

**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, April 8, 2014 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
April 8, 2014**

- I. **APPROVE AGENDA**
- II. **PUBLIC COMMENT (10 Minutes Allotted)**
- III. **APPROVE FRIEDMAN MEMORIAL AIRPORT AUTHORITY MEETING MINUTES OF:**
 - A. March 11, 2014 Regular Meeting – Attachment #1 ACTION
 - B. March 20, 2014 Special Meeting – Attachment #2 ACTION
- IV. **REPORTS**
 - A. Chairman Report DISCUSSION
 - B. Blaine County Report DISCUSSION
 - C. City of Hailey Report DISCUSSION
 - D. Airport Manager Report DISCUSSION
- V. **AIRPORT STAFF BRIEF (5 Minutes Allotted)**
 - A. Noise Complaints
 - B. Parking Lot Update
 - C. Profit & Loss, ATCT Traffic Operations Count and Enplanement Data – Attachments #3 - #5
 - D. Mid-year Financial Review
 - E. Review Correspondence – Attachment #6
 - F. Airport Commercial Flight Interruptions
 - G. ARFF Re-certification
 - H. Employee of the 4th Quarter, 2013 – Attachment #7
 - I. Employee of the Calendar Year 2013
- VI. **UNFINISHED BUSINESS**
 - A. Airport Solutions
 - 1. Existing Site
 - a. Plan to Meet 2015 Congressional Safety Area Requirement
 - i. Formulation DISCUSS/DIRECT
 - ii. Project 1 Relocate Hangar Taxilane/Overlay Apron/Security Fence Improvements DISCUSS/DIRECT
 - iii. Project 2 Relocate/Extend Taxiway B and Runway Safety Area Grading DISCUSS/DIRECT
 - iv. Project 3 Terminal Reconfiguration DISCUSS/DIRECT
 - v. Project 4 Airport Operations Building DISCUSS/DIRECT
 - vi. Project 5 Terminal Apron Reconstruction/Site Preparations – Attachment #8 DISCUSS/DIRECT/ACTION
 - vii. Facility Acquisitions DISCUSS/DIRECT
 - viii. Runway Safety Area Implementation/FY '14 Grant Application (AIP '40) DISCUSS DIRECT
 - b. Master Plan SOW – Attachment #9 DISCUSS/DIRECT/ACTION
 - c. Retain/Improve/Develop Air Service
 - i. Fly Sun Valley Alliance Update – Attachments #10, #11 DISCUSS/DIRECT
- VII. **PUBLIC COMMENT**
- VIII. **EXECUTIVE SESSION – I.C. §67- 2345**
- IX. **ADJOURNMENT**

FRIEDMAN MEMORIAL AIRPORT AUTHORITY MEETINGS ARE OPEN TO ALL INTERESTED PARTIES. SHOULD YOU DESIRE TO ATTEND A BOARD MEETING AND NEED A REASONABLE ACCOMMODATION TO DO SO, PLEASE CONTACT THE AIRPORT MANAGER'S OFFICE AT LEAST ONE WEEK IN ADVANCE BY CALLING 788-4956 OR WRITING TO 1616 AIRPORT CIRCLE, HAILEY, IDAHO 83333.

III. APPROVE FRIEDMAN MEMORIAL AIRPORT AUTHORITY MEETING MINUTES

A. March 11, 2014 Regular Meeting – Attachment #1

BOARD ACTION: 1. Action

B. March 20, 2014 Special Meeting – Attachment #2

BOARD ACTION: 1. Action

IV. REPORTS

A. Chairman Report

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

BOARD ACTION: 1. Discussion

B. Blaine County Report

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

BOARD ACTION: 1. Discussion

C. City of Hailey Report

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

BOARD ACTION: 1. Discussion

D. Airport Manager Report

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

BOARD ACTION: 1. Discussion

V. AIRPORT STAFF BRIEF (5 Minutes Allotted)

A. Noise Complaints: None to report in March

B. Parking Lot Update

The Car Park Gross/Net Revenues

Month	FY 2012 Gross	FY 2012 Net	FY 2013 Gross	FY 2013 Net	FY 2014 Gross	FY 2014 Net
February	\$16,508.00	\$7,073.97	\$17,062.00	\$7,514.58	\$22,779.00	\$12,020.10

C. Profit & Loss, ATCT Traffic Operations Count and Enplanement Data - Attachments #3 - #5

Attachment #3 is Friedman Memorial Airport Profit & Loss Budget vs. Actual. Attachment #4 is 2001 - 2014 ATCT Traffic Operations data comparison by month. Attachment #5 is 2014 Enplanement, Deplanement and Seat Occupancy data. The following revenue and expense analysis is provided for Board information and review:

January 2013/2014		
Total Non-Federal Revenue	January, 2014	\$259,412.99
Total Non-Federal Revenue	January, 2013	\$237,321.03
Total Non-Federal Revenue	FY '14 thru January	\$759,974.39
Total Non-Federal Revenue	FY '13 thru January	\$740,233.16
Total Non-Federal Expenses	January, 2014	\$243,197.38
Total Non-Federal Expenses	January, 2013	\$176,121.45
Total Non-Federal Expenses	FY '14 thru January	\$852,382.04
Total Non-Federal Expenses	FY '13 thru January	\$730,002.98
Net Income to include Federal Programs	FY '14 thru January	\$-301,730.07
Net Income to include Federal Programs	FY '13 thru January	\$-283,181.28

D. Mid-year Financial Review

This agenda item will be discussed in May after the March 2014 financial records are complete.

E. Review Correspondence - Attachment #6

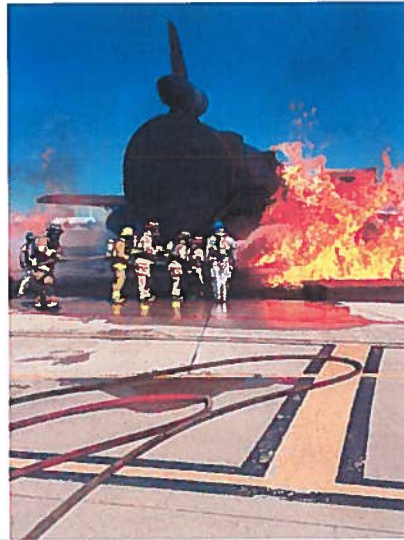
Attachment #6 is information included for Board review.

F. Airport Commercial Flight Interruptions

March, 2014		
<u>Airline</u>	<u>Flight Cancellations</u>	<u>Flight Diversions</u>
Horizon Air	1 (mech)	20
Delta	Unavailable	Unavailable
United Express	Unavailable	Unavailable

G. ARFF Re-certification

In March, all six members of the FMA ARFF/Ops staff attended Live Fire Re-Certification Training in Salt Lake City. FAR 139 mandates that all certificated ARFF personnel attend and participate in one live fire training exercise annually.



Additionally, on March 19, an Airport Emergency Plan "Table Top Exercise" was conducted. This is an exercise designed to assemble all potentially involved agencies and staff for the purpose of dissecting the Airport Emergency Plan, as it would apply to a mock scenario taking place at FMA. This exercise was well attended and also served as a preliminary planning session for the FMA Tri-Annual Live Emergency Exercise, scheduled in June.

H. Employee of the 4th Quarter, 2013 – Attachment #7

Mr. Todd Emerick, Friedman Memorial Airport ARFF/Ops Officer, was selected as the Employee of the 4th Quarter, 2013. Customer service, knowledge of the airport, responsibility, flexibility and professionalism are among the qualities considered in the selection process. Todd has worked for Friedman Memorial Airport since October 1, 1995. His responsibilities include facilities maintenance and oversight; however he is specifically being recognized for coordinating tremendous effort in the terminal to prepare for non-stop jet service to San Francisco and to Salt Lake City. It is a pleasure to have Todd as part of the Friedman Memorial Airport Team and to announce his nomination and selection as Employee of the Quarter.

I. Employee of the Calendar Year 2013

Mr. Todd Emerick, Friedman Memorial Airport ARFF/OPS Officer was selected as the Friedman Memorial Airport Employee of the Year for 2013. Todd was selected from a field of six extremely qualified nominees. Customer service, knowledge of the airport, responsibility, flexibility and professionalism are among the qualities in the selection process. It is truly a pleasure to have such a dedicated individual at the Airport who anticipates the needs of our customers and employees as well as an exemplary safety record, which has resulted in Todd's nomination and eventual selection as Employee of the Year.

