant in this process will be to support the Airport Staff and FAA to prepare for and complete the SRM process.



8.1 Technical Support

Assist Airport Staff and FAA to prepare for the SRM Panel. This is expected to include:

- Preparation of PowerPoint slides and other graphics that describe the proposed projects, Modifications of Standards and other aspects of the projects that must be evaluated from a Safety Risk Management perspective.
- Provide copies of documents prepared as part of the Technical Analysis, as requested.
- Answer questions and provide explanation regarding the previous analysis.

Deliverables:

- Graphics.
- Copies of documents, as requested.
- Electronic communication to answer questions, as needed.

Cost Assumptions:

- Graphics will be provided in electronic and paper format.
- Copies of documents will be provided primarily in electronic (scanned) format.

8.2 Coordination

Coordinate with the FAA and Airport Staff prior to the SRM Panel and travel to and participate in the Panel as an observer/technical resource.

Deliverables:

- None.

Cost Assumptions:

- Project Principal and one other member of the Consultant team will attend and participate in the panel.
- The panel will be held at the airport in Hailey, Idaho.

9 Environmental Coordination

Coordinate with Airport Staff and FAA regarding required environmental steps required for the proposed projects. This task does not include environmental analysis, only research and coordination related to the level of environmental analysis that will be required. Actual analysis, if necessary, will be included in future Work Order(s).

Deliverables:

- None.

Cost Assumptions:

- Communication will be done electronically.



10 Summary Report

Prepare a report that summarizes the findings of this formulation effort. This report will essentially combine the individual memos and reports prepared in other tasks into one document that will serve as a reference to guide the Airport, Consultant team, FAA and others through the RSA improvement effort. The Summary Report will be presented in binder form, so that individual elements can be changed, if needed during the course of the projects.

Deliverables:

- Summary Report (15 hard copies, plus electronic)

Cost Assumptions:

- Document and graphics will be printed in color.
- 3-Ring binders will be used, with appropriate dividers.

agency must first complete any required evaluation and consultation not already completed and make the appropriate finding prior to taking the action. Supplements to FEIS's may be necessary and will be reviewed and approved in the same manner as the original document, and a new draft ROD should be prepared, circulated, and approved. A copy of the ROD should be forwarded with the FEIS to AEE-1 for their files.

512e. Although the CEQ regulations do not require publication of a notice of availability of the ROD in the Federal Register except for actions of national concern, the ROD must be made available to the public pursuant to 40 CFR 1506.6(b) (see question 34a of CEQ's "40 Most Asked Questions Concerning CEQ's National Environmental Policy Act Regulations (40 CFR 1500-1508)," 46 FR 18026, March 23, 1981). The responsible FAA official may publish a notice of a ROD in the Federal Register for actions not of national concern. Additional information on public involvement may be found in paragraph 208, and by contacting AEE (Environment & Energy Team, AEE-200) and AGC-600.

513. TIERING AND PROGRAMMATIC EIS's. Program offices are encouraged to build upon prior, broad EA's or EIS's (see paragraph 500d(4)) and incorporate FAA experience in the assessment, implementation, and monitoring of NEPA decisions, where applicable. For example, long-term developmental EIS's and broad system, program, or regional EIS's may be incorporated by specific cross-references in support of project-specific EIS's. The purpose of tiering is to eliminate repetition and facilitate analysis of issues at the appropriate level of detail. Programmatic EIS's are tailored to particular program needs and, in practice, only need to be used to assist a program in environmental documentation vis-a-vis site- or action-specific documentation (see 40 CFR 1502.20 and 1508.28 and paragraph 409). Tiered and programmatic EIS's are prepared, circulated and filed using the same procedures for DEIS's and FEIS's as specified in this chapter.

514. TIME LIMITS FOR EIS's. The time limits established for all FAA EIS's, except for programmatic EIS's, are contained in this paragraph.

514a. A DEIS may be assumed valid for a period of three years. If the proposed FEIS is not submitted to the approving official within three years from the date of the DEIS circulation, a written reevaluation of the draft will be prepared by the responsible FAA official to determine whether the consideration of alternatives, impacts, existing environment, and mitigation measures set forth in the DEIS remain applicable, accurate, and valid. If there have been changes in these factors that would be significant in the consideration of the proposal, a supplement to the DEIS or a new DEIS will be prepared and circulated.

514b. For approved FEIS's, two sets of conditions have been established:

(1) If major steps toward implementation of the proposed action (such as the start of construction, substantial acquisition, or relocation activities) have not commenced within three years from the date of approval of the FEIS, a written reevaluation of the adequacy, accuracy, and validity of the FEIS will be prepared by the responsible FAA official (unless EIS tiering is being used). If there have been significant changes in the proposed action, the affected environment,

anticipated impacts, or proposed mitigation measures, a new or supplemental FEIS will be prepared and circulated.

(2) If the proposed action is to be implemented in stages or requires successive Federal approvals, a written reevaluation of the continued adequacy, accuracy, and validity of the FEIS will be made at each major approval point that occurs more than three years after approval of the FEIS and a new or supplemental EIS prepared, if necessary.

515. WRITTEN REEVALUATION.

515a. The preparation of a new EIS is not necessary when it can be documented that the:

(1) Proposed action conforms to plans or projects for which a prior EIS has been filed and there are no substantial changes in the proposed action that are relevant to environmental concerns;

(2) Data and analyses contained in the previous EIS are still substantially valid and there are no significant new circumstances or information relevant to environmental concerns and bearing on the proposed action or its impacts; and

(3) Pertinent conditions and requirements (all) of the prior approval have, or will be, met in the current action.

515b. This evaluation, signed by the responsible FAA official, will either conclude the contents of previously prepared environmental documents remain valid or that significant changes require the preparation of a supplement or new EIS.

515c. The written re-evaluation should be reviewed internally and may be made public at the discretion of the responsible FAA official.

516. REVISED OR SUPPLEMENTAL EIS's.

516a. The agency prepares supplements to either DEIS's or FEIS's if the agency makes substantial changes in the proposed action that are relevant to environmental concerns, or there are significant new circumstances or information relevant to environmental concerns and bearing on the proposed action or its impacts. Significant information is information that paints a dramatically different picture of impacts compared to the description of impacts in the EIS. The agency also may prepare supplements when the purposes of NEPA will be furthered by doing so.

516b. The agency prepares, circulates, and files a supplement to a DEIS or FEIS in the same fashion as the original DEIS or FEIS, unless alternative procedures are approved by the CEQ. If, however, there are compelling reasons of national policy to shorten time periods, the agency must consult with EPA (see paragraph 510). Scoping should be considered, but is not required.

City of Hailey

115 MAIN STREET SOUTH, SUITE H
HAILEY, IDAHO 83333

OFFICE OF THE MAYOR

(208) 788-4221
Fax: (208) 788-2924

February 7, 2013

Friedman Memorial Airport Authority
c/o Rick Baird
P.O. Box 929
Hailey, Idaho 83333

Re: EIS issue scheduled for February 12, 2013 Meeting

Dear Rick:

The purpose of this letter is to convey the City of Hailey's position on cancelling the current EIS process. After considering this matter with the City Council, the City of Hailey's position on the current EIS is as follows:

1. The City understands that the Federal Aviation Authority ("FAA") does not believe that the current airport site is acceptable, in the long term, and cannot satisfy safety requirements and, therefore, the FAA agrees that the final solution is to obtain a relocated airport;
2. In the short and medium term, the City supports moving forward with an Airport Layout Plan ("ALP") under Alternative 6;
3. After the ALP on Alternative 6 is complete, the City requests, as a condition of agreeing to cancel the EIS, that all parties agree to engage and proceed with a new site selection process, in conjunction with any master planning process, including any planning with respect to the current airport; and
4. The City will require that all parties agree that a replacement airport is the long term goal of the FMAA, and that there is a definitive, as opposed to vague, plan to move forward towards the replacement airport process.

As always, the City of Hailey believes that an airport is necessary for the health and welfare of the Wood River Valley. However, the City also believes that the need for an airport must always be weighed against the health, safety and welfare of those citizens that are most impacted by having an airport located in close proximity to their homes.

Rick Baird
February 7, 2013
Page 2

The City of Hailey looks forward to hearing everyone's thoughts on this matter.
Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Fritz X. Haemmerle', written in a cursive style.

Fritz X. Haemmerle,
MAYOR

FXH: fxh
cc: Blaine County Board of County Commissioners
City of Hailey

ATTACHMENT #4

ENTERPRISE HOLDINGS.

Operating

Alamo

Enterprise

National

February 6, 2013

Friedman Memorial Airport Authority
Vice-Chairman Susan McBryant
Secretary Larry Schoen
Board Member Donald Keirn
Board Member Angenie McCleary
Board Member Ronald Fairfax
Board Member Fritz Haemmerle
Board Member Jacob Greenberg
P.O. Box 929
1616 Airport Way
Hailey, Idaho 83333

RE: Invitation for Bids for Rental Car Concessions at Friedman Memorial Airport

Dear Vice-Chairman McBryant, Secretary Schoen, and Board Members:

In the January 9, 2013 Meeting of the Friedman Memorial Airport Authority ("FMAA") Board, the Auto Rental Concession Lease was included on the Agenda with a narrative section in the Meeting Brief. The Meeting Brief included a "Proposed 2013 Selection Process Schedule" with proposed dates for the following Bid process: "Publish/Distribute Notice to Bidders (February 13th & 27th), Pre-Bid Conference (February 27th), and Proposals Due (March 14th). Three attachments ("Notice to Bidders", "Proposal", and "Auto Rental Concession Lease") were also included with this topic in the Meeting Brief.

Enterprise Rent-A-Car ("Enterprise") is fully supportive of the FMAA Board proceeding with a competitive selection/bid process for the auto rental concessions pursuant to Staff's "Proposed 2013 Selection Process Schedule".

Enterprise remains very eager for the opportunity to participate in an open and competitive bid process for the auto rental concessions at the Airport. We believe it is in the Airport's best interests to proceed with a competitive rental car bid at this time, as the rental car market is growing again and the Airport's deplanement levels have been stable and consistent since 2009.

The two current Auto Rental Concession Leases (Hertz and Avis/Budget) are scheduled to expire April 30, 2013. These Leases were entered into in 2006, and they have since been extended three times. The original concession term was May 1, 2006 to April 30, 2009, and the Airport first extended the term in 2009 (from May 1, 2009 to April 30, 2011). [Enterprise had operated an on-airport concession during the original 2006-2009 term, but we did not extend our concession once the original term ended --- unfortunately, in 2009 we were no longer able to meet our 2006 MAG obligation after the recession severely impacted both the rental car market and deplanements levels at the Airport.]

Since the end of the first concession term extension, we have made several requests to either participate in an open and competitive bid process or to resume our 2006 on-airport concession operation. However, our multiple requests were denied and the concession term was extended "as is" a second time in 2011 (from May 1, 2011 to April 30, 2012) and again a third time in 2012 (from May 1, 2012 to April 30, 2013). After the concession term was extended for a third time last year, we re-established our business partnership with the Airport by entering into an off-airport agreement whereby we are servicing our airport customers from an off-site location until we can become an on-airport concessionaire again.

In ruling out past competitive rental car bids, the Board cited overall economic instability as one of the main reasons to keep extending the 2006 concessions. As recently as the March 2012 Board Meeting, the following comments were made (according to the official Board Minutes) during the discussion about a rental car bid:

- Board member Keim commented that "with the state of the economy, now would not be a good time for the Board to conduct an auto rental concession bid process";
- Board Member McBryant commented that the "Board should not begin a bidding process in such an unstable economy";
- Former Vice-Chairman Burke commented that it was not a good time for a rental car bid because of "such a hard economy"; and
- Attorney Lubovisky commented that "now would not be a good time for the Board to conduct an Auto Rental Concession Bid Process".

Thankfully, with demonstrated growth in the rental car market combined with consistency and stability (since 2009) in deplanements, the Board is now seeing a much more positive economic picture. Rental car revenues are exceeding budgeted amounts, as the revenues (\$381,889) for the year ending 9/30/12 exceeded the budgeted amount (\$348,000) by \$33,889. The actual year-over-year rental car revenues have increased as well — by 6% from 2011 (\$360,251) to 2012 (\$381,889). The current rental car operators have even informed the Airport (according to "Accompanying Notes to Financial Statements") that revenues are up because "economic factors are improving". Further, deplaning passenger levels have now been stable since 2009. Calendar year 2009 had 50,526 deplanements, and Calendar year 2012 had 49,455 deplanements — a three-year "look back" difference of only 2%. Back in 2009, there was a significant drop in deplanements (approximately 30%) over that same three-year "look back" time period (72,057 deplanements in 2006).

Accordingly, we trust that with this much brighter economic outlook, a competitive rental car bid in 2013 is both timely and justifiable now. We also believe the Airport will benefit by filling/utilizing the vacant third in-terminal counter position by adding a new (third) on-airport rental car operator. By adding a third on-airport rental car operator, the traveling public will benefit by having more rental brands from which to choose and the Airport will gain an additional on-airport operator's guaranteed Minimum Annual Guarantee.

Please let me know if you have any questions.

Thank you for your time and consideration.

ENTERPRISE RENT-A-CAR COMPANY OF UT, LLC

By: 

Cc: Richard Baird, Airport Manager

**MINUTES OF A REGULAR MEETING
OF THE ATTACHMENT #5
FRIEDMAN MEMORIAL AIRPORT AUTHORITY***

**January 9, 2013
5:30 P.M.**

IN ATTENDANCE:

BOARD MEMBERS: Chairman –Tom Bowman, Board – Lawrence Schoen, Angenie McCleary, Ron Fairfax, Fritz Haemmerle, Don Keirn
FRIEDMAN MEMORIAL AIRPORT STAFF: Airport Manager – Rick Baird, Emergency/Operations Chief – Peter Kramer; Contracts/Finance Administrator – Lisa Emerick, ASC/Special Projects Coordinator/Executive Assistant – Steve Guthrie, Administrative Assistant/IT Systems Maintenance Coordinator - April Dieter, Administrative Assistant – Cecilia Vega
AIRPORT LEGAL COUNSEL: Luboviski, Wygle, Fallowfield & Ritzau – Barry Luboviski;
CONSULTANTS: T-O Engineers – Dave Mitchell; ANTICIPATE – Candice Pate
AIRPORT TENANTS/PUBLIC: Atlantic Aviation – Mike Rasch; FSVA – Carol Waller, BCPA – Jim Perkins; Simmons & Clubb – Brad Hodges; Blaine County Commissioner – Jacob Greenberg; Rexroat, Harberd & Associates – Laurie Harberd; Enterprise Car Rental – Justin Maddux; Hertz Car Rental – Andy Miles; Donna Serrano, Evan Stelma, Chuck Matthiesen, John Strauss, Julie Lawson, City of Hailey – Martha Burke, Carol Brown; Harry Griffith, Marc Reinemann, Bob Crosby, Mike Thompson, Charles Matthiesen

CALL TO ORDER:

The meeting was called to order at 5:32 p.m. by Chairman Bowman.