In recognition of his effort and as acknowledgement of this honor, we would like to present Todd the following gifts:

Atlantic Aviation	Gift Cards	\$50
Avis	Gift Certificates	\$75
Hertz	Gift Certificates	\$50
Horizon	Model Airplane	
SkyWest	Leather shoulder bag, ticket wallet, sleep set	
Tower	Gift Cards	\$50
FMA	Gift Card	\$100
The Car Park	Gift Card	\$40
Glass Cockpit	Scenic flight	\$100

Again, on behalf of the FMAA and tenants, Congratulations and thank you, Todd!

VI. UNFINISHED BUSINESS

A. Airport Solutions

1. Existing Site

a. Plan to Meet 2015 Congressional Safety Area Requirement

i. Formulation

With the approval of the revised ALP at the March 20, 2014 FMAA meeting, the formulation effort is nearly completed. Final documentation will be prepared by the consultant team in the coming weeks and will be available for Board review.

BOARD ACTION: 1. Discuss/Direct

ii. Project 1 – Relocate Hangar Taxilane/Overlay Apron/Security Fence Improvements

Project 1 is scheduled to restart in late April. Most of the work will be completed during the Project 2 airport closure.

BOARD ACTION: 1. Discuss/Direct

iii. **Project 2 – Relocate/Extend Taxiway B and Runway Safety Area Grading**

Award documents have been forwarded to Western Construction. The FAA programmed the grant for this work in late March and the grant is scheduled to be presented to the Secretary of Transportation on April 7th. Following that step, the FAA may proceed with the grant process. At this point, the FAA is confident that a grant will be in place prior to the start of construction, or immediately thereafter. The pre-construction conference was held on April 2 and the project is on schedule to begin on April 28th.

BOARD ACTION: 1. Discuss/Direct

iv. **Project 3 Terminal Reconfiguration**

Fee negotiations for this project have been completed by Airport Staff and the FAA has approved a total fee of \$1,166,047, \$93,932 less than the Board-approved fee of \$1,259,979. This is a 7.5% negotiated reduction during the Independent Fee Estimate negotiation process. With the negotiation complete and FAA approval, the work order will be finalized with the Chair.

The architectural subcommittee met with the consultant team for this project on March 21 to discuss conceptual plans for the building. The committee provided comments during this meeting, which have been incorporated. In addition to comments received from the architectural committee, structural, mechanical, electrical, civil and special systems site assessments have been completed and refinements have been completed to reflect necessary space as it relates to the building form. Members of the architectural team will attend the meeting to present a concept status of the terminal work, based on 3D modelling completed to date.

Following comments from the Board, the team will continue refinements with the goal of additional input, the week of April 14th from the architectural subcommittee. Following a presentation to the Board in May, the project will be submitted concurrently with the Airport Operations Building plan, to Hailey Planning and Zoning by May 15.

BOARD ACTION: 1. Discuss/Direct

v. **Project 4 Airport Operations Building**

The Board approved a proposed fee for this project of *not-to-exceed* \$536,810. A math error existed in the Excel spreadsheet and the actual proposed fee should have been \$557,425. Fee negotiations for this project have been completed as well. The final negotiated fee is \$536,810. This fee is equal to the amount previously approved by the Board. The actual negotiated fee is \$20,615 lower than the actual proposed fee. This equates to a 3.7% negotiated reduction during the Independent Fee Estimate negotiation process. Staff has forwarded a Record of Negotiation to the FAA, requesting concurrence in award. FAA approval has not been received, but is expected at any time. Once it is received, the Work Order will be executed.

The consultant team also presented current concepts for this project to the architectural subcommittee on March 21. Based on comments received at that meeting, the team has revised the building concept and will make a presentation at the meeting.

BOARD ACTION: 1. Discuss/Direct

vi. **Project 5 Terminal Apron Reconstruction/Site Preparation – Attachment #8**

The Scope of Work for this project was modified slightly, following approval by the Board at the March meeting. The revisions are reflected in the final Scope of Work, included as Attachment #8. A proposed fee for this project has been prepared as well and an Independent Fee Estimate is being prepared. Staff requests Board approval of the final Scope of Work and the fee *not to exceed* \$503,396.00.

BOARD ACTION: 1. Discuss/Direct/Approve final Scope of Work and fee *not to exceed* \$503,396.00 and direct Airport Staff to complete a fee negotiation process.

vii. **Facility Acquisitions**

Initial appraisals for the hangars and Forest Service Helitack facility have been received and reviewed. The appraisal review process continues. Following the appraisals review, Staff and legal counsel will move forward with negotiations, with some assistance from T-O.

BOARD ACTION: 1. Discuss/Direct

viii. **Runway Safety Area Implementation/FY '14 Grant Application (AIP '40)**

Last month, the Board authorized Staff to process the Fiscal Year 2014 Grant Application and initiate the grant acceptance process with the City of Hailey and Blaine County. The grant application was completed and forwarded to the FAA March 20th. Legal Counsel has developed the appropriate Grant Offer resolutions and forwarded them to the City of Hailey and Blaine County. It is anticipated that the resolutions will be on the Hailey City Council agenda and the Blaine County agenda on April 7th and 8th respectively. Airport Staff was informed by the FAA that a Grant for the Airport has been programed in the amount of \$18,000,000. The Grant will be presented to DOT on April 7th. The Board can anticipate a grant offer the week of April 7th.

BOARD ACTION: 1. Discuss/Direct

b. **Master Plan Scope Of Work – Attachment #9**

As you know, the Board reviewed a proposed Master Plan Scope of Work during the February Board meeting. The City of Hailey has also reviewed the proposed Scope of Work. Attachment #9 is the Master Plan Scope of Work presented for Board consideration. Once the Scope of Work is approved by the Board, Staff will request a proposed fee from Mead & Hunt and the fee negotiation process will begin. The Board can anticipate considering a negotiated fee during either the May or June regular Board meeting.

BOARD ACTION: 1. Discuss/Direct/Approve the proposed Scope of Work and direct Staff to complete a fee negotiation process.

c. Retain/Improve/Develop Air Service

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

Attachment #10 is the February 20, 2014 Fly Sun Valley Alliance Meeting Minutes. Attachment #11 is the March 13, 2014 Fly Sun Valley Alliance Meeting Agenda. This item is on the agenda to permit a Fly Sun Valley Alliance report if appropriate.

BOARD ACTION: 1. Discuss/Direct

VII. PUBLIC COMMENT

VIII. EXECUTIVE SESSION - I.C. §67- 2345

IX. ADJOURNMENT

**MINUTES OF A REGULAR MEETING ATTACHMENT #1
OF THE
FRIEDMAN MEMORIAL AIRPORT AUTHORITY***

**March 11, 2014
5:30 P.M.**

IN ATTENDANCE:

BOARD MEMBERS: Chairman – Ron Fairfax, Vice-Chairman – Susan McBryant, Board – Lawrence Schoen, Angenie McCleary, Fritz Haemmerle, Don Keirn, Jacob Greenberg
FRIEDMAN MEMORIAL AIRPORT STAFF: Airport Manager – Rick Baird, Contracts/Finance Administrator – Lisa Emerick, ASC/Special Projects Coordinator/Executive Assistant – Steve Guthrie, Administrative Assistant/Alternate Airport Security Coordinator – Roberta Christensen, Administrative Assistant/IT Systems Maintenance Coordinator – April Dieter, Administrative Assistant – Cecilia Vega
AIRPORT LEGAL COUNSEL: Lawson Laski Clark & Pogue, PLLC – Jim Laski
CONSULTANTS: T-O Engineers – Dave Mitchell; R/L/B – Nick Latham, Mike Smith; Mead & Hunt – Matt Dubbe, Mark Sparson, Scott Cary
AIRPORT TENANTS/PUBLIC: BCPA – Tom Lenze, Jim Perkins; Atlantic Aviation – Mike Rasch; FSVA – Carol Waller; City of Hailey – Pat Cooley; Chuck Matthiesen, Marc Reinemann

CALL TO ORDER:

The meeting was called to order at 5:31 p.m. by Chairman Fairfax.

I. APPROVE AGENDA

The agenda was approved as presented.

II. PUBLIC COMMENT

No public comment was made.

**III. APPROVE FMAA
MEETING MINUTES**

A. February 11, 2014 Regular Meeting (See Brief)

The February 11, 2014 Friedman Memorial Airport Authority Meeting Minutes were approved as presented:

MOTION:

***Made by Board Member McCleary to approve the
February 11, 2014 Friedman Memorial Airport
Authority Regular Meeting Minutes as presented.
Seconded by Board Member Haemmerle.***

PASSED UNANIMOUSLY

IV. REPORTS

A. Chairman Report

Chairman Fairfax reported that he attended a meeting with Fly Sun Valley Alliance and United Airlines representatives on March 10th to discuss operational procedures and marketing. He reported that the meeting went very well and gave United Airlines an important opportunity to get to know the community.

B. Blaine County Report

No report was given.

C. City of Hailey Report

Board Member Keirn reported that the Hailey City Council reviewed the Master Plan Scope of Work (SOW) and are satisfied with the document. He reported that the City did not find it necessary for Mead & Hunt consultants to address the City Council with a formal presentation.

D. Airport Manager Report

Airport Manager Baird reported that the February Coffee Talk was well attended; however, there were no attendees scheduled for the February Airport Tour most likely due to weather conditions and the absence of an advertisement in the local newspaper last month. He also reported that Airport Staff held a meeting with Airport tenants to discuss the upcoming airport closure. He commented that the tenants found the meeting very helpful and beneficial.

V. AIRPORT STAFF BRIEF

A. Noise Complaints (See Brief)

B. Parking Lot Update (See Brief)

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

Vice-Chairman McBryant asked if passengers are bussed when a flight is diverted.

Airport Manager Baird answered that, generally, if the decision to divert a flight is made ahead of time, passengers will be bussed. However, during marginal weather, customers are rebooked rather than bussed due to lack of time.

D. Review Correspondence (See Brief)

E. Airport Weather Interruptions (See Brief)

F. FMAA Special Meeting March 20, 2014 (See Brief)

G. Employee of the 4th Quarter, 2013 (See Brief)

H. FAA Part 139 Inspection (See Brief)

VI. UNFINISHED BUSINESS

A. Airport Solutions

1. Existing Site

a. Plan to Meet 2015 Congressional Safety Area Requirement (See Brief)

i. Formulation (See Brief)

T-O Engineer Dave Mitchell updated the Board on the current status of the RSA Formulation Project.

The Board discussed whether or not final approval of the Capital Improvement Program (CIP) document is necessary. They agreed that as the CIP will continue to be updated in the upcoming months, final approval is not mandatory at this time.

ii. Project 1 Relocate Hangar Taxiway/Overlay Apron/Security Fence Improvements.

Engineer Mitchell updated the Board on the current status of Project 1 of the RSA Improvements Project.

iii. Project 2 Relocate/Extend Taxiway B and Runway Safety Area Grading

Engineer Mitchell updated the Board on the current status of Project 2 of the RSA Improvements Project.

iv. Project 3 Terminal Reconfiguration Scope of Work (SOW)

Engineer Mitchell updated the Board on the current status of Project 3 of the RSA Improvements Project.

The Board discussed at what point the Board Design Committee will be involved in the terminal design process. They also discussed the staffing availability of the architectural team in order to ensure an on-time design completion.

v. Project 4 Airport Operations Building Scope of Work (SOW)

Engineer Mitchell updated the Board on the current status of Project 4 of the RSA Improvements Project.

vi. Project 5 Terminal Apron Reconstruction/Site Preparations

Engineer Mitchell updated the Board on the current status of Project 5 of the RSA Improvements Project.

Airport Manager Baird requested Board approval of the Terminal Apron Reconstruction/Site Preparations SOW.

MOTION: *Made by Board Member Schoen to approve the Terminal Apron Reconstruction/Site Preparations Scope of Work and direct Staff to proceed with fee negotiations. Seconded by Board Member Keirn.*

PASSED UNANIMOUSLY

vii. Facility Acquisitions

Engineer Mitchell updated the Board on the current status of the facility acquisitions process of the RSA Improvements Project.

viii. Runway Safety Area Implementation/FY '14 Grant Application

Engineer Mitchell updated the Board on the current status of the RSA Implementation and Fiscal Year 2014 Grant Application process.

Airport Manager Baird requested Board approval of the grant application and direction to proceed with the grant acceptance process with the City of Hailey and Blaine County.

MOTION: *Made by Board Member Haemmerle to authorize Staff to process the Fiscal Year 2014 Grant Application for Runway Safety Area Implementation and initiate the grant acceptance process with the City of Hailey and Blaine County. Seconded by Board Member Keirn.*

PASSED UNANIMOUSLY

b. Master Plan Scope of Work (SOW)

Airport Manager Baird briefed the Board that the Master Plan SOW will be presented to the Board for approval during the April regular Board meeting.

c. Retain/Improve/Develop Air Service

i. Fly Sun Valley Alliance (FSVA) Report

FSVA representative Carol Waller reported that the meeting with United Airlines on March 10th was very productive and United Airlines is very pleased with the progress of the San Francisco flight. She also reported on the positive increase in seat capacity and enplanements for December, January, and February.

VII. PUBLIC COMMENT

No public comment was made.

VIII. ADJOURNMENT

The March 11, 2014 Regular Meeting of the Friedman Memorial Airport Authority was adjourned at approximately 6:23 p.m.

Lawrence Schoen, 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.*

**MINUTES OF A SPECIAL MEETING
OF THE ATTACHMENT #2
FRIEDMAN MEMORIAL AIRPORT AUTHORITY***

**March 20, 2014
10:00 A.M.**

IN ATTENDANCE: **BOARD MEMBERS:** Chairman – Ron Fairfax, Vice-Chairman – Susan McBryant, Board – Lawrence Schoen, Angenie McCleary, Don Keirn, Jacob Greenberg
FRIEDMAN MEMORIAL AIRPORT STAFF: Airport Manager – Rick Baird, Contracts/Finance Administrator – Lisa Emerick, Administrative Assistant/Alternate Airport Security Coordinator – Roberta Christensen, Administrative Assistant/IT Systems Maintenance Coordinator – April Dieter, Administrative Assistant – Cecilia Vega
AIRPORT LEGAL COUNSEL: Lawson Laski Clark & Pogue, PLLC – Jim Laski
CONSULTANTS: T-O Engineers – Dave Mitchell
AIRPORT TENANTS/PUBLIC: Len Harlig

CALL TO ORDER: The meeting was called to order at 10:03 a.m. by Chairman Fairfax.

I. APPROVE AGENDA The agenda was approved as presented.

II. PUBLIC COMMENT No public comment was made.

II. UNFINISHED BUSINESS

A. Airport Solutions

1. Existing Site

a. Plan to Meet 2015 Congressional Safety Area Requirement (See Brief)

i. Formulation – Airport Layout Plan

Airport Manager Baird asked the Board to consider approval of the updated Airport Layout Plan (ALP).

The Board discussed technical aspects of the updated ALP including when the FAA will be ready to approve and sign the ALP, whether or not the noise contour lines were updated, and the configuration of the north end of the runway.

MOTION: *Made by Board Member Schoen to approve and direct the Chair to sign the updated Airport Layout Plan.
Seconded by Board Member Greenberg.*

PASSED UNANIMOUSLY

ii. Project 2 Relocate/Extend Taxiway B and Runway Safety Area Grading (See Brief)

T-O Engineer Dave Mitchell briefed the Board on the bid results for Runway Safety Area (RSA), Project 2 and recommended that the Board accept the bid from Western Construction as the responsive low bidder. He also briefed the Board on the current progress of the FAA grant distribution schedule for RSA, Project 2.

The Board discussed the potential issues a grant issue delay could cause for the RSA Improvements Project if a Cold Weather Acknowledgment is not approved by the FAA.

MOTION: ***Made by Board Member Greenberg to award the Project 2 Contract to Western Construction, Inc. and authorize the Chair to sign the Agreement subject to FAA approval. Seconded by Board Member Keirn.***

PASSED UNANIMOUSLY

The Board discussed the possible solution of using operational reserves temporarily to fund Project 2 in order to maintain the current construction schedule if grant distribution is delayed. They also discussed reasons for the large difference between the bid results and T-O Engineer's estimated budget for the project.