I. APPROVE AGENDA

The agenda was amended with the following changes:

IV. AIRPORT STAFF BRIEF

A. Employee of the Quarter (See Brief)

IX. VIII. AIRPORT STAFF BRIEF (cont.)

B. A. Noise Complaints

C. B. Parking Lot Update

D. C. Profit & Loss, ATCT Traffic Operations Count and Enplanement Data (See Brief)

E. D. Review Correspondence (See Brief)

F. E. Fly Sun Valley Alliance Update (See Brief)

G. F. Airport Weather Interruptions

H. G. Operations Brief

H. Employee of the Quarter (See Brief)

I. Auto Rental Concession Lease (See Brief)

MOTION:

Made by Board Member Schoen to approve the January 9, 2013 Agenda as amended. Seconded by Board Member McCleary.

PASSED UNANIMOUSLY

II. OATH OF OFFICE

Board Member Schoen administered the Oath of Office to City of Hailey representative Fritz Haemmerle.

III. PUBLIC COMMENT

Airport Manager Baird presented Martha Burke and Tom Bowman with gifts of appreciation for their years of dedicated service to the Wood River Valley and the Friedman Memorial Airport on behalf of Board and Staff.

Chairman Bowman commented that Martha Burke has been an exemplary leader for the

Airport and hopes that Ms. Burke will continue to counsel the FMAA as she has a vast knowledge and understanding of Airport.

Martha Burke and Tom Bowman thanked the Board and Staff for their gift and expressed that it has been a pleasure to serve with the Board, serve the community and work with Airport Staff.

Board Member Schoen thanked Ms. Burke and Mr. Bowman for their leadership and their dedication to serve on the Airport Board and lead together as a team.

IV. AIRPORT STAFF BRIEF

A. Employee of the Quarter (See Brief)

Atlantic Aviation General Manager, Mike Rasch, presented the Employee of the 3rd Quarter Award to Airport Manager Richard Baird.

Airport Manager Baird thanked the Board and Tenant Managers for the award and commented that the honor of serving is his and it is always a pleasure to work at the Airport.

V. IV. FMAA FINANCIAL STATEMENTS & OTHER FINANCIAL INFORMATION (See Brief)

Rexroat, Harberd & Associates CPA Laurie Harberd, briefly summarized and explained the FMAA Financial Statements for fiscal year 2012.

Simmons & Clubb CPA, Brad Hodges, briefly summarized the FMAA audit process and outcome for the fiscal year 2012.

The Board discussed and clarified aspects of Ms. Harberd's and Mr. Hodges' presentations including assets, net loss from operating and non-operating activities, and the internal control of Airport financials.

MOTION:

Made by Board Member Schoen to approve the audit and the FMAA Financial Statements & Other Financial Information Year Ended September 30, 2012 and authorize Staff to finalize the documents. Seconded by Board Member Keirn.

PASSED UNANIMOUSLY

VI. V. UNFINISHED BUSINESS

A. Airport Solutions

1. Chairman Report

No report was given.

2. Blaine County Report

Board Member McCleary reported that the Board of Commissioners elected Larry Schoen as the new Chairman of the Blaine County Board of Commissioners and that Tom Bowman will continue to serve on the Airport Authority as a County representative until January 31, 2013. She also reported that the Commissioners will be at the Idaho Association of Counties meeting during the first week of February and will not be able to attend the regularly scheduled FMAA Board Meeting.

3. City of Hailey Report

Board Member Keirn reported that the Hailey City Council discussed the idea of terminating the currently suspended EIS and saw the merit of cancelling the current EIS provided that the County agreed to the dual path approach that would ultimately result in a Blaine County replacement airport. He reported that the City also concurred with the methodology of improving the existing site with Alternatives 6 and 7.

4. Airport Manager Report

Airport Manager Baird reported that he will be attending the 2013 Network USA Conference in March and does not know whether or not he will be able to attend the March regularly scheduled Board meeting.

5. Communications Director Report

Communications Director, Candice Pate, reported that the December Coffee talk was held in Ketchum and was well-attended as was the December Airport Tour. She reported that at special request, Airport Manager Baird gave City of Hailey representatives a tour of the Airport as well.

Ms. Pate reported that the next Coffee Talk will be held in Sun Valley on January 28, 2013 and the next Airport Tour will be held on January 29, 2013. She and Airport Manager Baird will also be talking to large businesses in the area, starting with Power Engineers, to coordinate Airport Update presentations.

Board Member McCleary asked Ms. Pate if she had the capability to monitor the average open rate for the Airport Solutions Update emails.

Ms. Pate answered that the open rate for the Airport Solutions Update emails is approximately 20% which is above average compared to industry standards.

6. Existing Site

a. Talking Points for Moving Forward

Airport Manager Baird briefed the Board on the "Talking Points for Moving Forward" document developed by Airport Staff and the FAA.

Board Member Haemmerle commented that the City concurs that an interim solution is needed to improve the existing site to achieve partial compliance with FAA Standards while maintaining the long-term solution of a replacement airport. He commented that the City would prefer that Highway 75 not be relocated and understands that it is unlikely that the EIS will be restarted by the FAA. Board Member Haemmerle asked if the County has any limitations in regard to site selection for a replacement airport and what the timeline is for starting a new EIS.

Board Member Schoen commented that he is unsure whether or not moving Highway 75 can be avoided entirely or if that would be the right decision to make at this stage of the process. Board Member Schoen discussed his concerns with some of the language in the "Talking Points" document, which should reflect the focus of improvements to Friedman adequate to meet FAA safety requirements, to improve air service reliability and accommodate ground operations for the foreseeable future. He restated his willingness to consider replacement airport sites outside of Blaine County.

Board Member McCleary answered that it would be difficult to predict a time when a new EIS could begin at this stage of the process. She commented that the County would prefer the selection of a site along Highway 75 and would be unprepared to make a definitive decision regarding site selection at this time

however, she believes that the County would be open to discussion of site selection options. She commented that presently, the Board should continue to focus on the dual path forward with the initial focus being to improve the existing site.

The Board agreed that the County and the City are not interested in moving the Airport to a location that would require the removal of residential property in order to shift Highway 75 far enough to the east.

b. Plan to Meet 2015 Congressional Safety Area Requirement

T-O Engineer Dave Mitchell updated the Board on the plan to meet 2015 congressional safety area requirements.

The Board discussed and asked for clarification of technical aspects of Engineer Mitchell's presentation, including about whether the 95,000 lbs. weight limitation on the runway will remain after improvements are made, whether airport functionality will be assured throughout the construction and funding terms of the project.

Chairman Bowman directed Staff to begin development of a scope of work to begin formulating the phasing plan, budget and Airport Layout Plan (ALP) process of the Runway Safety Area (RSA) project and to relay the Board's discussion regarding funding, functionality, and limitations to the FAA. The Board agreed that they should proceed with the improvement project with relentless forward motion. Chairman Bowman opened the discussion for public comment.

Ed Jenkins commented that he is pleased with the way the Board is moving forward after 26 years and thanked Mayor Haemmerle for deciding to serve on the FMAA Board.

7. Retain/Improve/Develop Air Service

Fly Sun Valley Alliance representative, Carol Waller, reported that FSVA continues to work with their current MRG partner in negotiations with Alaska Airlines as well as continuing pursuit of new air service enhancement opportunities. She also reported that the business community is currently contributing funds towards air service more than ever before and FSVA continues to coordinate fund raisers, passenger surveys and local promotions for the air service effort.

B. Legal Counsel Request for Qualifications (See Brief)

C. Instrument Procedures Feasibility Study (See Brief)

D. IFLYSUN.com

Administrative Assistant/IT Systems Maintenance Coordinator, April Dieter, briefed the Board on the completion of the reconstructed Airport website and gave the Board a tour of the new features of www.iflysun.com.

The Board thanked Ms. Dieter for the presentation and commented that the website is user-friendly, useful, accomplishes the "website of the future" vision and projects the image that the Board wanted to see.

A. December 4, 2012 Regular Meeting (See Brief)

The December 4, 2012 Friedman Memorial Airport Authority Meeting Minutes were approved as presented.

MOTION:

Made by Board Member McCleary to approve the December 4, 2012 Friedman Memorial Airport Authority Regular Meeting Minutes as presented. Seconded by Board Member Keirn.

PASSED

BOARD MEMBER HAEMMERLE ABSTAINED

VIII. VII. NEW BUSINESS

A. Election of Vice-Chairman

Chairman Bowman asked the Board to consider electing a new Vice-Chairman for the Board.

MOTION:

Made by Board Member Keirn to nominate Board Member McBryant as Vice-Chairman for the Friedman Memorial Airport Authority. Seconded by Board Member McCleary.

PASSED UNANIMOUSLY

B. Election of other Offices if Necessary

Chairman Bowman asked the Board to consider a new Secretary for the Board.

MOTION:

Made by Board Member McCleary to nominate Board Member Schoen as Secretary of the Friedman Memorial Airport Authority. Seconded by Chairman Bowman.

PASSED UNANIMOUSLY

IX. VII. AIRPORT STAFF BRIEF

B. A. Noise Complaints

C. B. Parking Lot Update

D. C. Profit & Loss, ATCT Traffic Operations Count and Enplanement Data (See Brief)

E. D. Review Correspondence (See Brief)

F. E. Fly Sun Valley Alliance Update (See Brief)

G. F. Airport Weather Interruptions (See Brief)

H. G. Operations Brief

Board Member Haemmerle commented that he has personally experienced the loud noise of an aircraft flying over his house in Hailey and is curious as to why this happens as often as it does and has found it both troubling and bothersome.

H. ~~Employee of the Quarter (See Brief)~~

I. Auto Rental Concession Lease (See Brief)

X. ~~IX.~~ PUBLIC COMMENT

The Board discussed the rescheduling of the February, March and April Board meetings and agreed to reschedule the Board meeting from the first Tuesday of the month to the second Tuesday of the month for February, March and April.

XI. ~~X.~~ ADJOURNMENT

The January 9, 2013 Regular Meeting of the Friedman Memorial Airport Authority was adjourned at approximately 7:55 p.m.

Susan McBryant, Secretary

** Additional resources/materials that should be reviewed with these meeting minutes include but are not limited to the Friedman Memorial Airport Authority Board Packet briefing, the PowerPoint presentation prepared for this meeting and any referenced attachments.*

11:21 AM

01/30/13

Accrual Basis

Friedman Memorial Airport

Profit & Loss Budget vs. Actual (Combined)

October through November 2012

	Oct - Nov 12	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4000-00 · AIRCARRIER				
4000-01 · Aircarrier - Lease Space	14,086.74	84,600.00	-70,513.26	16.7%
4000-02 · Aircarrier - Landing Fees	6,741.54	92,000.00	-85,258.46	7.3%
4000-03 · Aircarrier - Gate Fees	200.00	1,200.00	-1,000.00	16.7%
4000-04 · Aircarrier - Utility Fees	60.00	7,600.00	-7,540.00	0.8%
4010-05 · Aircarrier - 11 PFC Application	23,681.17			
Total 4000-00 · AIRCARRIER	44,769.45	185,400.00	-140,630.55	24.1%
4020-00 · TERMINAL AUTO PARKING REVENUE				
4020-01 · Automobile Parking - Terminal	10,684.90	70,000.00	-59,315.10	15.3%
Total 4020-00 · TERMINAL AUTO PARKING REVENUE	10,684.90	70,000.00	-59,315.10	15.3%
4030-00 · AUTO RENTAL REVENUE				
4030-01 · Automobile Rental - Commission	38,208.13	325,000.00	-286,791.87	11.8%
4030-02 · Automobile Rental - Counter	1,342.72	7,300.00	-5,957.28	18.4%
4030-03 · Automobile Rental - Auto Prkg	13,180.00	29,000.00	-15,820.00	45.4%
4030-04 · Automobile Rental - Utilities	0.00	500.00	-500.00	0.0%
4030-05 · Automobile Rental - Off. Airpt.	0.00	40,000.00	-40,000.00	0.0%
Total 4030-00 · AUTO RENTAL REVENUE	52,730.85	401,800.00	-349,069.15	13.1%
4040-00 · TERMINAL CONCESSION REVENUE				
4040-01 · Terminal Shops - Commission	0.00	3,500.00	-3,500.00	0.0%
4040-02 · Terminal Shops - Lease Space	1,452.86	8,500.00	-7,047.14	17.1%
4040-03 · Terminal Shops - Utility Fees	0.00	600.00	-600.00	0.0%
4040-10 · Advertising - Commission	3,544.98	33,000.00	-29,455.02	10.7%
4040-12 · Terminal ATM	10.50			
Total 4040-00 · TERMINAL CONCESSION REVENUE	5,008.34	45,600.00	-40,591.66	11.0%
4050-00 · FBO REVENUE				
4050-01 · FBO - Lease Space	34,444.94	229,466.00	-195,021.06	15.0%
4050-02 · FBO - Tiedown Fees	11,797.20	230,000.00	-218,202.80	5.1%
4050-03 · FBO - Landing Fees - Trans.	16,792.44	215,000.00	-198,207.56	7.8%
4050-04 · FBO - Commission	2,006.37	20,000.00	-17,993.63	10.0%
Total 4050-00 · FBO REVENUE	65,040.95	694,466.00	-629,425.05	9.4%
4060-00 · FUEL FLOWAGE REVENUE				
4060-01 · Fuel Flowage - FBO	14,052.46	172,000.00	-157,947.54	8.2%
Total 4060-00 · FUEL FLOWAGE REVENUE	14,052.46	172,000.00	-157,947.54	8.2%
4070-00 · TRANSIENT LANDING FEES REVENUE				
4070-02 · Landing Fees - Non-Comm./Gov't	278.64	500.00	-221.36	55.7%
Total 4070-00 · TRANSIENT LANDING FEES REVENUE	278.64	500.00	-221.36	55.7%
4080-00 · HANGARS REVENUE				
4080-01 · Land Lease - Hangar	91,770.22	493,707.00	-401,936.78	18.6%
4080-02 · Land Lease - Hangar/Trans. Fee	129.00			
4080-03 · Land Lease - Hangar/Utilities	238.26	1,400.00	-1,161.74	17.0%
4080-20 · Land Lease - Government Revenue	1,711.13			
Total 4080-00 · HANGARS REVENUE	93,848.61	495,107.00	-401,258.39	9.0%
4090-00 · TIEDOWN PERMIT FEES REVENUE				
4090-01 · Tiedown Permit Fees (FMA)	15,905.00	17,000.00	-1,095.00	93.6%
Total 4090-00 · TIEDOWN PERMIT FEES REVENUE	15,905.00	17,000.00	-1,095.00	93.6%
4100-00 · POSTAL CARRIERS REVENUE				
4100-01 · Postal Carriers - Landing Fees	1,400.75	8,500.00	-7,099.25	16.5%
4100-02 · Postal Carriers - Tiedown	2,970.00			
Total 4100-00 · POSTAL CARRIERS REVENUE	4,370.75	8,500.00	-4,129.25	51.4%