IV. PUBLIC COMMENT

Len Harlig asked if the lowest bidder is still determined as the lowest responsible bidder so that the Board is not bound to choose a bidder just based on the lowest amount bid.

Engineer Mitchell answered that the lowest bidder is now determined as the lowest responsive bidder rather than the lowest responsible bidder. Attorney Jim Laski added that the Board does have the option to decide not to select the lowest bid if certain statutes apply.

Vice-Chairman McBryant announced that she will be resigning from the Board as of March 31, 2014. She commented that she has enjoyed serving the Board for the last 15 years and felt that now was a good time to step down.

The Board thanked Vice-Chairman McBryant for her service to the Friedman Memorial Airport Authority and Wood River Valley community.

V. ADJOURNMENT

The March 20, 2014 Special Meeting of the Friedman Memorial Airport Authority was adjourned at approximately 10:40 a.m.

Lawrence Schoen, 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.*

11:32 AM

03/24/14

Accrual Basis

Friedman Memorial Airport

Profit & Loss Budget vs. Actual (Combined '14)

October 2013 through January 2014

Ordinary Income/Expense	Oct '13 - Jan 14	Budget	\$ Over Budget	% of Budget
Income				
4000-00 · AIRCARRIER				
4000-01 · Aircarrier - Lease Space	28,173.48	84,600.00	-56,426.52	33.3%
4000-02 · Aircarrier - Landing Fees	24,442.02	101,200.00	-76,757.98	24.2%
4000-03 · Aircarrier - Gate Fees	400.00	1,200.00	-800.00	33.3%
4000-04 · Aircarrier - Utility Fees	4,135.04	7,600.00	-3,464.96	54.4%
4010-05 · Aircarrier - '11 PFC Application	0.00	216,000.00	-216,000.00	0.0%
4010-06 · Aircarrier - '12 PFC App	69,129.34			
Total 4000-00 · AIRCARRIER	126,279.88	410,600.00	-284,320.12	30.8%
4020-00 · TERMINAL AUTO PARKING REVENUE				
4020-01 · Automobile Parking - Terminal	28,422.68	80,000.00	-51,577.32	35.5%
Total 4020-00 · TERMINAL AUTO PARKING REVENUE	28,422.68	80,000.00	-51,577.32	35.5%
4030-00 · AUTO RENTAL REVENUE				
4030-01 · Automobile Rental - Commission	111,570.64	350,000.00	-238,429.36	31.9%
4030-02 · Automobile Rental - Counter	3,850.76	7,500.00	-3,649.24	51.3%
4030-03 · Automobile Rental - Auto Prkng	23,540.00	29,100.00	-5,560.00	80.9%
4030-04 · Automobile Rental - Utilities	286.77	400.00	-113.23	71.7%
4030-05 · Automobile Rental - Off. Airpt.	666.51	25,000.00	-24,333.49	2.7%
4030-00 · AUTO RENTAL REVENUE - Other	3,645.00			
Total 4030-00 · AUTO RENTAL REVENUE	143,559.68	412,000.00	-268,440.32	34.8%
4040-00 · TERMINAL CONCESSION REVENUE				
4040-01 · Terminal Shops - Commission	0.00	1,200.00	-1,200.00	0.0%
4040-02 · Terminal Shops - Lease Space	872.64	6,120.00	-5,247.36	14.3%
4040-03 · Terminal Shops - Utility Fees	53.08	600.00	-546.92	8.8%
4040-10 · Advertising - Commission	13,533.75	35,000.00	-21,466.25	38.7%
4040-11 · Vending Machines - Commission	2,544.20			
4040-12 · Terminal ATM	25.50			
Total 4040-00 · TERMINAL CONCESSION REVENUE	17,029.17	42,920.00	-25,890.83	39.7%
4050-00 · FBO REVENUE				
4050-01 · FBO - Lease Space	69,652.77	230,000.00	-160,347.23	30.3%
4050-02 · FBO - Tiedown Fees	59,238.57	312,500.00	-253,261.43	19.0%
4050-03 · FBO - Landing Fees - Trans.	72,845.77	287,500.00	-214,654.23	25.3%
4050-04 · FBO - Commission	5,872.04	20,000.00	-14,127.96	29.4%
Total 4050-00 · FBO REVENUE	207,609.15	850,000.00	-642,390.85	24.4%
4060-00 · FUEL FLOWAGE REVENUE				
4060-01 · Fuel Flowage - FBO	54,698.72	200,000.00	-145,301.28	27.3%
Total 4060-00 · FUEL FLOWAGE REVENUE	54,698.72	200,000.00	-145,301.28	27.3%

11:32 AM

03/24/14

Accrual Basis

Friedman Memorial Airport

Profit & Loss Budget vs. Actual (Combined '14)

October 2013 through January 2014

	Oct '13 - Jan 14	Budget	\$ Over Budget	% of Budget
4070-00 · TRANSIENT LANDING FEES REVENUE				
4070-02 · Landing Fees - Non-Comm./Gov't	306.48	500.00	-193.52	61.3%
Total 4070-00 · TRANSIENT LANDING FEES REVENUE	306.48	500.00	-193.52	61.3%
4080-00 · HANGARS REVENUE				
4080-01 · Land Lease - Hangar	190,591.07	495,000.00	-304,408.93	38.5%
4080-02 · Land Lease - Hangar/Trans. Fee	994.60			
4080-03 · Land Lease - Hangar/Utilities	539.31	1,400.00	-860.69	38.5%
4080-20 · Land Lease - Government Revenue	3,463.46	7,150.00	-3,686.54	48.4%
Total 4080-00 · HANGARS REVENUE	195,588.44	503,550.00	-307,961.56	38.8%
4090-00 · TIEDOWN PERMIT FEES REVENUE				
4090-01 · Tiedown Permit Fees (FMA)	11,883.28	16,000.00	-4,116.72	74.3%
Total 4090-00 · TIEDOWN PERMIT FEES REVENUE	11,883.28	16,000.00	-4,116.72	74.3%
4100-00 · POSTAL CARRIERS REVENUE				
4100-01 · Postal Carriers - Landing Fees	3,288.07	9,000.00	-5,711.93	36.5%
4100-02 · Postal Carriers - Tiedown	2,970.00			
Total 4100-00 · POSTAL CARRIERS REVENUE	6,258.07	9,000.00	-2,741.93	69.5%
4110-00 · MISCELLANEOUS REVENUE				
4110-01 · Misc. Revenue	-2,475.00			
4110-02 · Misc. - FMA Products	10.00			
4110-06 · Misc. - Security-Prox. Cards	21,940.00	27,000.00	-5,060.00	81.3%
4110-09 · Miscellaneous Expense Reimburse	2,116.50			
Total 4110-00 · MISCELLANEOUS REVENUE	21,591.50	27,000.00	-5,408.50	80.0%
4120-00 · GROUND TRANSP. PERMIT REVENUE				
4120-01 · Ground Transportation Permit	13,050.00	14,000.00	-950.00	93.2%
4120-02 · GTSP - Trip Fee	1,160.00	3,000.00	-1,840.00	38.7%
Total 4120-00 · GROUND TRANSP. PERMIT REVENUE	14,210.00	17,000.00	-2,790.00	83.6%
4400-00 · TSA				
4400-02 · Terminal Lease	2,181.48	6,600.00	-4,418.52	33.1%
Total 4400-00 · TSA	2,181.48	6,600.00	-4,418.52	33.1%
4520-00 · INTEREST INCOME				
4520-06 · Interest Income - '12 PFC	2.18			
4600-00 · Interest Income - General	1,676.68	12,000.00	-10,323.32	14.0%
Total 4520-00 · INTEREST INCOME	1,678.86	12,000.00	-10,321.14	14.0%
4704-00 · AIP 04-New Arpt. EIS-Phs.III/IV				
4704-01 · AIP '04 - FAA	11,215.00			
Total 4704-00 · AIP 04-New Arpt. EIS-Phs.III/IV	11,215.00			

11:32 AM

03/24/14

Accrual Basis

Friedman Memorial Airport

Profit & Loss Budget vs. Actual (Combined '14)

October 2013 through January 2014

	Oct '13 - Jan 14	Budget	\$ Over Budget	% of Budget
4738-00 - Existing Site Improvement				
4738-01 - AIP '38	0.00	400,000.00	-400,000.00	0.0%
4738-00 - Existing Site Improvement - Other	107,350.00			
Total 4738-00 - Existing Site Improvement	107,350.00	400,000.00	-292,650.00	26.8%
4739-00 - AIP 39 - Safety Area Proj. Imp.				
4739-01 - AIP '39 Project I	898,890.00	500,000.00	398,890.00	179.8%
Total 4739-00 - AIP 39 - Safety Area Proj. Imp.	898,890.00	500,000.00	398,890.00	179.8%
4740-00 - AIP 40 - Safety Area Proj. Imp.				
4740-01 - AIP '40 Project II	0.00	15,000,000.00	-15,000,000.00	0.0%
4740-00 - AIP 40 - Safety Area Proj. Imp. - Other	312,233.00			
Total 4740-00 - AIP 40 - Safety Area Proj. Imp.	312,233.00	15,000,000.00	-14,687,767.00	2.1%
Total Income	2,160,985.39	18,487,170.00	-16,326,184.61	11.7%
Gross Profit	2,160,985.39	18,487,170.00	-16,326,184.61	11.7%
Expense				
EXPENDITURES				
"A" EXPENSES				
5000-01 - Salaries - Airport Manager	42,494.04	127,402.00	-84,907.96	33.4%
5010-00 - Salaries - Contracts/Finance Adm	28,891.20	84,975.00	-56,083.80	34.0%
5010-01 - Salaries - Office Assist.	62,042.07	168,726.96	-106,684.89	36.8%
5020-00 - Salaries - ARFF/OPS Chief	30,016.38	84,975.00	-54,958.62	35.3%
5030-00 - Salaries - ARFF/OPS Specialist	102,680.88	309,170.06	-206,489.18	33.2%
5040-00 - Salaries-ASC/Sp.Prjct./Ex. Assi	21,429.98	60,966.69	-39,536.71	35.2%
5050-00 - Salaries - Temp.	4,217.00	15,000.00	-10,783.00	28.1%
5050-02 - Salaries - Merit Increase	0.00	19,392.11	-19,392.11	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	33,698.21	102,761.11	-69,062.90	32.8%
5110-00 - Social Security/Medicare	20,930.02	67,710.81	-46,780.79	30.9%
5120-00 - Life Insurance	676.44	2,000.00	-1,323.56	33.8%
5130-00 - Medical Insurance	55,262.04	166,924.92	-111,662.88	33.1%
5160-00 - Workman's Compensation	12,428.00	15,000.00	-2,572.00	82.9%
Total "A" EXPENSES	414,766.26	1,239,504.66	-824,738.40	33.5%
"B" EXPENDITURES				
"B" EXPENSES - ADMINISTRATIVE				
6000-00 - TRAVEL EXPENSE	1,908.29	15,000.00	-13,091.71	12.7%
6000-01 - Travel				
Total 6000-00 - TRAVEL EXPENSE	1,908.29	15,000.00	-13,091.71	12.7%

Friedman Memorial Airport

Profit & Loss Budget vs. Actual (Combined '14)

October 2013 through January 2014

	Oct '13 - Jan 14	Budget	\$ Over Budget	% of Budget
6010-00 · SUPPLIES/EQUIPMENT EXPENSE				
6010-01 · Supplies - Office	2,927.48	13,000.00	-10,072.52	22.5%
6010-03 · Supplies - Computer	759.99			
Total 6010-00 · SUPPLIES/EQUIPMENT EXPENSE	3,687.47	13,000.00	-9,312.53	28.4%
6020-00 · INSURANCE				
6020-01 · Insurance - Liability	10,216.00	19,425.00	-9,209.00	52.6%
6020-02 · Insurance - Public Officials	4,081.00	14,700.00	-10,619.00	27.8%
6020-03 · Insurance-Bldg/Unlic.Veh./Prop	30,814.00	31,920.00	-1,106.00	96.5%
6020-04 · Insurance - Licensed Vehicles	5,552.00	6,195.00	-643.00	89.6%
6020-05 · Insurance - Crime	0.00	660.00	-660.00	0.0%
Total 6020-00 · INSURANCE	50,663.00	72,900.00	-22,237.00	69.5%
6030-00 · UTILITIES				
6030-01 · Utilities - Gas/Terminal	753.99	13,000.00	-12,246.01	5.8%
6030-02 · Utilities - Gas/Maintenance	5,494.02	7,000.00	-1,505.98	78.5%
6030-03 · Utilities - Elec./Runway&PAPI	2,686.76	6,700.00	-4,013.24	40.1%
6030-04 · Utilities - Elec./Office/Maint.	3,878.96	11,000.00	-7,121.04	35.3%
6030-05 · Utilities - Electric/Terminal	9,434.05	11,000.00	-1,565.95	85.8%
6030-06 · Utilities - Telephone	11,760.25	17,000.00	-5,239.75	69.2%
6030-07 · Utilities - Water	219.03	1,200.00	-980.97	18.3%
6030-08 · Utilities - Garbage Removal	3,335.59	8,500.00	-5,164.41	39.2%
6030-09 · Utilities - Sewer	669.36	1,500.00	-830.64	44.6%
6030-10 · Utilities - Elec./Sewer	201.45	500.00	-298.55	40.3%
6030-11 · Utilities - Electric/Tower	2,045.38	5,000.00	-2,954.62	40.9%
6030-12 · Utilities - Elec./Brdfrd.Hghl	276.01			
6030-15 · Utilities - Elec/AWOS	880.47	900.00	-19.53	97.8%
6030-16 · Utilities - Elec. Wind Cone	49.95	210.00	-160.05	23.8%
6030-17 · Utilities - Elec.- Rosenberg	21.15			
6040-01 · Service Provider - Weather	2,079.00	4,000.00	-1,921.00	52.0%
6040-02 · Service Provider - Term. Music	291.52	1,000.00	-708.48	29.2%
6040-03 · Service Provider - Internet/ISP	1,894.78	6,500.00	-4,605.22	29.2%
6040-05 · Service Provider - ISP/Terminal	600.00	2,000.00	-1,400.00	30.0%
6040-06 · Service Provider - SSI Movement	0.00	12,000.00	-12,000.00	0.0%
Total 6030-00 · UTILITIES	46,571.72	109,010.00	-62,438.28	42.7%
6050-00 · PROFESSIONAL SERVICES				
6050-01 · Professional Services - Legal	10,290.85	35,000.00	-24,709.15	29.4%
6050-02 · Professional Services - Audit	26,012.20	30,000.00	-3,987.80	86.7%
6050-03 · Professional Services - Engineer	790.00	10,000.00	-9,210.00	7.9%
6050-04 · Professional Services - ARFF	0.00	2,000.00	-2,000.00	0.0%
6050-05 · Professional Services - Gen.	63.75			
6050-07 · Professional Services - Archite	0.00	1,000.00	-1,000.00	0.0%
6050-08 · Professional Services - Securit	1,040.00	4,000.00	-2,960.00	26.0%
6050-10 · Prof. Svcs.-IT/Comp. Support	3,259.51	14,000.00	-10,740.49	23.3%
6050-11 · Professional Services - Wildlif	0.00	1,000.00	-1,000.00	0.0%
6050-12 · Prof. Serv.- Planning Air Serv.	3,980.00	35,000.00	-31,020.00	11.4%

11:32 AM

03/24/14

Accrual Basis

Friedman Memorial Airport

Profit & Loss Budget vs. Actual (Combined '14)