ATTACHMENT #6

11:21 AM

01/30/13

Accrual Basis

Friedman Memorial Airport
Profit & Loss Budget vs. Actual (Combined)

October through November 2012

	Oct - Nov 12	Budget	\$ Over Budget	% of Budget
4110-00 · MISCELLANEOUS REVENUE				
4110-01 · Misc. Revenue	3,675.04			
4110-06 · Misc. - Security-Prox. Cards	17,260.00	27,000.00	-9,740.00	63.9%
Total 4110-00 · MISCELLANEOUS REVENUE	20,935.04	27,000.00	-6,064.96	77.5%
4120-00 · GROUND TRANSP. PERMIT REVENUE				
4120-01 · Ground Transportation Permit	4,400.00	16,000.00	-11,600.00	27.5%
4120-02 · GTSP - Trip Fee	480.00			
Total 4120-00 · GROUND TRANSP. PERMIT REVENUE	4,880.00	16,000.00	-11,120.00	30.5%
4400-00 · TSA				
4400-02 · Terminal Lease	1,508.94			
Total 4400-00 · TSA	1,508.94			
4520-00 · INTEREST INCOME				
4520-05 · Interest Income - '11 PFC	37.49			
4600-00 · Interest Income - General	1,922.99	14,000.00	-12,077.01	13.7%
Total 4520-00 · INTEREST INCOME	1,960.48	14,000.00	-12,039.52	14.0%
4737-00 · AIP 37				
4737-01 · AIP 37 - FMA Altern. Analysis	29,697.00			
Total 4737-00 · AIP 37	29,697.00			
Total Income	365,671.41	2,147,373.00	-1,781,701.59	17.0%
Gross Profit	365,671.41	2,147,373.00	-1,781,701.59	17.0%
Expense				
EXPENDITURES				
"A" EXPENSES				
5000-01 · Salaries - Airport Manager	21,233.80	127,403.00	-106,169.20	16.7%
5010-00 · Salaries -Contracts/Finance Adm	14,541.99	82,500.00	-67,958.01	17.6%
5010-01 · Salaries - Office Assist.	27,716.01	163,812.58	-136,096.57	16.9%
5020-00 · Salaries - ARFF/OPS Chief	15,860.17	82,500.00	-66,639.83	19.2%
5030-00 · Salaries - ARFF/OPS Specialist	50,962.04	302,723.84	-251,761.80	16.8%
5040-00 · Salaries-ASC/Sp.Prjct./Ex. Assi	10,748.40	59,190.96	-48,442.56	18.2%
5050-00 · Salaries - Temp.	0.00	15,000.00	-15,000.00	0.0%
5050-02 · Salaries - Merit Increase	0.00	20,721.82	-20,721.82	0.0%
5060-01 · Overtime - General	0.00	2,000.00	-2,000.00	0.0%
5060-02 · Overtime - Snow Removal	0.00	10,000.00	-10,000.00	0.0%
5060-04 · OT - Security	0.00	2,500.00	-2,500.00	0.0%
5100-00 · Retirement	16,377.37	100,815.67	-84,438.30	16.2%
5110-00 · Social Security/Medicare	10,252.12	66,428.93	-56,176.81	15.4%
5120-00 · Life Insurance	332.52	2,000.00	-1,667.48	16.6%
5130-00 · Medical Insurance	25,291.62	155,000.00	-129,708.38	16.3%
5160-00 · Workman's Compensation	0.00	15,000.00	-15,000.00	0.0%
Total "A" EXPENSES	193,316.04	1,207,596.80	-1,014,280.76	16.0%
"B" EXPENDITURES				
"B" EXPENSES - ADMINISTRATIVE				
6000-00 · TRAVEL EXPENSE	0.00	15,000.00	-15,000.00	0.0%
6010-00 · SUPPLIES/EQUIPMENT EXPENSE				
6010-01 · Supplies - Office	774.94	13,500.00	-12,725.06	5.7%
6010-03 · Supplies - Computer	1,111.80			
Total 6010-00 · SUPPLIES/EQUIPMENT EXPENSE	1,886.74	13,500.00	-11,613.26	14.0%

Friedman Memorial Airport

Profit & Loss Budget vs. Actual (Combined)

October through November 2012

	Oct - Nov 12	Budget	\$ Over Budget	% of Budget
6020-00 - INSURANCE				
6020-01 - Insurance - Liability	16,500.00	18,500.00	-2,000.00	89.2%
6020-02 - Insurance - Public Officials	13,925.00	13,600.00	325.00	102.4%
6020-03 - Insurance-Bldg/Unic.Veh./Prop	30,393.00	29,600.00	793.00	102.7%
6020-04 - Insurance - Licensed Vehicles	5,353.00	5,900.00	-547.00	90.7%
6020-05 - Insurance - Crime	625.00	550.00	75.00	113.6%
Total 6020-00 - INSURANCE	66,796.00	68,150.00	-1,354.00	98.0%
6030-00 - UTILITIES				
6030-01 - Utilities - Gas/Terminal	749.50	13,000.00	-12,250.50	5.8%
6030-02 - Utilities - Gas/Maintenance	901.40	8,500.00	-7,598.60	10.6%
6030-03 - Utilities - Elect./Runway&PAPI	1,065.53	6,000.00	-4,934.47	17.8%
6030-04 - Utilities - Elec./Office/Maint.	1,748.85	9,000.00	-7,251.15	19.4%
6030-05 - Utilities - Electric/Terminal	1,453.35	7,500.00	-6,046.65	19.4%
6030-06 - Utilities - Telephone	2,016.02	17,000.00	-14,983.98	11.9%
6030-07 - Utilities - Water	108.11	1,200.00	-1,091.89	9.0%
6030-08 - Utilities - Garbage Removal	1,358.46	6,000.00	-4,641.54	22.6%
6030-09 - Utilities - Sewer	285.60	1,500.00	-1,214.40	19.0%
6030-10 - Utilities - Elec./Sewer	29.06	500.00	-470.94	5.8%
6030-11 - Utilities - Electric/Tower	695.04	4,000.00	-3,304.96	17.4%
6030-12 - Utilities - Elec./Brdfld.Hghtl	43.51	900.00	-831.45	7.6%
6030-15 - Utilities - Elec/AWOS	68.55	210.00	-187.12	10.9%
6030-16 - Utilities - Elec. Wind Cone	22.88			
6030-17 - Utilities - Elec - Rosenberg	10.59			
6040-01 - Service Provider - Weather	5,772.00	3,700.00	2,072.00	156.0%
6040-02 - Service Provider - Term. Music	140.76	1,000.00	-859.24	14.1%
6040-03 - Service Provider - Internet/ISP	900.00	7,500.00	-6,600.00	12.0%
6040-04 - Service Provider - AWOS NADN	0.00	2,000.00	-2,000.00	0.0%
6040-05 - Service Provider - ISP/Terminal	300.00	2,000.00	-1,700.00	15.0%
6040-06 - Service Provider - SSI Movement	0.00	8,035.00	-8,035.00	0.0%
Total 6030-00 - UTILITIES	17,669.21	99,545.00	-81,875.79	17.7%
6050-00 - PROFESSIONAL SERVICES				
6050-01 - Professional Services - Legal	3,528.90	27,500.00	-23,971.10	12.8%
6050-02 - Professional Services - Audit	0.00	25,000.00	-25,000.00	0.0%
6050-03 - Professional Services - Enginee	0.00	27,000.00	-27,000.00	0.0%
6050-04 - Professional Services - ARFF	0.00	2,000.00	-2,000.00	0.0%
6050-05 - Professional Services - Gen.	8,289.04			
6050-07 - Professional Services - Archite	53.00	1,000.00	-947.00	5.3%
6050-08 - Professional Services - Securit	0.00	4,000.00	-4,000.00	0.0%
6050-10 - Prof. Svcs.-IT/Comp. Support	3,423.00	12,000.00	-8,577.00	28.5%
6050-11 - Professional Services - Wildlif	0.00	2,000.00	-2,000.00	0.0%
6050-12 - Prof. Serv.- Planning Air Serv.	995.00	32,000.00	-31,005.00	3.1%
6050-13 - Prof. Serv.-Website Des.& Maint	0.00			
6050-14 - Professional Services - EA	8,093.61	6,500.00	-6,500.00	0.0%
6050-00 - PROFESSIONAL SERVICES - Other	-90.00			
Total 6050-00 - PROFESSIONAL SERVICES	24,292.55	139,000.00	-114,707.45	17.5%
6060-00 - MAINTENANCE-OFFICE EQUIPMENT				
6060-01 - Maint.-Office Equip./Gen.	0.00	10,000.00	-10,000.00	0.0%
6060-04 - Maintenance - Copier	8,282.00			
Total 6060-00 - MAINTENANCE-OFFICE EQUIPMENT	8,282.00	10,000.00	-1,718.00	82.8%
6070-00 - RENT/LEASE OFFICE EQUIPMENT				
6070-01 - Rent/Lease - Office Equip./Gen	0.00	1,500.00	-1,500.00	0.0%
6070-02 - Rent/Lease - Postage Meter	30.00			
6070-03 - Rent/Lease - Copier	55.82	4,000.00	-3,944.18	1.4%
Total 6070-00 - RENT/LEASE OFFICE EQUIPMENT	85.82	5,500.00	-5,414.18	1.6%

Friedman Memorial Airport

Profit & Loss Budget vs. Actual (Combined)

October through November 2012

	Oct - Nov 12	Budget	\$ Over Budget	% of Budget
6080-00 - DUES/MEMBERSHIPS/PUBLICATIONS E				
6080-01 - Dues/Memberships/Publications	7,182.39	15,000.00	-7,817.61	47.9%
6080-02 - Membership - Internet/Website	308.00			
6080-04 - Airport Marketing	55.00	15,000.00	-14,945.00	0.4%
Total 6080-00 - DUES/MEMBERSHIPS/PUBLICATIO...	7,545.39	30,000.00	-22,454.61	25.2%
6090-00 - POSTAGE				
6090-01 - Postage/Courier Service	20.00	2,700.00	-2,680.00	0.7%
Total 6090-00 - POSTAGE	20.00	2,700.00	-2,680.00	0.7%
6100-00 - EDUCATION/TRAINING				
6100-01 - Education/Training - Admin.	1,320.00	30,000.00	-28,680.00	4.4%
6100-03 - Education/Training - ARFF	815.03			
6100-05 - Education - Neighborl Flight	195.00			
Total 6100-00 - EDUCATION/TRAINING	2,330.03	30,000.00	-27,669.97	7.8%
6110-00 - CONTRACTS				
6110-01 - Contracts - General	30,240.00			
6110-02 - Contracts - FMAA	5,600.00	33,600.00	-28,000.00	16.7%
6110-03 - Contracts - SVA/Fee Collection	9,800.00	58,800.00	-49,000.00	16.7%
6110-05 - Contracts - Janitorial	0.00	10,000.00	-10,000.00	0.0%
6110-06 - Electronic Filing System	2,300.00	13,800.00	-11,500.00	16.7%
6110-08 - Contracts - Eccles Tree Lights	0.00	30,000.00	-30,000.00	0.0%
6110-09 - Contracts - Website	0.00	350.00	-350.00	0.0%
6110-10 - Online Email Server Access	6.78	2,000.00	-1,993.22	0.3%
6110-11 - Contracts -Security CMS	2,710.00	42,500.00	-39,790.00	6.4%
Total 6110-00 - CONTRACTS	50,656.78	191,050.00	-140,393.22	26.5%
6120-00 - PERMITS				
6120-01 - Permits - General	23.00	100.00	-77.00	23.0%
Total 6120-00 - PERMITS	23.00	100.00	-77.00	23.0%
6130-00 - MISCELLANEOUS EXPENSES				
6130-01 - Misc. - General	1,043.11	6,500.00	-5,456.89	16.0%
6140-00 - Bank Fees	84.60	1,000.00	-915.40	8.5%
Total 6130-00 - MISCELLANEOUS EXPENSES	1,127.71	7,500.00	-6,372.29	15.0%
Total "B" EXPENSES - ADMINISTRATIVE	180,715.23	612,045.00	-431,329.77	29.5%
"B" EXPENSES - OPERATIONAL				
6500-00 - SUPPLIES/EQUIPMENT-ARFF/OPERATI				
6500-01 - Supplies/Equipment - General	290.66	10,000.00	-9,709.34	2.9%
6500-02 - Supplies/Equipment - Tools	93.83			
6500-04 - Supplies/Equipment - Janitorial	1,740.38			
6500-05 - Supplies/Equipment - Deice	0.00	15,000.00	-15,000.00	0.0%
6500-06 - Supplies/Equipment - ARFF	0.00	5,000.00	-5,000.00	0.0%
Total 6500-00 - SUPPLIES/EQUIPMENT-ARFF/OPE...	2,124.87	30,000.00	-27,875.13	7.1%
6510-00 - FUEL/LUBRICANTS				
6510-02 - Fuel	4,997.39	50,000.00	-45,002.61	10.0%
Total 6510-00 - FUEL/LUBRICANTS	4,997.39	50,000.00	-45,002.61	10.0%
6520-00 - VEHICLES/MAINTENANCE				
6520-01 - R/M Equipment - General	311.65	27,000.00	-26,688.35	1.2%
6520-02 - R/M Equip. '93 Schmidt Snow	334.48			
6520-08 - R/M Equip. - '96 Tiger Tractor	1,473.42			
6520-19 - R/M Equip. '02 Ford F-150 PU	372.76			
6520-24 - R/M Equip. - '01 Ford F-250	142.11			
Total 6520-00 - VEHICLES/MAINTENANCE	2,634.42	27,000.00	-24,365.58	9.8%