October 2013 through January 2014

	Oct '13 - Jan 14	Budget	\$ Over Budget	% of Budget
6050-13 . Prof. Serv.-Website Des.& Maint	1,083.75			
6050-15 . Prof. Serv. - Public Outreach	0.00	20,000.00	-20,000.00	0.0%
Total 6050-00 . PROFESSIONAL SERVICES	46,520.06	152,000.00	-105,479.94	30.6%
6060-00 . MAINTENANCE-OFFICE EQUIPMENT				
6060-01 . Maint.-Office Equip./Gen.	115.64	10,000.00	-9,884.36	1.2%
6060-04 . Maintenance - Copier	1,556.36			
6060-05 . Maintenance - Phone	1,393.20			
Total 6060-00 . MAINTENANCE-OFFICE EQUIPMENT	3,065.20	10,000.00	-6,934.80	30.7%
6070-00 . RENT/LEASE OFFICE EQUIPMENT				
6070-01 . Rent/Lease - Office Equip./Gen	0.00	3,400.00	-3,400.00	0.0%
6070-02 . Rent/Lease - Postage Meter	312.00	1,400.00	-1,088.00	22.3%
Total 6070-00 . RENT/LEASE OFFICE EQUIPMENT	312.00	4,800.00	-4,488.00	6.5%
6080-00 . DUES/MEMBERSHIPS/PUBLICATIONS E				
6080-01 . Dues/Memberships/Publications	7,916.88	15,000.00	-7,083.12	52.8%
6080-02 . Membership - Internet/Website	69.97			
6080-04 . Airport Marketing	14,477.00	20,000.00	-5,523.00	72.4%
Total 6080-00 . DUES/MEMBERSHIPS/PUBLICATIONS E	22,463.85	35,000.00	-12,536.15	64.2%
6090-00 . POSTAGE				
6090-01 . Postage/Courier Service	472.26	1,500.00	-1,027.74	31.5%
Total 6090-00 . POSTAGE	472.26	1,500.00	-1,027.74	31.5%
6100-00 . EDUCATION/TRAINING				
6100-01 . Education/Training - Admin.	2,611.00	25,000.00	-22,389.00	10.4%
6100-02 . Education/Training - OPS	1,055.00			
6100-05 . Education - Neighborl Flight	5,952.55			
6100-07 . Education - Public Outreach	536.88			
Total 6100-00 . EDUCATION/TRAINING	10,155.43	25,000.00	-14,844.57	40.6%
6110-00 . CONTRACTS				
6110-01 . Contracts - General	30,000.00			
6110-02 . Contracts - FMAA	11,200.00	33,600.00	-22,400.00	33.3%
6110-03 . Contracts - SVA/Fee Collection	19,600.00	58,900.00	-39,300.00	33.3%
6110-04 . Contracts - COH LEO	1,088.00	10,000.00	-8,912.00	10.9%
6110-05 . Contracts - Janitorial	0.00	10,000.00	-10,000.00	0.0%
6110-06 . Electronic Filing System	4,600.00	13,800.00	-9,200.00	33.3%
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	558.47	2,500.00	-1,941.53	22.3%
6110-11 . Contracts -Security CMS	14,250.00	42,500.00	-28,250.00	33.5%
Total 6110-00 . CONTRACTS	81,296.47	201,650.00	-120,353.53	40.3%

11:32 AM

03/24/14

Accrual Basis

Friedman Memorial Airport

Profit & Loss Budget vs. Actual (Combined '14)

October 2013 through January 2014

	Oct '13 - Jan 14	Budget	\$ Over Budget	% of Budget
6120-00 · PERMITS				
6120-01 · Permits - General	0.00	100.00	-100.00	0.0%
Total 6120-00 · PERMITS	0.00	100.00	-100.00	0.0%
6130-00 · MISCELLANEOUS EXPENSES				
6130-01 · Misc. - General	4,244.96	6,500.00	-2,255.04	65.3%
6140-00 · Bank Fees	324.03	1,000.00	-675.97	32.4%
6130-00 · MISCELLANEOUS EXPENSES - Other	-31.60			
Total 6130-00 · MISCELLANEOUS EXPENSES	4,537.39	7,500.00	-2,962.61	60.5%
Total "B" EXPENSES - ADMINISTRATIVE	271,653.14	647,460.00	-375,806.86	42.0%
"B" EXPENSES - OPERATIONAL				
6500-00 · SUPPLIES/EQUIPMENT-ARFF/OPERATI				
6500-01 · Supplies/Equipment - General	550.75	10,000.00	-9,449.25	5.5%
6500-02 · Supplies/Equipment - Tools	211.47			
6500-03 · Supplies/Equipment - Clothing	189.55			
6500-04 · Supplies/Equipment - Janitorial	4,381.54			
6500-05 · Supplies/Equipment - Deice	0.00	15,000.00	-15,000.00	0.0%
6500-06 · Supplies/Equipment - ARFF	159.00	5,000.00	-4,841.00	3.2%
Total 6500-00 · SUPPLIES/EQUIPMENT-ARFF/OPERATI	5,492.31	30,000.00	-24,507.69	18.3%
6510-00 · FUEL/LUBRICANTS				
6510-01 · Fuel/Lubricants - General	0.00	45,000.00	-45,000.00	0.0%
6510-02 · Fuel	16,259.54			
6510-03 · Lubricants	65.94			
Total 6510-00 · FUEL/LUBRICANTS	16,325.48	45,000.00	-28,674.52	36.3%
6520-00 · VEHICLES/MAINTENANCE				
6520-01 · R/M Equipment - General	3,925.04	25,000.00	-21,074.96	15.7%
6520-02 · R/M Equip. '93 Schmidt Snow	1,420.18			
6520-04 · R/M Equip. '84 Chevy Plow Truck	-8.00			
6520-09 · R/M Equip. - '96 Oshkosh Swp.	296.85			
6520-17 · R/M Equip. '01 Case 921 Ldr.	127.02			
6520-19 · R/M Equip. '02 Ford F-150 PU	292.25			
6520-24 · R/M Equip. - '01 Ford F-250	34.29			
6520-29 · R/M Equip.- 2010 Wausau Plow	3,633.57			
6520-32 · R/M Equip. - '09 Mini Truck	32.76			
Total 6520-00 · VEHICLES/MAINTENANCE	9,753.96	25,000.00	-15,246.04	39.0%
6530-00 · ARFF MAINTENANCE				
6530-01 · ARFF Maint. General	65.00	5,000.00	-4,935.00	1.3%
6530-04 · ARFF Maint. - Radios	1,249.21			
Total 6530-00 · ARFF MAINTENANCE	1,314.21	5,000.00	-3,685.79	26.3%

11:32 AM

03/24/14

Accrual Basis

Friedman Memorial Airport

Profit & Loss Budget vs. Actual (Combined '14)

October 2013 through January 2014

	Oct '13 - Jan 14	Budget	\$ Over Budget	% of Budget
6540-00 · REPAIRS/MAINTENANCE - BUILDING				
6540-01 · R/M Bldg. - General	2,399.00	29,000.00	-26,601.00	8.3%
6540-02 · R/M Bldg. - Terminal	21,722.88			
6540-04 · R/M Bldg. - Cold Storage	1,536.12			
6540-05 · R/M Bldg. - Manager's Bldg.	218.57			
6540-07 · R/M Bldg. - Tower	-11.64			
Total 6540-00 · REPAIRS/MAINTENANCE - BUILDING	25,864.93	29,000.00	-3,135.07	89.2%
6550-00 · REPAIRS/MAINTENANCE - AIRSIDE				
6550-01 · R/M - General	424.95	15,000.00	-14,575.05	2.8%
6550-02 · R/M - Airfield	1,079.91			
6550-04 · R/M - Lights	1,150.41			
6550-05 · R/M - Grounds	380.00			
Total 6550-00 · REPAIRS/MAINTENANCE - AIRSIDE	3,035.27	15,000.00	-11,964.73	20.2%
6560-00 · SECURITY EXPENSE				
6560-01 · Security	6,131.67	20,000.00	-13,868.33	30.7%
Total 6560-00 · SECURITY EXPENSE	6,131.67	20,000.00	-13,868.33	30.7%
6570-00 · REPAIRS/MAINT.-AERONAUTICAL EQU				
6570-01 · R/M Aeronautical Equip - NDB/DME	4,995.00	22,000.00	-17,005.00	22.7%
6570-02 · R/M Aeronautical Equip. - Tower	1,840.35			
6570-04 · R/M Aeron. Equip. - AWOS/ATIS	5,700.00			
6570-05 · R/M Aero.Equip. Flying Hat Lgts	1,189.00			
Total 6570-00 · REPAIRS/MAINT.-AERONAUTICAL EQU	13,724.35	22,000.00	-8,275.65	62.4%
Total "B" EXPENSES - OPERATIONAL	81,642.18	191,000.00	-109,357.82	42.7%
Total "B" EXPENDITURES	353,295.32	838,460.00	-485,164.68	42.1%
"C" EXPENSES				
7000-00 · MISC. CAPITAL EXPENDITURES				
7000-01 · Contingency	0.00	35,000.00	-35,000.00	0.0%
7000-05 · Computer Equipment/Software	1,862.09	30,000.00	-28,137.91	6.2%
7000-13 · Parking Mngmnt. Equipment	26,555.55			
7000-36 · Drivers Training Software	9,850.00			
7000-37 · Tractor Rake Attachment	0.00	6,000.00	-6,000.00	0.0%
7000-38 · Snow Monitoring Telemetry Eq.	0.00	7,000.00	-7,000.00	0.0%
7000-39 · Air Pass. Terminal - Int. Paint	0.00	10,000.00	-10,000.00	0.0%
7000-40 · Weather Viewing Equipment	0.00	20,000.00	-20,000.00	0.0%
7000-41 · Terminal Air Service Support	46,589.70			
Total 7000-00 · MISC. CAPITAL EXPENDITURES	84,857.34	108,000.00	-23,142.66	78.6%
7504-00 · AIP 04 EXPENSE				
7504-01 · AIP '04-New Arpt.EIS-Phs.III/IV	11,805.50			
Total 7504-00 · AIP 04 EXPENSE	11,805.50			

11:32 AM

03/24/14

Accrual Basis

Friedman Memorial Airport

Profit & Loss Budget vs. Actual (Combined '14)

October 2013 through January 2014

	Oct '13 - Jan 14	Budget	\$ Over Budget	% of Budget
7538-00 - Improvements to Existing Site				
7538-01 - AIP '38	114,506.15	425,000.00	-310,493.85	26.9%
Total 7538-00 - Improvements to Existing Site	114,506.15	425,000.00	-310,493.85	26.9%
7539-00 - AIP '39 EXPENSE - Imp. ALP				
7539-01 - AIP '39 - Eligible	1,006,076.03	535,000.00	471,076.03	188.1%
Total 7539-00 - AIP '39 EXPENSE - Imp. ALP	1,006,076.03	535,000.00	471,076.03	188.1%
7540-00 - AIP '40 EXPENSE - Safety Area				
7540-01 - AIP '40 Eligible	333,049.64	16,000,000.00	-15,666,950.36	2.1%
Total 7540-00 - AIP '40 EXPENSE - Safety Area	333,049.64	16,000,000.00	-15,666,950.36	2.1%
7600-00 - PFC - Security Equipment	535.00			
8000-00 - Replacement Airport	2,742.41			
8000-04 - Public Outreach	-40.00			
8000-07 - General	2,702.41			
Total 8000-00 - Replacement Airport	133,880.00			
9000-00 - PFC EXPENSE	133,880.00			
9000-03 - PFC '12				
9000-06 - PFC '12 - Security Improvements				
Total 9000-03 - PFC '12	7,478.90			
9000-07 - PFC '14				
9000-08 - PFC '14 - Admin Expense				
Total 9000-07 - PFC '14	7,478.90			
9000-10 - PFC - NEW TBD				
9000-11 - PFC - TBD Master Plan Update	0.00	350,000.00	-350,000.00	0.0%
9000-12 - PFC - TBD Approach Proc. Devel.	0.00	100,000.00	-100,000.00	0.0%
Total 9000-10 - PFC - NEW TBD	0.00	450,000.00	-450,000.00	0.0%
Total 9000-00 - PFC EXPENSE	141,358.90	450,000.00	-308,641.10	31.4%
Total "C" EXPENSES	1,694,890.97	17,518,000.00	-15,823,109.03	9.7%
Total EXPENDITURES	2,462,952.55	19,595,964.66	-17,133,012.11	12.6%
Total Expense	2,462,952.55	19,595,964.66	-17,133,012.11	12.6%
Net Ordinary Income	-301,967.16	-1,108,794.66	806,827.50	27.2%

11:32 AM

03/24/14

Accrual Basis

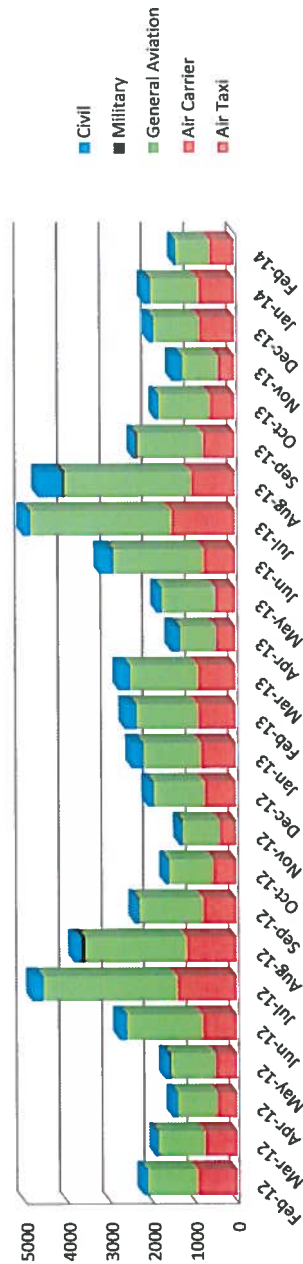
Friedman Memorial Airport
Profit & Loss Budget vs. Actual (Combined '14)
 October 2013 through January 2014

	Oct '13 - Jan 14	Budget	\$ Over Budget	% of Budget
Other Income/Expense				
Other Income	237.09			
Finance Charges	237.09			
Total Other Income	237.09	0.00	237.09	100.0%
Net Other Income				
Net Income	-301,730.07	-1,108,794.66	807,064.59	27.2%

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	2,454	2,128	
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	2,612	1,417	
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	2,753		
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	1,509		
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	1,852		
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	3,203		
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	5,345		
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	4,644		
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	2,403		
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	1,874		
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	1,475		
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	2,016		
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	32,140	3,545	

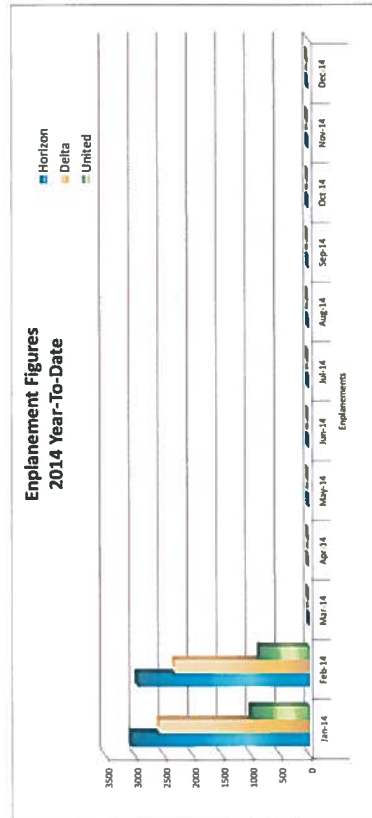
Operations
2012-2014 YTD
(Cumulative)



ATCT Operations Change (current month vs. same month last year)				
	2014	2013	% Change	
Air Taxi	347	787	-56%	
Air Carrier	234	104	125%	
General Aviation	798	1,445	-45%	
Military	0	8	-100%	
Civil	38	268	-86%	
Total	1417	2612	-45.75%	

2014 Enplanements															
Date	Alaska Airlines					Delta Airlines					United Airlines				
	Revenue	Non-Revenue	Total	Prior Year Month	M-T-M % Change	Revenue	Non-Revenue	Total	Prior Year Month	M-T-M % Change	Revenue	Non-Revenue	Total	Prior Year Month	M-T-M % Change
	Y-T-D	Y-T-D	Y-T-D	Y-T-D	% Change	Y-T-D	Y-T-D	Y-T-D	Y-T-D	% Change	Y-T-D	Y-T-D	Y-T-D	Y-T-D	% Change
Jan-14	2,991	67	3,058	3,150	-3%	2,483	102	2,585	2,113	22%	965	27	992	0	0
Feb-14	2,871	76	2,947	3,374	-13%	2,249	62	2,311	2,366	-2%	841	13	854	0	0
Totals	5,862	143	6,005	6,524	-8%	4,732	164	4,896	4,479	9%	1,806	40	1,846	0	0%
Legend for Chart:															
Y-T-D = Year-To-Date															
Y-T-Y = Year-To-Year															