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01/30/13

Accrual Basis

Friedman Memorial Airport

Profit & Loss Budget vs. Actual (Combined)

October through November 2012

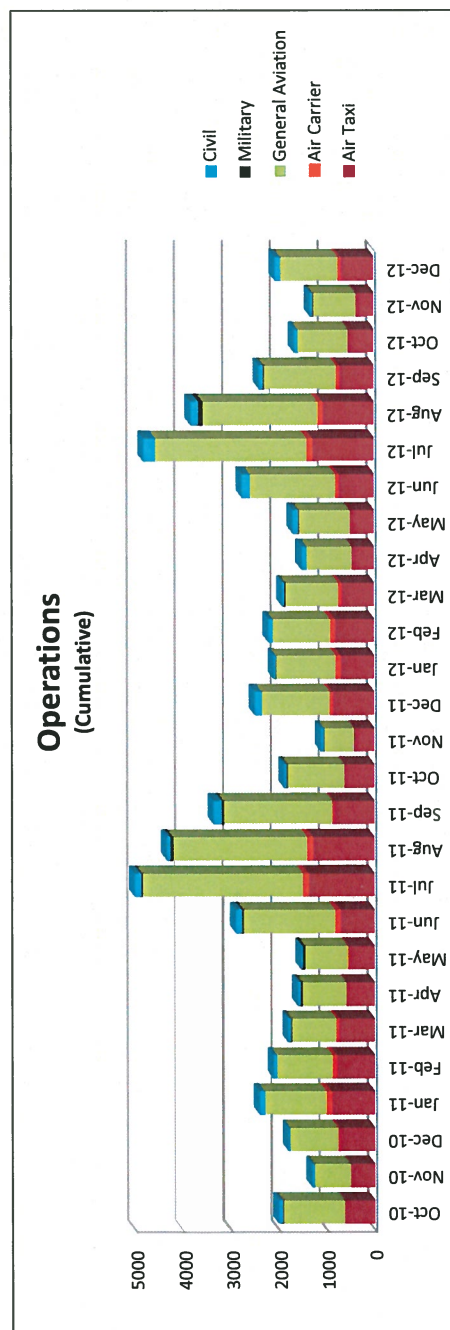
	Oct - Nov 12	Budget	\$ Over Budget	% of Budget
6530-00 - ARFF MAINTENANCE				
6530-01 - ARFF Maint. General	0.00	5,000.00	-5,000.00	0.0%
6530-04 - ARFF Maint. - Radios	42.50			
Total 6530-00 - ARFF MAINTENANCE	42.50	5,000.00	-4,957.50	0.9%
6540-00 - REPAIRS/MAINTENANCE - BUILDING				
6540-01 - R/M Bldg. - General	1,100.00	29,000.00	-27,900.00	3.8%
6540-02 - R/M Bldg. - Terminal	5,624.70			
6540-03 - R/M Bldg. - Shop	350.00			
6540-04 - R/M Bldg. - Cold Storage	298.80			
6540-05 - R/M Bldg. - Manager's Bldg.	170.95			
6540-07 - R/M Bldg. - Tower	4,031.00			
Total 6540-00 - REPAIRS/MAINTENANCE - BUILDING	11,575.45	29,000.00	-17,424.55	39.9%
6550-00 - REPAIRS/MAINTENANCE - AIRSIDE				
6550-01 - R/M - General	0.00	15,000.00	-15,000.00	0.0%
6550-02 - R/M - Airfield	160.70			
6550-04 - R/M - Lights	914.00			
6550-05 - R/M - Grounds	190.00			
Total 6550-00 - REPAIRS/MAINTENANCE - AIRSIDE	1,264.70	15,000.00	-13,735.30	8.4%
6560-00 - SECURITY EXPENSE				
6560-01 - Security	3,872.98	20,000.00	-16,127.02	19.4%
Total 6560-00 - SECURITY EXPENSE	3,872.98	20,000.00	-16,127.02	19.4%
6570-00 - REPAIRS/MAINT.-AERONAUTICAL EQU				
6570-01 - R/M Aeronautical Equip - NDB/DME	2,436.99	22,000.00	-19,563.01	11.1%
6570-04 - R/M Aeron. Equip. - AWOS/ATIS	2,850.00			
6570-05 - R/M Aero.Equip. Flying Hat Lgts	375.00			
Total 6570-00 - REPAIRS/MAINT.-AERONAUTICAL ...	5,661.99	22,000.00	-16,338.01	25.7%
Total "B" EXPENSES - OPERATIONAL	32,174.30	198,000.00	-165,825.70	16.2%
Total "B" EXPENSES	212,889.53	810,045.00	-597,155.47	26.3%
"C" EXPENSES				
7000-00 - MISC. CAPITAL EXPENDITURES				
7000-01 - Contingency	0.00	50,000.00	-50,000.00	0.0%
7000-05 - Computer Equipment/Software	2,868.00	25,600.00	-22,732.00	11.2%
7000-06 - Asphalt Repair	0.00	12,700.00	-12,700.00	0.0%
7000-08 - ATC Equipment	0.00	6,600.00	-6,600.00	0.0%
7000-26 - Acquisition - Licensed Vehicles	0.00	43,000.00	-43,000.00	0.0%
7000-30 - Tires	0.00	13,500.00	-13,500.00	0.0%
7000-36 - Drivers Training Software	7,125.00			
Total 7000-00 - MISC. CAPITAL EXPENDITURES	9,993.00	151,400.00	-141,407.00	6.6%
7537-00 - AIP '37 EXPENSE				
7537-01 - AIP '37 - FMA Altern. Analysis	33,082.00			
7537-02 - AIP '37 - Non-Eligible	2,025.35			
Total 7537-00 - AIP '37 EXPENSE	35,107.35			
8000-00 - Replacement Airport				
8000-04 - Public Outreach	6,008.88			
8000-07 - General	313.60			
Total 8000-00 - Replacement Airport	6,322.48			

Friedman Memorial Airport
Profit & Loss Budget vs. Actual (Combined)
October through November 2012

	Oct - Nov 12	Budget	\$ Over Budget	% of Budget
9000-00 - PFC EXPENSE				
9000-03 - PFC '12 - SRE Equipm./Sec. Impr	314,855.45			
Total 9000-00 - PFC EXPENSE	314,855.45			
Total "C" EXPENSES	366,278.28	151,400.00	214,878.28	241.9%
Total EXPENDITURES	772,483.85	2,169,041.80	-1,396,557.95	35.6%
Total Expense	772,483.85	2,169,041.80	-1,396,557.95	35.6%
Net Ordinary Income	-406,812.44	-21,668.80	-385,143.64	1,877.4%
Net Income	-406,812.44	-21,668.80	-385,143.64	1,877.4%

ATCT Traffic Operations Record																
Month	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
January	3,622	3,893	3,912	2,600	3,028	2,787	4,547	2,520	2,070	2,379	2,408	2,098				
February	4,027	4,498	3,073	3,122	3,789	3,597	3,548	2,857	2,244	2,647	2,117	2,205				
March	4,952	5,126	3,086	4,097	3,618	2,918	4,677	3,097	2,145	2,709	1,813	1,921				
April	2,494	3,649	2,213	2,840	2,462	2,047	2,581	2,113	1,724	1,735	1,604	1,513				
May	3,905	4,184	2,654	3,282	2,729	2,134	1,579	2,293	2,280	1,891	1,533	1,693				
June	4,787	5,039	4,737	4,438	3,674	3,656	5,181	3,334	2,503	3,019	2,898	2,761				
July	6,359	8,796	6,117	5,910	5,424	5,931	7,398	4,704	4,551	5,005	5,004	4,810				
August	6,479	6,917	5,513	5,707	5,722	6,087	8,196	4,570	4,488	4,705	4,326	3,823				
September	3,871	4,636	4,162	4,124	4,609	3,760	4,311	2,696	3,376	3,128	3,359	2,396				
October	3,879	3,656	3,426	2,936	3,570	3,339	3,103	2,134	2,145	2,012	1,886	1,658				
November	3,082	2,698	2,599	2,749	2,260	2,912	2,892	1,670	1,901	1,309	1,114	1,325				
December	3,401	2,805	3,247	3,227	2,722	3,834	2,699	1,848	2,272	1,811	2,493	2,066				
Totals	50,858	55,897	44,739	45,032	43,607	43,002	50,712	33,836	31,699	32,350	30,555	28,269				

ATCT Operations Change (current month vs. same month last year)			
	2012	2011	% Change
Air Taxi	687	865	-21%
Air Carrier	59	60	-2%
General Aviation	1,197	1,419	-16%
Military	8	6	33%
Civil	115	143	-20%
Total	2066	2493	-17%

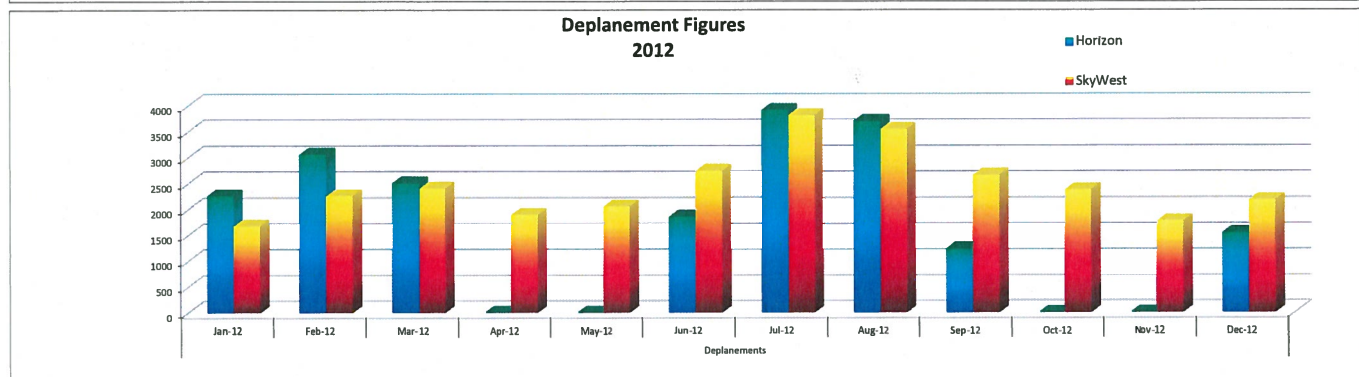
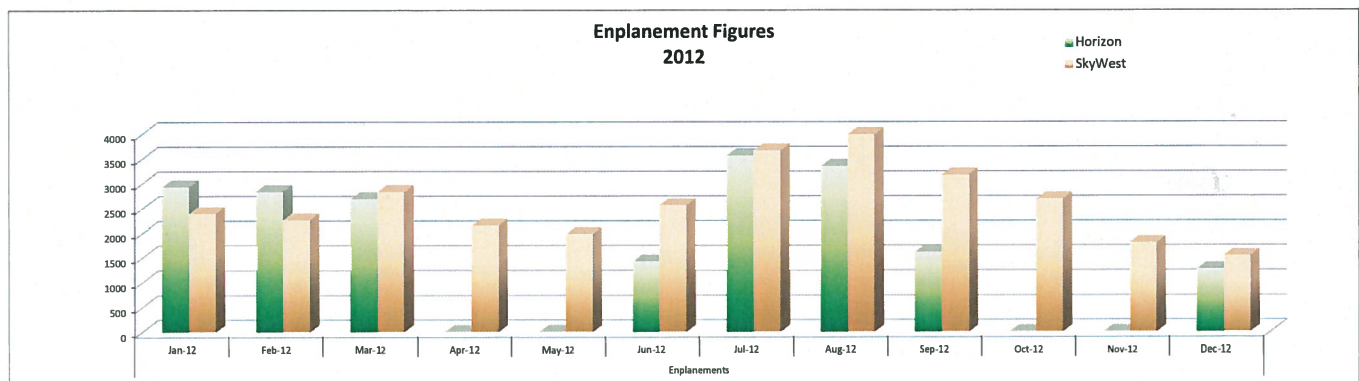


FRIEDMAN MEMORIAL AIRPORT ENPLANEMENT COUNT
December 2012

ATTACHMENT #8

2012 Enplanements													
Date	Horizon					SkyWest					Current Y-T-D	Prior Y-T-D	Y-T-Y % Change
	Revenue	Non-Revenue	Total	Prior Year Month	M-T-M % Change	Revenue	Non-Revenue	Total	Prior Year Month	M-T-M % Change			
Jan-12	2,859	73	2,932	2,660	10%	2,326	69	2,395	3,072	-22%	5,327	5,732	-7.1%
Feb-12	2,782	57	2,839	2,419	17%	2,161	104	2,265	2,791	-19%	10,431	10,942	-4.7%
Mar-12	2,598	88	2,686	1,466	83%	2,749	78	2,827	3,095	-9%	15,944	15,503	2.8%
Apr-12	0	0	0	0	0%	2,068	83	2,151	2,366	-9%	18,095	17,869	1.3%
May-12	0	0	0	302	-100%	1,858	116	1,974	2,050	-4%	20,069	20,221	-0.8%
Jun-12	1,336	90	1,426	2,012	-29%	2,468	90	2,558	2,488	3%	24,053	24,721	-2.7%
Jul-12	3,472	91	3,563	3,455	3%	3,520	142	3,662	4,213	-13%	31,278	32,389	-3.4%
Aug-12	3,304	44	3,348	3,873	-14%	3,894	90	3,984	4,754	-16%	38,610	41,016	-5.9%
Sep-12	1,568	45	1,613	508	218%	3,045	131	3,176	3,604	-12%	43,399	45,128	-3.8%
Oct-12	0	0	0	0	0%	2,576	107	2,683	2,626	2%	46,082	47,754	-3.5%
Nov-12	0	0	0	0	0%	1,733	71	1,804	1,768	2%	47,886	49,522	-3.3%
Dec-12	1,226	44	1,270	1,170	9%	1,467	69	1,536	1,947	-21%	50,692	52,639	-3.7%
Totals	19,145	532	19,677	17,865	10%	29,865	1,150	31,015	34,774	-11%			
Legend for Chart:						Y-T-D = Year-To-Date					Y-T-Y = Year-To-Year		

2012 Deplanements													
Date	Horizon					SkyWest					Current Y-T-D	Prior Y-T-D	Y-T-Y % Change
	Revenue	Non-Revenue	Total	Prior Year Month	M-T-M % Change	Revenue	Non-Revenue	Total	Prior Year Month	M-T-M % Change			
Jan-12	2,188	71	2,259	1,933	17%	1,604	75	1,679	2,123	-21%	3,938	4,056	-2.9%
Feb-12	3,002	59	3,061	2,464	24%	2,172	88	2,260	2,666	-15%	9,259	9,186	0.8%
Mar-12	2,428	78	2,506	1,422	76%	2,335	69	2,404	2,878	-16%	14,169	13,486	5.1%
Apr-12	0	0	0	0	0%	1,813	78	1,891	1,868	1%	16,060	15,354	4.6%
May-12	0	0	0	274	-100%	1,959	98	2,057	2,266	-9%	18,117	17,894	1.2%
Jun-12	1,760	94	1,854	2,360	-21%	2,653	86	2,739	3,028	-10%	22,710	23,282	-2.5%
Jul-12	3,821	90	3,911	3,709	5%	3,672	147	3,819	4,494	-15%	30,440	31,485	-3.3%
Aug-12	3,629	71	3,700	3,662	1%	3,448	102	3,550	4,327	-18%	37,690	39,474	-4.5%
Sep-12	1,195	41	1,236	461	168%	2,547	116	2,663	3,075	-13%	41,589	43,010	-3.3%
Oct-12	0	0	0	0	0%	2,286	92	2,378	2,248	6%	43,967	45,258	-2.9%
Nov-12	0	0	0	0	0%	1,697	71	1,768	1,761	0.4%	45,735	47,019	-2.7%
Dec-12	1,495	50	1,545	2,049	-25%	2,103	72	2,175	2,796	-22%	49,455	51,864	-4.6%
Totals	19,518	554	20,072	18,334	9%	28,289	1,094	29,383	33,530	-12%			
Legend for Chart:						Y-T-D = Year-To-Date					Y-T-Y = Year-To-Year		

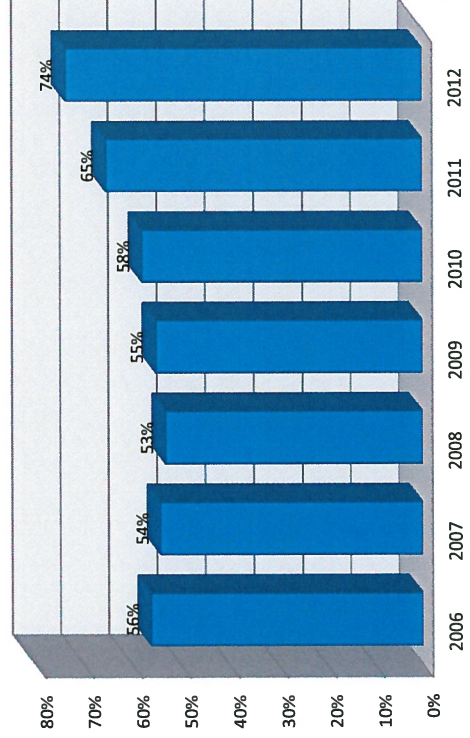


Friedman Memorial Airport
Year Ended December 31, 2012

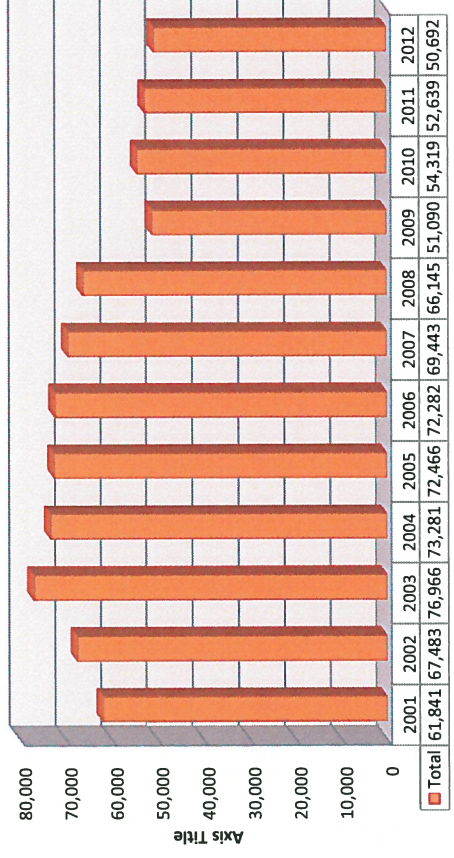
2012 Seat Occupancy

Date	Alaska Airlines				SkyWest Airlines				Annual Seat Occupancy Totals Year-to-Year Comparison				Annual Seat Occupancy Percentages Year-to-Year Comparison			
	Departure Flights	Seats Available	Seats Occupied	Percent Occupied	Departure Flights	Seats Available	Seats Occupied	Percent Occupied	Total Seats Occupied Y-T-D	Total Seats Occupied Prior Y-T-D	Y-T-Y % Change	Current Y-T-D % Occupied	Prior Y-T-D % Occupied	Y-T-Y % Change		
Jan-12	57	3,990	2,932	73%	109	3,270	2,395	73%	5,327	5,732	-7%	73.37%	66.19%	11%		
Feb-12	41	2,870	2,839	99%	126	3,780	2,265	60%	10,431	10,942	-5%	74.99%	66.19%	13%		
Mar-12	48	3,360	2,686	80%	122	3,660	2,827	77%	15,944	15,503	3%	76.18%	67.55%	13%		
Apr-12	0	0	0	0%	90	2,700	2,151	80%	18,095	17,869	1%	76.58%	66.63%	15%		
May-12	0	0	0	0%	91	2,730	1,974	72%	20,069	20,221	-1%	76.13%	63.83%	19%		
Jun-12	36	2,520	1,426	57%	133	3,990	2,558	64%	24,053	24,721	-3%	73.18%	59.71%	23%		
Jul-12	62	4,340	3,563	82%	184	5,520	3,662	66%	31,278	32,389	-3%	73.20%	61.85%	18%		
Aug-12	59	4,130	3,348	81%	171	5,130	3,984	78%	38,610	41,016	-6%	74.26%	64.76%	15%		
Sep-12	32	2,240	1,613	72%	131	3,930	3,176	81%	43,399	45,128	-4%	74.62%	65.49%	14%		
Oct-12	0	0	0	0%	120	3,600	2,683	75%	46,082	47,754	-4%	74.61%	65.83%	13%		
Nov-12	0	0	0	0%	81	2,430	1,804	74%	47,886	49,522	-3%	74.60%	66.11%	13%		
Dec-12	24	1,680	1,270	76%	98	2,940	1,536	52%	50,692	52,639	-4%	73.67%	65.25%	13%		
Totals	359	25,130	19,677	78%	1,456	43,680	31,015	71%								
Note:	Total of 70 Seats Available on aircraft				Total of 30 Seats Available on aircraft				Legend: Y-T-D = Year-To-Date				Y-T-Y = Year-To-Year			

Historical Seat Occupancy Comparison



Historical Enplanement Comparison
2001 - 2012



Rick Baird

From: Boyd Group International <sonia@bmsend.com> on behalf of Boyd Group International <sonia@aviationplanning.com>
Sent: Monday, January 07, 2013 2:12 PM
To: Rick Baird
Subject: Boyd Group International Press Release - New Airline Fundamentals

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Boyd Group International

...In the lead in aviation consulting

News Release – January 7, 2013

New Airline Fundamentals Point To Slow Growth, Shrinking Fleets, Fewer Flights In 2013

Evergreen, Colorado. January 7, 2013. A snapshot report of expected trends in US air travel forecasts a decline in both the number of flights and seats capacity in the coming year.

According to analyses accomplished by Boyd Group International, the nation will see virtually no airline passenger growth, with at least a 1.5% to 2.0% drop registered by the end of this year. The report notes government forecasts are now wildly optimistic, and by 2017, there will be nearly 50-million fewer enplanements than the FAA is now predicting.

“Airline passenger traffic can no longer be forecast simply with mathematical formulas using economic metrics such as GDP, inflation, buying power and the like,” stated Michael Boyd, Chairman. “There are only ten major full-schedule airline systems left, and each has its own subjective strategy in regard to where and if it adds capacity.”

In addition, the report notes that airline fleets are also shrinking as 50-seat jets get retired. But, counter-intuitively, this will actually be positive for many communities, particularly where these jets are operating nearly full at 80%+ load factors. “In more cases than not, the replacement with larger airliners will be revenue-positive for both airlines and the communities they serve,” stated Boyd, whose firm was the first to forecast the decline in demand for 50-seat jets. The firm forecasts that by 2017, nearly 1,000 50-seat and smaller jets will be retired from North American airline fleets.

Attached to this trend, the report predicts further robust demand for new-generation mainline-cabin airliners – the 737MAX, the A-320NEO and the new Bombardier C-Series platform. “The economics of these airplanes will allow a wider mission-envelope, including even some replacement of regional jet flying,” Boyd noted.

The report also briefly discusses forecast trends at key airlines that will set the pace for the rest of the industry, including the potential American – US Airways merger, Delta’s cutting-edge fleet strategies, Spirit’s unique strategy of head-on competition with majors, and outcomes of the combination of Southwest and AirTran.

Rick Baird

From: Barbara Cook <barbara.cook@aaae.org>
Sent: Tuesday, January 15, 2013 4:00 PM
To: Rick Baird
Subject: Airport Report Today, January 16, 2013



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AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES
2013



JANUARY 16,

TOP STORIES IN THIS ISSUE

VOL. IV, NUMBER 4

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[United Introducing Wi-Fi On International Aircraft](#)

[Pinnacle Air Pilots Ratify Contract](#)

[ACRP Solicits Problem Statements For Research](#)

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[ANTN Dicast Offers Two Affordable Training Solutions](#)

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Airline Ticket Sales Decline Slightly In 2012

Airline ticket sales made by agencies in 2012 reached \$68.7 billion, a dip of 0.16 percent from 2011, the Airlines Reporting Corp. (ARC) said this week.

In its year-end report, ARC, which handles the banking of agency ticket sales for the airlines, said the sale of domestic fares in December alone reached \$2 billion, down 4 percent from the same month in 2011. For the year as a whole, domestic fare sales were \$36.3 billion, up 1.4 percent over the previous year.

On international routes in December, the sale of tickets reached \$1.8 billion, a dip of 5.6 percent from December 2011. For the year as a whole, international ticket sales declined by nearly 2 percent, ARC said.

Air China Plans Houston-Beijing Flights

Air China announced it will launch nonstop service between Houston and Beijing, pending U.S. government approval.

FEATURED MEETING

National Air Service Conference
April 28 - 30, 2013 | Kansas City, MO

UPCOMING EVENTS

AAAE Airports and the Rental Car Industry Workshop
January 23 - 25, 2013 | San Diego, CA
Southwest Chapter AAAE Accreditation Final Interview Workshop
January 26, 2013 | Monterey, CA
Southwest Chapter AAAE Airport Management Short Course
January 27 - 30, 2013 | Monterey, CA
AAAE/SC Chapter AAAE Loretta Scott, A.A.E. Accreditation/Certification Academy
January 27 - February 2, 2013 | Houston, TX
Regional ACE Operations Review Course-San Francisco
February 4 - 7, 2013 | San Francisco, CA

Rick Baird

From: Gwen Papineau Basaria <gwen.papineau@aaae.org>
Sent: Wednesday, January 16, 2013 8:57 AM
To: Rick Baird
Subject: Airport Alert: \$1 Trillion Infrastructure Funding Gap



\$1 Trillion Infrastructure Funding Gap

January 16, 2013

The American Society of Civil Engineers released a report yesterday indicating that the infrastructure funding gap is expected to exceed \$1 trillion by 2020. The paper also describes how deteriorating infrastructure negatively impacts the economy.

The ASCE report entitled, *A Failure to Act*, suggests that overall infrastructure needs will exceed \$2.7 trillion by 2020. However, expected investment levels will be slightly more than \$1.6 trillion - a projected \$1.1 trillion deficit. According to the report, the funding gap could widen to \$4.7 trillion by 2040.

The report points out that, "Declining airport and marine port infrastructure directly impacts the nation's ability to import and export goods efficiently, driving up costs to U.S. consumers." It goes on to say that the airport infrastructure funding gap would cost the gross domestic product approximately \$313 billion by 2020 and lead to 350,000 fewer jobs.

The ASCE report may be viewed [here](#), and an article on the report that appeared in today's *Washington Post* may be viewed [here](#).

[Todd Hauptli](#), President, AAAE GOV
[Joel Bacon](#), Vice President
[Brad Van Dam](#), Vice President
[Gwen Papineau Basaria](#), Director



Rick Baird

From: Gwen Basaria <gwen.papineau@aaaee.org>
Sent: Tuesday, January 22, 2013 2:25 PM
To: Rick Baird
Subject: Airport Alert: Larsen Named Top Democrat on House Aviation Subcommittee



Larsen Named Top Democrat on House Aviation Subcommittee

January 22, 2013

House Transportation and Infrastructure Committee Ranking Member Nick Rahall (D-WV) today announced that [Rep. Rick Larsen](#) (D-WA) will be the new top Democrat on the Aviation Subcommittee.

Larsen presents Washington's 2nd Congressional District, which includes a large Boeing presence. He is replacing Rep. Jerry Costello (D-IL), who retired at the end of the 112th Congress.

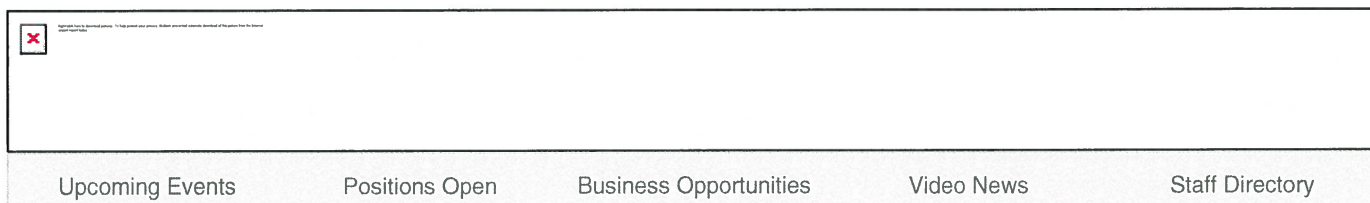
[Last week](#), Transportation and Infrastructure Committee Chairman Bill Shuster (R-PA) announced that Rep. Frank LoBiondo (R-NJ) would chair the Aviation Subcommittee. LoBiondo replaced Rep. Tom Petri (R-WI), who had reached the end of his six-year term.



[Todd Hauptli](#), President, AAAE GOV
[Joel Bacon](#), Vice President
[Brad Van Dam](#), Vice President
[Gwen Papineau Basaria](#), Director

Rick Baird

From: Barbara Cook <barbara.cook@aaae.org>
Sent: Friday, January 25, 2013 3:30 PM
To: Rick Baird
Subject: Airport Report Today, January 28, 2013



 DELIVERING THE NEWS YOU NEED

AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES

 JANUARY 28, 2013

Philadelphia, US Airways Sign New Lease Agreement

The city of Philadelphia and US Airways announced agreement on the terms of a two-year lease extension for Philadelphia International that runs through June 30, 2015. The extension includes plans to implement certain modernization projects at the airport, according to the announcement.

The agreement will allow for \$734 million in new capital investments at the airport that include:

- A 1,500-foot extension of Runway 9L-27R that increases the total runway length to 12,000 feet, providing the capability to accommodate large, long-haul aircraft;
- A redesigned and enhanced terminals B and C ticketing area, which will include a new, automated baggage handling and screening system and a larger centralized passenger security screening checkpoint;
- Replacement of the current rental car facility surface lots with a multi-story consolidated rental car facility;
- An initial design for an automated people-mover system between concourses that

NOMINATIONS SOUGHT FOR BALCHEN/POST AWARD

The Northeast Chapter-AAAE is calling for nominations for the Balchen/Post Award for excellence in airport snow and ice control during the winter of 2012-2013.

Airport applications should be submitted to the awards committee no later than March 1, 2013. Airports are encouraged to submit completed applications, including their snow plan, airport layout plan and other supporting material, online at www.necaaae.org.

The awards will be presented to the personnel of the airport snow and ice control teams who have throughout this past winter demonstrated determination for excellence in their efforts to keep their

will make it easier for passengers to connect to other flights;

- Airside improvements such as new taxiway/aircraft holding bays/apron to better queue for departure; and
- Continued rehabilitation of other existing airport infrastructure projects such as security upgrades, roof and window replacements, escalator upgrades, airport restrooms, roadways, concession programs and flight information display systems.

American To Operate Large Regional Jets

American said it has signed a 12-year capacity purchase agreement with Republic Airways Holdings to provide large regional jet flying for the first time in the company's history.

This agreement, which is subject to court approval, was enabled by the new pilot contract, American said. "It is designed to offer customers more choices with the right-size aircraft to match market demand, strengthen service from American's hubs and diversify its partnership with regional carriers," according to the carrier.

Through the agreement, Republic Airways will acquire 53 Embraer E-175 jets featuring a two-class cabin with 12 first class seats and 64 seats in the main cabin.

The aircraft, which will be branded with the new American Eagle livery and operated by Republic Airlines, will phase into operation at approximately two to three aircraft per month beginning in mid-2013. All 53 aircraft are expected to be in operation by the first quarter of 2015, American said.

"This is a significant milestone in our company's history," said Chuck Schubert, American's vice president-network planning. "Establishing a large regional jet fleet has long been part of our business plan, and this agreement is another example of how we are executing on that plan in a way that benefits our business and our customers. We will offer more flights at the right intervals throughout the day in key markets while providing more opportunities for customers to travel in the first class cabin to key business markets."

Carriers Report Financials For 2012

US Airways, Southwest, United and Alaska Air Group last week all reported profits for 2012.

US Airways posted a record profit of \$537 million for the full year 2012, which excludes net special items totaling a credit of \$100 million. This compares with a full year 2011 profit of \$111 million, excluding net special items.

Southwest reported net income of \$421 million for the full year 2012 compared with \$178 million in 2011.

United Continental Holdings posted full year 2012 net income of \$589 million, excluding \$1.3 billion of special charges. Including special charges, the company recorded a full year 2012 net loss of \$723 million. The carrier posted a 2011 profit of

airports open and safe.

There will be six awards — one to each of the winners in the following categories:

COMMERCIAL AIRPORT Providing scheduled service

Large: more than 200,000 scheduled operations annually

Medium: 100,000-200,000 scheduled operations annually

Small: less than 100,000 scheduled operations annually

GENERAL AVIATION AIRPORT

Large: 50,000 or more total operations annually

Small: Less than 50,000 operations annually

MILITARY AIRPORT

The awards will be announced and presented April 24, 2013, during a luncheon at the International Aviation Snow Symposium to be held April 19-24 in Buffalo, N.Y.

FEATURED MEETING

UPCOMING EVENTS

Regional ACE Operations Review Course-San Francisco

February 4 - 7, 2013 | San Francisco, CA

Business Briefing: USTDA South Africa Airport Air Traffic Control Technologies Reverse Trade Mission (RTM)

February 5, 2013 | Arlington, VA

ACC/AAAE Airport Planning, Design and Construction Symposium

February 6 - 8, 2013 | New Orleans, LA

ARFF Training Alliance/AAAE Seventh Annual Joint ARFF Chief's & Leadership School

February 19 - 22, 2013 | Newport Beach, CA

South Central Chapter AAAE Annual Conference and Exposition

March 3 - 6, 2013 | Houston, TX

24th Annual AAAE/Southeast Chapter

\$840 million.

Alaska Air Group recorded a full-year \$339 million profit, excluding special items, compared with \$287 million in the prior year.

Pinnacle Air To Relocate To Minneapolis


Pinnacle Airlines said it will relocate its headquarters from Memphis to Minneapolis-St. Paul by May 2013.

Pinnacle's operation will be located in vacant space leased by Delta on Minneapolis-St. Paul International Airport property.

"We had the responsibility to explore every aspect of our business to find opportunities to reduce costs, including evaluating our property leases, to find the most economical options for Pinnacle," said John Spanjers, president and CEO of Pinnacle. "Our analysis covered everything from the available labor pool and operational alignment to economic incentives. Both Memphis and the State of Minnesota presented very strong cases. In the end, it was an economic decision."

Domestic Airfares Increase In Third Quarter

Average domestic airfares rose to \$367 in the third quarter of 2012, up 1.8 percent from the average fare of \$361 in the third quarter of 2011, DOT reported.

 Huntsville, Ala., had the highest average fare, \$522, while Atlantic City, N.J., had the lowest, \$133, according to the department.

Not adjusted for inflation, the \$367 third-quarter 2012 average fare is the fifth-highest for any quarter since DOT began collecting airfare records in 1995.

US Airways, Flight Attendants Reach Accord

US Airways said it has reached a tentative contract with the Association of Flight Attendants (AFA), which represents the airline's 6,800 mainline flight attendants.

A statement from the AFA noted that, "The tentative agreement, reached under the supervision of the National Mediation Board, would allow for immediate economic improvements and provide all US Airways flight attendants with the strongest position possible for any discussions related to the next merger."

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AAAE Airport Finance & Administration Conference

March 3 - 6, 2013 | Destin, FL

USTDA U.S.-India Aviation Security Workshop

March 4 - 6, 2013 | New Delhi, India

Aviation Forecast and Policy Summit

March 6 - 7, 2013 | Washington, DC

Airport 101 Workshop


March 6, 2013 | Los Angeles, CA

Airport 101 Workshop

March 7, 2013 | Los Angeles, CA

Rick Baird

From: Barbara Cook <barbara.cook@aaae.org>
Sent: Tuesday, January 22, 2013 5:01 PM
To: Rick Baird
Subject: Airport Report Today, January 23, 2013





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JANUARY 23, 2013

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Delta Posts \$1.6 Billion Profit For 2012	North Texas, Arlington Airports Join USCTA
Southwest To Sell Early Boarding Priority	Paula Hochstetler To Retire From ACC
Valley International Launches Ground Handling Service	Start 2013 Off Right with ANTN Dicast
Airline Traffic Declines In October	Did You Know

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House Aviation Subcommittee Leaders Named

House Transportation and Infrastructure Committee Ranking Member Nick Rahall (D-W.Va.) announced Tuesday that Rep. Rick Larsen (D-Wash.) will be the new top Democrat on the aviation subcommittee.

Larsen presents Washington's 2nd Congressional District, which includes a large Boeing presence. He replaces Rep. Jerry Costello (D-Ill.), who retired at the end of the 112th Congress.

Last week, Transportation and Infrastructure Committee Chairman Bill Shuster (R-Pa.) announced that Rep. Frank LoBiondo (R-N.J.) would chair the aviation subcommittee. LoBiondo replaced Rep. Tom Petri (R-Wis.), who had reached the end of his six-year term.

Delta Posts \$1.6 Billion Profit For 2012

Delta reported Tuesday that it earned a \$1.6 billion profit for 2012, excluding special items, a \$362 million increase over 2011.

UPCOMING EVENTS

Regional ACE Operations Review Course-San Francisco

February 4 - 7, 2013 | San Francisco, CA

Business Briefing: USTDA South Africa Airport Air Traffic Control Technologies Reverse Trade Mission (RTM)

February 5, 2013 | Arlington, VA

ACC/AAAE Airport Planning, Design and Construction Symposium

February 6 - 8, 2013 | New Orleans, LA

ARFF Training Alliance/AAAE Seventh Annual Joint ARFF Chief's & Leadership School

February 19 - 22, 2013 | Newport Beach, CA

South Central Chapter AAAE Annual Conference and Exposition

March 3 - 6, 2013 | Houston, TX

24th Annual AAAE/Southeast Chapter AAAE Airport Finance & Administration Conference

March 3 - 6, 2013 | Destin, FL

IISTDA II S India Aviation Security

For the December quarter, the company said it earned a \$238 million profit, excluding special items.

“Our December quarter profit caps off a successful 2012 for Delta with strong financial results, industry-leading operational performance, and across the board improvements in customer satisfaction,” stated Delta CEO Richard Anderson. He added that the company begins 2013 “as a stronger airline, with initiatives in place to build on our 2012 success.”

Workshop

March 4 - 6, 2013 | New Delhi, India

Aviation Forecast and Policy Summit

March 6 - 7, 2013 | Washington, DC

Airport 101 Workshop

March 6, 2013 | Los Angeles, CA

Airport 101 Workshop

March 7, 2013 | Los Angeles, CA

Southwest To Sell Early Boarding Priority

Southwest announced that it now will offer passengers the ability to purchase one of the earliest boarding positions at the gate for \$40 per flight.

The company explained that the new boarding option only will be offered at the gate on the day of travel, beginning 45 minutes before the flight departs. Passengers will hear an announcement in the gate area and will be able to purchase an available boarding position via credit card from a Southwest agent. The airline said successfully tested this new boarding option in San Diego last month and received positive feedback.

Valley International Launches Ground Handling Service

Valley International Airport (Texas) said it now is offering above and below wing ground handling service for airlines.

The first airline to opt for the airport's ground handling service was Sun Country Airlines, effective Oct. 1, 2012, with Republic Airways (Harrah's casino charters) following suit, effective Jan. 1, 2013, the airport said.

Valley International launched its ground services department as part of a strategic business decision to offer carriers more options when considering flights to Harlingen, according to the announcement.

Airline Traffic Declines In October

DOT reported that U.S. airlines carried 60.8 million scheduled systemwide passengers in October 2012, 0.6 percent fewer than in October 2011.

The systemwide decline resulted from a 0.8 percent decrease in the number of domestic passengers (53.7 million) despite a 1 percent increase in international passengers (7.2 million), the department said.

Although the total number of passengers in the month of October 2012 declined from a year ago, U.S. airlines carried 0.9 percent more total system passengers during the first 10 months of 2012 (619 million) than during the same period in 2011, DOT said.



FLY SUN VALLEY ALLIANCE BOARD MEETING MINUTES

Monday, December 10, 2012 8:00am, Friedman Memorial Airport

Board Members Present: Eric Seder, Dick Fenton, Peter Scheurmier, Jack Sibbach, Maurice Charlat, Tim Silva, Arlene Schieven, Rick Baird, Martha Burke. Staff: Carol Waller.

Board Members Absent: Deb Fox, Wally Huffman, Lisa Horowitz, Michelle Griffith, Jacob Greenberg, Patrick Buchanan

TOPIC DISCUSSED:

Consent Items:

- November Minutes: Peter moved to approve, Tim seconded VOTE: All in favor
- Nov FY13 YTD Financials: Maurice moved to approve, Peter seconded VOTE: All in favor
- Monthly Board meeting date: Board will move monthly meeting date to 3rd Thursday, 8-10am beginning Jan 2013
- Board Nominating Committee: Nominating Committee presented slate of board members for new 3 year terms beginning 2013: Voting directors – Deb Fox/ResortQuest, Dick Fenton/MDF Realtors, Patrick Buchanan/Hailey Chamber rep, Wally Huffman/Consultant. Non-voting director - Michelle Griffin/City of Sun Valley. Also presented slate of FSVA officers for 2013: President – Eric Seder, Vice-President – Jack Sibbach, Secretary/Treasurer – Dick Fenton, Past President – Maurice Charlat. Jack moved to approve election of board members and officer slate as proposed, Maurice seconded. VOTE: All in favor.
- ByLaw Changes: A few Bylaw changes were proposed including a) addition of term limits for board positions, b) combining Secretary and Treasurer positions. Jack moved to approve, Peter seconded. VOTE: All in favor.

Committee Reports:

Funding Committee

- Long-Term Funding/1% for Air Initiative: Next steps were discussed.

Programs/Fundraising

- Air Support Ski Pass Program: \$130,100 in pass sales to date to 39 businesses, slightly less than last year.
- Realtors for Air: Response has been fantastic, over \$65,000 in commitments made to date by 187 realtors in 16 firms.
- Businesses for Air: will meet with SVC this week to go over outline for new program, hopefully to launch in January

Air Service Initiatives/Research/Promotions:

Alaska Airlines MRG performance update:

- Winter flights begin this Friday, Dec 14.
- Latest booking report shows Jan 2013 bookings lagging from prior YTD bookings, so more promotion is needed.
- AS Low Fare calendar showing great fares in Jan: as low as \$103 one-way Seattle and \$149 one-way Los Angeles.
- Boarding Pass deals for AS winter SUN passengers – all parties will continue to promote. FSVA has created Boarding Pass deal signage for airport counters, provided info for Horizon Air magazine, etc.
- Diversion bussing – discussion on how to improve customer experience; working with airlines and bus companies

Air Service Marketing Update: SVMA & SVR continuing their winter marketing campaigns.

- SVMA doing primarily FB online ads in Seattle and LA area; SVR working on ads/promotions/email/online
- SV will be featured in Jan issue of Horizon Air in-flight magazine

Airport Update: (Rick Baird)

- FMAA, airport owners, FAA are currently reviewing potential options for Airport Layout Plan to bring it closer into compliance with FAA standards for C-III aircraft. Expect 60-90 day accelerated planning effort.
- FMAA will be pursuing a study for reliability enhancement options; 1000 ft minimum would reduce diversions by 50%.

Research:

- Air Passenger survey not current priority for BOI airport so will pursue other alternatives for securing information to better understanding BOI leakage from our visitors/second homeowners. Will use SV 2011.12 skier survey as one element, need better data for rest of year – possibly through visitors surveys conducted by SVMA, lodging, other.
- Winter SUN air passenger research project which will start in early January to capture departing holiday visitors and will run through end of March. Survey questions being finalized, surveyor to be hired.
- Carol/Rick working to get non-resident property owner data analysis from BC Assessor. Jacob will help.

Rocky Mountain Air Service News: (compilations of articles related to air service in competitive set) provided.

Monthly Directors Report: Provided for review.

FSVA Director Contract: Board approved contract with Carol Waller for 2013.

Respectfully Submitted, Carol Waller, FSVA Director



FINANCIAL POLICIES AND PROCEDURES

Revised January 2013

Fiscal Year

The Fly Sun Valley Alliance (FSVA) fiscal year is October 1 through September 30.

Financial Management

Financial resources of FSVA are the responsibility of the Board of Directors. The board will:

- Have a clear plan for acquisition of financial resources to pay for the programs and services provided by FSVA.
- Provide guidelines for management and allocation of financial resources which will produce optimum results.
- Monitor/evaluate the financial plans and guidelines of FSVA to ensure financial integrity.

Budgeting

An annual operating budget will be prepared by the Executive Director and presented to the Board for approval at least 60 days prior to the beginning of the next fiscal year. The budget will reflect the anticipated revenues as well as the cost of carrying out the programs and services of FSVA for the next fiscal year.

The budget will be reviewed and approved by the Board in advance of the start of the fiscal year. The Executive Director will keep the Board well informed of the ongoing status of the FSVA's budget plan. Amendments to the budget will be presented to the board for approval for any of the following reasons:

- FSVA enters into compacts or contracts that were not included in the approved budget.
- Management proposes a major expenditure that was not included in the approved budget.
- Significant unanticipated revenues are received or cost overruns occur.

Working Capital Reserves

A working capital reserve sufficient to keep FSVA operating for at least a 90 day period will be maintained at all times.

Accounting

The accounting system used by FSVA will utilize the method of accounting used for income tax purposes as recommended by FSVA's outside accountant. The accounting practices and procedures used by FSVA will allow for adequate management of FSVA's revenues and expenses, and will provide adequate systems of monitoring by the Board of Directors as well as outside accountant. FSVA will maintain separate accounts for revenues and expenditures of public and private funds.

Finance 2

Financial Reports

Reports reflecting the financial condition of FSVA will be presented to the Board monthly.

These financial reports will include:

- monthly revenue and expense statement year-to-date with comparison to the budget and a projection of revenue and expense through year-end.
- monthly statement of cash flow.

Spending Authorizations

The Executive Director will review monthly invoices and present complete list of payables to Board for approval at the Board meeting each month. Expenditures not consistent with the Board approved budget must have prior approval by Board President or Treasurer before they are encumbered.

Signing Checks

Authorized signatories for all FSVA accounts must include one of the following: the President of the Board, the Treasurer of the Board, other Board members designated as signatories by the Board, or the Executive Director. Checks over the amount of \$2500 must have at least two signatures by designated signatories.

It is the responsibility of the Executive Director to ensure that signatures can be gained from appropriate signatories so that timely payment can be made on obligations of FSVA. It is also the responsibility of the Executive Director in consult with the Board Treasurer and the outside accountant to ensure that adequate controls and safeguards have been established to ensure disbursement of funds only for proper purposes.

It is the responsibility of all check signers to ensure that there is adequate documentation, consistent with good internal controls, for valid payment of checks they sign.

Use of Credit Cards

The Executive Director will recommend to the board those staff members authorized to use FSVA's credit card. The board will approve and maintain a list of authorized individuals. FSVA credit cards will only be used for appropriate FSVA business, and all uses will be appropriately documented. The FSVA credit card will not be used for personal expenditures.

Investment Practices

Funds not required for current operations will be invested according to an investment plan approved and revised annually by the board. Investments must be government-secured and guaranteed. Investments may be made by executive and board Treasurer within the plan adopted by the board, with the exception of any investments in securities with a maturity of more than one year which must have the prior approval of the board.

Charitable Donations by FSVA

Because of the nature of this organization, FSVA does not make charitable contributions.

Finance 3

Tax Returns

The Executive Director and Board Treasurer are responsible for making sure that FSVA files all required tax filings in accordance with the Internal Revenue Service or state agencies. FSVA is a 501c(6) Idaho private non-profit corporation.

Directors & Officers Liability Insurance

The FSVA will maintain Non-profit Board of Directors and Officers Liability insurance coverage.

Executive Limitation

The Executive Director may not risk financial losses to FSVA beyond those that may occur in the normal course of business. The Executive Director will:

- Ensure against embezzlement, casualty losses to full replacement value, and against liability losses (to board members, organization or staff) beyond the minimally acceptable prudent level.
- Limit exposure of FSVA, the Board or staff to claims of liability.
- Disburse funds only under controls that meet FSVA's outside accountant's standards.
- Ensure off-site backup of all computer and other financial records necessary for uninterrupted operation of FSVA.

Bad Debts owed to FSVA

Write-offs of debts which the Executive Director believes are uncollectable may be authorized only by a vote of the FSVA Board of Directors. Delinquent accounts may be assigned for collection to either legal counsel or a collection agency, or taken to small claims court as the Executive Director deems appropriate. Collection efforts will continue even after write-off until actually collected or the attorney, collection agency or small claims court deems further efforts will be futile or not cost-effective.

LIMITED # OF TICKETS AVAILABLE,
LAST YEAR SOLD OUT, DON'T MISS OUT!

WOW!

SKI FOR AIR SERVICE DAY

JANUARY 27

\$40 Full Day Lift Ticket

Advance Purchase January 16-26 ONLY at Participating Ski Shops

& 50% OFF Rentals & Demos

50% OFF Select Lodging

Purchase Tickets at:

Cash or credit card only (3% processing fee added to all credit card purchases)

- Board Bin • Formula Sports • PK's Ski & Sports
- Ski Tek • Sturtevant's (Ketchum & Hailey)
- Elevation Sports (Twin Falls) • Newt & Harold's (Boise)

The shops listed above are also offering 50% OFF Rentals & Demos on January 27.

***No \$40 tickets will be sold on January 27 – they must be purchased in advance.**

Funds raised by FSVA will help keep air service in the valley.

3-5pm at River Run Lodge

Après Ski Party will include Raffle
with great prizes, including
4 Round-trip tickets on

Alaska Airlines

*Terms and conditions apply.


Sun Valley


Fly Sun Valley
Alliance

www.flysunvalleyalliance.com

FRIEDMAN MEMORIAL (SUN) AIRPORT SURVEY

WINTER 2012/13

Administered by Fly Sun Valley Alliance

As a traveler using Friedman Memorial Airport, we would appreciate it if you would take a few minutes to complete the following survey. The survey is completely confidential and is being conducted for research purposes only. Upon completion, please return the questionnaire to the survey attendant or drop it in one of the boxes provided.

Your responses will help us better serve our airport users and visitors. We greatly appreciate your time and participation.

1. On which flight are you departing from this airport today?

- ☐ Skywest/Delta connection to Salt Lake City
☐ Alaska/Horizon Air to Los Angeles
☐ Alaska/Horizon Air to Seattle

2. Today's date:

MONTH	DAY
<input type="radio"/> Jan	<input type="radio"/> 0 <input type="radio"/> 1
<input type="radio"/> Feb	<input type="radio"/> 1 <input type="radio"/> 2
<input type="radio"/> Mar	<input type="radio"/> 2 <input type="radio"/> 3
<input type="radio"/> Apr	<input type="radio"/> 3 <input type="radio"/> 4
	<input type="radio"/> 5
	<input type="radio"/> 6
	<input type="radio"/> 7
	<input type="radio"/> 8
	<input type="radio"/> 9

3. Did you consider other airports for your flight to/from the Sun Valley area?

- ☐ Yes ☐ No

4. (IF YOU CONSIDERED OTHER AIRPORTS FOR YOUR TRIP) Why did you choose Friedman Memorial Airport? **(Mark all that apply)**

- ☐ Convenience of location
☐ Price
☐ Availability/selection of flights
☐ Rewards/miles program
☐ Other: _____

5. How did you get to Friedman Memorial Airport today?

- ☐ Private vehicle (personal/friend/family)
☐ Rental car
☐ Hotel shuttle
☐ Van/taxi
☐ Other: _____

6. With whom are you traveling today? **(Mark all that apply)**

- ☐ No one, traveling alone ☐ Friend(s)
☐ Spouse/significant other ☐ Group/club/organization
☐ Family/children/relatives ☐ Other: _____
☐ Business associate(s)

7. INCLUDING YOURSELF, how many people are traveling with you in the following age groups? (Exclude tour group members unless you knew them and planned to travel with them prior to booking the tour.)

_____ Total number of adults (18 years and older)
 _____ Total number of children 13 to 17
 _____ Total number of children 12 and under

8. Which of the following sources did you use to SEARCH for flight information to/from the Sun Valley area? **(Mark all that apply)**

- ☐ Experience from previous trip
☐ Word of mouth
☐ Brochure about Sun Valley area
☐ Direct mail
☐ Email
☐ Sun Valley Resort website
☐ Visit Sun Valley website
☐ Travel agent
☐ Airline website
☐ Other travel website
☐ Ski club/travel group
☐ Travel show/ski show
☐ My company's travel department
☐ Other: _____
☐ Uncertain

- ☐ Expedia
☐ Priceline
☐ Travelocity
☐ Orbitz
☐ Hotwire
☐ Cheaptickets
☐ Kayak
☐ Other: _____

9. a) When did you begin to seriously consider taking this trip to/from Sun Valley?

b) And when did you book your flight to/from Sun Valley?

CONSIDERED		BOOKED	
<input type="radio"/>	Before July 2012	<input type="radio"/>	December 2012
<input type="radio"/>	July 2012	<input type="radio"/>	January 2013
<input type="radio"/>	August 2012	<input type="radio"/>	February 2013
<input type="radio"/>	September 2012	<input type="radio"/>	March 2013
<input type="radio"/>	October 2012	<input type="radio"/>	April 2013
<input type="radio"/>	November 2012	<input type="radio"/>	Don't know

10. How did you BOOK your flight to/from the Sun Valley area?

- ☐ Directly with airline via airline website
- ☐ Directly with airline via telephone
- ☐ Other travel website →
- ☐ Ski club/travel group
- ☐ My company's travel department
- ☐ Travel agent/tour operator
- ☐ Don't know
- ☐ Other: _____

- ☐ Expedia
- ☐ Priceline
- ☐ Travelocity
- ☐ Orbitz
- ☐ Hotwire
- ☐ Cheaptickets
- ☐ Kayak
- ☐ Other: _____

11. Did you experience any difficulty in making your airline reservations to/from the Sun Valley area this trip?

☐ Yes - explain: _____

☐ No

12. Are you a local resident of the area, or a visitor?

- ☐ Full-time local resident (reside in the Sun Valley area for more than 3 months per year)
- ☐ Part-time local resident (reside in Sun Valley area for 3 or fewer months per year)
- ☐ Visitor

GO TO Q. 15

LOCAL RESIDENTS ONLY:

13. What is the MAIN purpose of your trip?

- ☐ Leisure/recreation/holiday/sightseeing
- ☐ Business/professional
- ☐ Convention/conference/trade show
- ☐ Visit friends/relatives
- ☐ Combined business/pleasure
- ☐ School
- ☐ Wedding, funeral
- ☐ Other: _____

14. Including this flight, how many times *Enter 01 if* have you flown out of this airport in *this is the* the past 12 months? *only time*

GO TO Q. 35 WHEN DONE

15. (IF YOU ARE A VISITOR) How important was the availability of flights to this airport in your decision to come to the Sun Valley area this visit?

*Not at All
Important*

*Extremely
Important*

- | | | | | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

VISITORS AND PART-TIME LOCALS ONLY

16. What was the MAIN purpose of your visit to the Sun Valley area this trip? **(Mark one only)**

- ☐ Downhill skiing/snowboarding
- ☐ Nordic skiing
- ☐ Other leisure/recreation/holiday/sightseeing
- ☐ Business/professional
- ☐ Convention/conference/trade show
- ☐ Visit friends/relatives
- ☐ Combined business/pleasure
- ☐ Special event: _____
- ☐ Other: _____

17. In which of the following activities did you participate this trip?

- ☐ Downhill skiing/snowboarding
- ☐ Nordic skiing
- ☐ Guided backcountry ski tours
- ☐ Helicopter skiing
- ☐ Snowshoeing
- ☐ Snowmobiling
- ☐ Ice skating
- ☐ Sightseeing/scenic drive
- ☐ Spa
- ☐ Shopping/galleries
- ☐ Movie/concert/theater
- ☐ Special event: _____
- ☐ Other: _____

IF DOWNHILL SKIED/SNOWBOARDED:

18. How many days this trip did you ski/ride at: *(enter 00 if none)*

Bald Mountain

Dollar Mountain

19. How would you classify yourself on the following scale in planning your winter vacations to mountain resorts?

<i>Value conscious/ price sensitive/ least cost choice</i>	<i>Seek an even balance between price and quality of experience</i>	<i>Quality of experience is primary concern regardless of cost</i>
--	---	--

- | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

20. In what type of accommodations did you/your group stay this trip?

- ☐ Rented accommodations (hotel, motel, condo, house)
Name of property: _____
Nightly rate: \$ _____
☐ Own my own accommodations (whole ownership)
☐ Own a timeshare/fractional unit
☐ Stayed in vacation unit owned by friends/relatives
☐ Stayed with friends/relatives who live in the area
☐ Other: _____

21. (IF RENTAL ACCOMMODATIONS) How did you book your lodging?

- ☐ Direct to property (via web, phone, or other)
☐ Online travel agency (e.g., Expedia, Travelocity, Hotels.com, etc.)
☐ Private party ad/website (e.g., VRBO.com, Craigslist, etc.)
☐ Travel agent
☐ Ski club/travel group
☐ Walk in - no advance reservations
☐ Other: _____
☐ Don't know/arranged by someone else

22. Including yourself, how many people stayed in your accommodations unit? _____

23. Location of your accommodations this trip:

- ☐ Sun Valley ☐ Between Hailey & Ketchum
☐ Ketchum ☐ Bellevue
☐ Hailey ☐ Other: _____

24. What was the date of your arrival in the Sun Valley area?

Month: _____

Day (enter number between 1 and 31): _____

25. Did you use a travel package this trip?

- ☐ No (**GO TO Q. 27**)
☐ Yes--Which of the following did your package include?
☐ Airfare
☐ Rental car/ground transportation
☐ Lodging--number of nights: _____
☐ Lift tickets
☐ Other: _____

26. (IF USED PACKAGE) What was the approximate total cost of your prepaid package, per person? \$ _____

27. In total, how many previous winter visits have you made to the Sun Valley area in the past 5 years?

- ☐ None, first visit ☐ 8-10
☐ One ☐ 11-20
☐ 2-4 ☐ 21 or more
☐ 5-7

28. (IF HAVE VISITED IN PAST 5 WINTERS) When did you last visit the Sun Valley area in the winter?

- ☐ Earlier in 2012/13 winter season
☐ 2011/12 winter season
☐ 2010/11 winter season
☐ 2009/10 winter season
☐ 2008/09 winter season
☐ 2007/08 winter season

29. How likely are you to visit the Sun Valley area next winter?

And within the next three winters?

NEXT IN NEXT 3
WINTER WINTERS

- | | | |
|-----------------------|-----------------------|-------------------------------------|
| <input type="radio"/> | <input type="radio"/> | 100%-definitely |
| <input type="radio"/> | <input type="radio"/> | 75%-probably |
| <input type="radio"/> | <input type="radio"/> | 50%-maybe |
| <input type="radio"/> | <input type="radio"/> | 25%-unlikely |
| <input type="radio"/> | <input type="radio"/> | 0%-will not return within this time |

(IF 50% OR LESS LIKELY IN 3 WINTERS) What is the primary reason you would not make a return trip?

30. In total, how many previous summer visits have you made to the Sun Valley area in the past 5 years?

- | | |
|----------------------------|----------------------------------|
| <input type="radio"/> None | <input type="radio"/> 8-10 |
| <input type="radio"/> One | <input type="radio"/> 11-20 |
| <input type="radio"/> 2-4 | <input type="radio"/> 21 or more |
| <input type="radio"/> 5-7 | |

31. How likely are you to visit the Sun Valley area next summer?

And within the next three summers?

NEXT IN NEXT 3
SUMMER SUMMERS

- | | | |
|-----------------------|-----------------------|------------------------------------|
| <input type="radio"/> | <input type="radio"/> | 100%-definitely |
| <input type="radio"/> | <input type="radio"/> | 75%-probably |
| <input type="radio"/> | <input type="radio"/> | 50%-maybe |
| <input type="radio"/> | <input type="radio"/> | 25%-unlikely |
| <input type="radio"/> | <input type="radio"/> | 0%-will not visit within this time |

(IF 50% OR LESS LIKELY IN 3 SUMMERS) What is the primary reason you would not visit in summer?

32. How much did you and your immediate travel party spend PER PERSON, PER DAY (on average) for the following items this trip?

\$ PER PERSON PER DAY (on average):

At Ski Area(s)

\$ _____ Lift tickets

\$ _____ On-mountain restaurants

\$ _____ Lessons/equipment rentals/day care

\$ _____ Other (retail items, incidentals, tips, sundries)

In Town/Other

\$ _____ Restaurants/food and beverage

\$ _____ Shopping/retail purchases (ski equipment, apparel, gifts, souvenirs, etc.)

\$ _____ Entertainment and recreation (concerts, movies, sports activities, events)

\$ _____ Local transportation (taxi, bus, parking, car rental, etc.)

\$ _____ Other (incidentals, tips, sundries)

33. Please rate the following aspects of your stay in the Sun Valley area this trip.
(n/a=not applicable)

	Extremely Dissatisfied					Extremely Satisfied					
	1	2	3	4	5	6	7	8	9	10	n/a
Area atmosphere/ambiance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lodging experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dining experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shopping experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skiing/riding experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of nonskiing activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visitor info (visitor centers, signage, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public transportation services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experience traveling to the Sun Valley area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Value of trip for price paid	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall enjoyment of visit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34. How likely would you be to recommend the Sun Valley area as a travel destination to a friend or relative?

	Extremely Unlikely			Neutral				Extremely Likely			
	0	1	2	3	4	5	6	7	8	9	10
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What other mountain resort(s) (if any) have you visited for overnight trips in the past three winters?

Relative to those resorts, what would you consider to be the Sun Valley area's greatest strength?

.....and the Sun Valley area's greatest weakness?

35. Please rate the following attributes of Friedman Memorial Airport and flight service to the Sun Valley area.

	Extremely Dissatisfied					Extremely Satisfied					
	1	2	3	4	5	6	7	8	9	10	n/a
Availability of flights/seats on desired dates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flight convenience (connections, schedules)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of your flight	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Convenience of ground transp. at airport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of ground transp. at airport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Efficiency of check-in on departure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Efficiency of baggage claim on arrival	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Airport terminal cleanliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Airport concession services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seating availability in airport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Airline employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Concession employees at airport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-TSA airport personnel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall airport experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. Did you experience any problems at the airport today?

- ☐ Yes, and the problem was resolved (describe: _____)
- ☐ Yes, and the problem was not resolved (describe: _____)
- ☐ No, did not have any problems

Do you have any suggestions for improving this airport and/or flight service to the Sun Valley area?

Finally, the following questions are for classification purposes only.

I am: ☐ Male ☐ Female Year born: 19 _____

Annual household income (before taxes)

- ☐ \$0-24,999 ☐ \$100-149,999
- ☐ \$25-49,999 ☐ \$150-199,999
- ☐ \$50-74,999 ☐ \$200-249,999
- ☐ \$75-99,999 ☐ \$250,000 or more

Marital/family status

- ☐ Single, no children
- ☐ Couple, no children
- ☐ Household with children
- ☐ Empty-nester (children grown)

Zip code (if U.S.)

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
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Country of residence (if not U.S.): _____

Current time:

_____:_____: ☐ AM ☐ PM

THANK YOU FOR YOUR PARTICIPATION!

Would you:

- ☐ Like to be added to our email list
- ☐ Be willing to participate in future research (incentives provided)

If yes to either of the above options, please provide your confidential contact information:

NAME _____

EMAIL _____

PHONE _____

Please return survey to the survey administrator or place in drop box. If you need more time, please mail completed survey to:

RRC Associates
4940 Pearl East Circle, Suite 103
Boulder, CO 80301



Monthly Director's Report December, 2012

1. TRANSPORTATION SERVICES

AIR SERVICE PROGRAM

- Received/reviewed Alaska Airlines booking/MRG advance bookings & projections for winter.
- Ongoing communication/work with airlines, M&H consultant re: booking & enplanement reports, analysis, etc
- Ongoing work w/consultants, FMA re: airfare monitoring reports, registration for Network USA air service forum, discussions with airlines regarding enhanced service opportunities, etc.
- Attended various meetings re: air service with local officials, FMAA, etc.
- Invited as panelist to Idaho Business Review's "Air Service's Future in Idaho" Roundtable forum in Boise on 12/4
- Updated FSVA website as needed with information on fall/winter airline schedules, promotions, etc.
- Provided education/information via monthly FSVA Enews distribution and social media postings
- Pursued sponsorship/promo opportunities for community events & airlines
- Compiled winter diversion bussing welcome packet plan for inbound pax with both airlines - VC to implement
- Took FMA airport site tour with airport manager to view layout options for potential future improvements

2. FUNDING

AIR SUPPORT TRANSFERABLE SKI PASS PROGRAM (2012-13): Processed payments and follow up confirmations with businesses/orgs and SVC. **Results: Sold 58 passes to 42 businesses/orgs = \$137,900. A \$5,500 increase**

REALTORS FOR AIR PROGRAM: Worked w/SVBR & SVR to promote, track & coordinate benefits for participating real estate offices; provided air service update. **Results: \$65,000+ received in pledges from 187 realtors in 16 offices.**

BUSINESS/CITIZENS FOR AIR PROGRAM: Continued discussing options for broader community program

FSVA COMMUNITY SKI DAY: Date set for Jan 20, 2013; developed organizational & marketing plan, began implementation –confirmed outlets in WRV, Twin Falls and Boise, securing raffle prizes, marketing/promotion, etc.

ACCESS SUN VALLEY CARD: Continued to explore/discuss ideas for program alterations

OTHER FUNDING OPTIONS: Continued follow-up/communications with legal counsel, board, stakeholders

3. BOARD/ADMIN BUSINESS

- Developed/compiled/distributed all materials for monthly Board Packets; prepared minutes from meeting(s). Prepared Monthly Report. Reviewed Financials, approved invoices/signed & processed checks, reviewed payables list, presented to President for review/approval. Made deposits as needed. Revised FSVA Financial Policies with FSVA accountant and executive committee.

4. RESEARCH/OTHER

- Finalized 2012/13 winter air passenger survey, timeline, survey schedule with RRC Associates. Hiring of surveyers. Will begin on Jan 2 to capture outbound holiday travelers. Followed up with Boise airport mgmt on BOI survey.
- Compiled monthly issue of FSVA Rocky Mtn Air Services News, and distributed to key stakeholders.
- Continued work on compiling/tracking relevant comparative data and information of air service

KEY PERFORMANCE METRICS PROGRESS

- Retain 24,000 current seats on non-stop service from SEA and LAX in winter 2012/13 and summer 2013.
WINTER 2012/13 CONTRACT SUCCESSFULLY NEGOTIATED AND COMPLETED.
- Reduce 2012-13 winter & summer MRG payout for contracted service by 20%, (\$150,000) through combination of negotiated MRG cap, modification of schedule, and yield pricing mgmt, assuming the cost per trip identified by airline remains constant with prior year. **REDUCED SUMMER 2012 MRG PAYOUT BY 75%; NEGOTIATED LOWER MRG CAP FOR WINTER 2012-13 CONTRACT.**
- Conduct 1500 air passenger surveys in 2012-13 at SUN (in conjunction with professional research firm) and work with FMA and consultants on other research to utilize in decision-making to improve air service and enplanements.
IN PROGRESS
- Raise at least \$150,000 in private sector funds for air service support program by 9/30/13.
RAISED \$202,900 IN PRIVATE SECTOR FUNDS YTD THRU 12/31/12.

Frontier spokeswoman Kate O'Malley said the company's planning department has had conversations with Missoula's "community group," but has no timeline for a decision. "We're always evaluating where we can add or expand service," she said of the possible spring expansion of service. Frontier currently serves airports in Bozeman, Billings and Great Falls, O'Malley said.

Grunke said the incentive package offered to Frontier includes items such as revenue guarantees and service incentives, advertising cost sharing or waiving landing fees for a period of time. The package offered was carefully designed by a low-cost carrier task force formed last spring through MEP. The task force involved collaboration between MEP and interested business owners, as well as airport and area government officials.

Cities around the state have had success using community-backed incentives to secure new low-cost airline service. Bozeman offered Frontier a \$145,000 guarantee to lure service there, and service from Great Falls has been so busy that it hasn't had to use its revenue guarantee money, Grunke said. The Missoula task force raised "several hundred thousand dollars" to help with incentive packages, Grunke said.

Federal regulation bars airport officials from offering revenue guarantees, but airport officials have been involved in the negotiations to help bring a low-cost carrier here. Airport director Cris Jensen called the negotiation process "very rigorous" and hoped, like Grunke, to know in the coming weeks if Frontier is interested expanding service here.

The task force has reached out to a number of low-cost carriers, as well as existing Missoula airline service providers in hopes of expanding service here. But Grunke said that approach so far has yielded no results. "I don't know if we're going to come to an arrangement with one of those (existing) airlines," Grunke said.

What could be possible is contractual agreements between current airlines serving Missoula International Airport and their larger business customers from Missoula, he said. Companies with employees who fly often could save big money by signing contracts with carriers, Grunke said. MEP has identified about 10 area businesses that might be a good fit for that option, which is a fairly common practice nationwide, he said., "We're just starting that conversation," Grunke said. "That has to be decided on a case-by-case basis. That's what the airline wants, to look at how can we serve our best customers?"

The ultimate goal remains securing a low-cost carrier to help drive down costs for the entire community, Grunke said. If Frontier adds service here, there's no guarantees it would be year-round – at least initially. "Our goal is to have year-round service, but we've been told pretty firmly they will only enter a market on a seasonal basis" until demand is tested, Grunke said. Frontier was a regular carrier between Denver and Missoula in the 1960s, '70s and '80s, and again for one year in the mid-'90s.

can be reached at 523-5241 or at jenna.cederberg@missoulain.com.



FLY SUN VALLEY ALLIANCE BOARD OF DIRECTORS MEETING
Thursday, January 17, 8:00am – 10:00am – CAMAS ROOM, SV INN

AGENDA:

1. Consent Items:

- Approval of Dec Meeting Minutes (*attached*)
- Approval of Dec financials & January payables (*attached*)
- FSVA Financial Policies & Procedures – for board review/approval (*attached*)
- Board Bios & photos - needed!

2. Program Reports:

Funding

- YES TO AIR update

Other Programs:

- Air Support Ski Pass program – \$137,900 sales; 58passes to 42businesses; \$5500 increase
- Realtors for Air Program – \$65,000+ in commitments to date; 187 realtors and 16 offices
- Businesses/Citizens for Air Program – *working on plans*
- Ski for Air Service Day: *Sunday, Jan 27; all promotion in place and underway*

3. Air Service Initiatives/Research/Promotion

- Winter YTD Booking report (*attached*)
- Potential new service update
- Air Service Marketing Update;
 - Promotion of service for winter –*Jack & Arlene*
- Airport update – Rick
- Research: SUN Air Pax surveys - *underway*
- [Network USA airline forum](#) in March

Other attachments:

- *Dec Director Report*
- *Jan Rocky Mtn Air Service News*