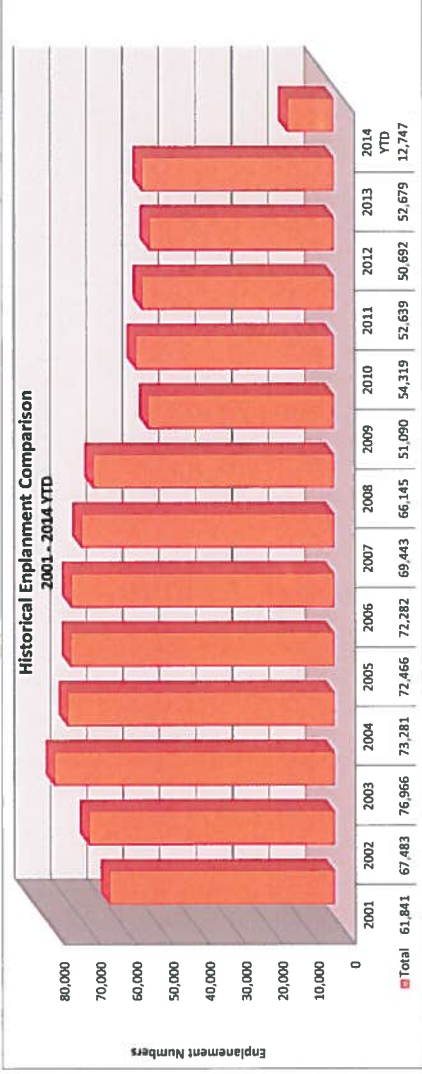
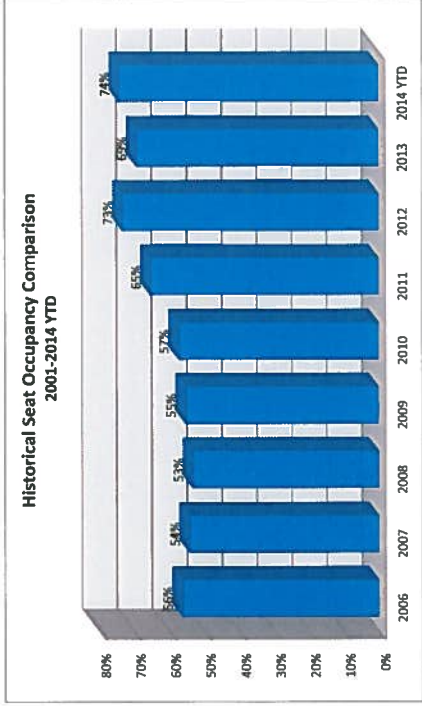
2014 Deplanements															
Date	Alaska Airlines					Delta Airlines					United Airlines				
	Revenue	Non-Revenue	Total	Prior Year Month	M-T-M % Change	Revenue	Non-Revenue	Total	Prior Year Month	M-T-M % Change	Revenue	Non-Revenue	Total	Prior Year Month	M-T-M % Change
	Y-T-D	Y-T-D	Y-T-D	Y-T-D	% Change	Y-T-D	Y-T-D	Y-T-D	Y-T-D	% Change	Y-T-D	Y-T-D	Y-T-D	Y-T-D	% Change
Jan-14	2,366	66	2,432	2,398	1%	1,820	81	1,901	1,632	16%	696	23	719	0	0%
Feb-14	2,543	88	2,631	3,294	-20%	2,334	52	2,386	2,360	1%	711	12	723	0	0%
Totals	4,909	154	5,063	5,692	-11%	4,154	133	4,287	3,992	7%	1,407	35	1,442	0	0%
Legend for Chart:															
Y-T-D = Year-To-Date															
Y-T-Y = Year-To-Year															



Friedman Memorial Airport

February 2014

2014 Seat Occupancy																				
Qtr	Alaska Airlines				Delta Airlines				United 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	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-14	Feb-14			Jan-14	Feb-14			Jan-14	Feb-14								Jan-14	Feb-14
	52	3,952	3,058	77%	74	3,390	2,585	76%	25	1,650	992	60%	6,635	5,263	26%	74%	68%	6%		
	44	3,344	2,947	88%	54	3,726	2,311	62%	19	1,254	854	68%	12,747	11,003	16%	74%	72%	2%		
Totals	96	7,296	6,005	82%	128	7,116	4,896	69%	44	2,904	1,846	64%								
Note:	Total of 68 Seats Available on aircraft for summer months Total of 76 Seats Available on aircraft for winter months				Total of 69 Seats Available on aircraft				Total of 66 Seats Available on aircraft				Legend:				Y-T-D = Year-to-Date		Y-T-Y = Year-To-Year	
*Seats are capped at 68 during some periods in the summer due to weight and balance requirements and other times of the year seats may be capped due to environmental conditions																				



ATTACHMENT #6

Delays on the way? San Francisco International Airport to close 2 of 4 runways this summer

Will Houston/The Times-Standard and Aaron Kinney/The San Jose Mercury News Eureka Times Standard
Posted:

Times-
Standard.com

San Francisco International Airport will shut down two of its four runways for the entire summer to complete a federally mandated safety project, causing some flight delays out of Humboldt County.

With nearly all flights out of Arcata-Eureka Airport going to San Francisco, Arcata-Eureka Airport Program Coordinator Emily Jacobs said the runway closures "guarantee that you will have delays and some cancellations."

"When they're shutting down a couple of runways, it's going to be like consistent bad weather conditions," Jacobs said.

SFO plans to construct safety zones at both ends of runways 1L and 1R, a pair of northeast-facing strips that SFO uses for departures. This means all flights will use SFO's two other runways from mid-May to September. The work will cut the number of flights that can arrive in clear weather at peak hours by about 15 percent and change departing flight paths.

SFO will take various steps to minimize delays of arriving and even departing flights, spokesman Doug Yakel said. And the impact on travelers will not be dramatic, he said, noting the airport typically shuts down two of its runways 100 days of the year during strong winds.

"There is the possibility of delays during this period," said Yakel, "but we're working very hard to minimize whatever effect that this construction would have on passengers."

In order to "mitigate" the upcoming delays, Jacobs said SFO is "adjusting their flight schedule."

"They do work to decrease air traffic coming in," Jacobs said. "They may adjust flight schedules for international flights to come in at night, while local flights would be brought in during the day."

SFO already completed the safety project on the southeast-to-northwest-oriented runways it uses for arrivals. The airport lengthened and redesigned 28L and 28R last year to provide more room for aircraft that undershoot or overrun the runways, though even those measures did not prevent the pilots of Asiana Airlines Flight 214 from crash-landing on July 6, 2013, killing three people and injuring many others.

But SFO's two departure runways are shorter than its arrival paths and cannot be sufficiently lengthened to meet Federal Aviation Administration requirements. So the airport will install what's called an Engineered Materials Arresting System, or EMAS, at the ends of the runways. Instead of pavement, the ground will consist of a material designed to collapse

under the weight of an airplane, slowing its momentum.

While Arcata-Eureka Airport also experienced delays and a three-day closure when it had the system installed in 2010, Jacobs said it has been put to good use.

"There have been seven or eight runovers since EMAS was installed," Jacobs said. "... These projects can be inconvenient, but they are for safety."

Jacobs said the system's collapsible material also benefits the planes.

"Think of it like a concrete Swiss cheese filled with foam," Jacobs said. "In each instance that it has been deployed, there has been minimal damage to the aircraft. It's very cutting edge."

Jacobs said not having the system created delays of its own.

"An aircraft has to be at full throttle halfway down the runway in order to take off, but it has to be able to stop before the end of it in case an issue comes up," Jacobs said. "Before, if the aircraft was too heavy to stop, they had to boot 10 to 15 people off and say we're overweight."

As to how to plan for the upcoming delays at SFO, Jacobs said travelers should put a "good cushion" of time between connecting flights and expect some flights to be canceled.

"I'd also recommend they bring their patience and a very good book," Jacobs said.

Will Houston can be reached at 707-441-0504 or whouston@times-standard.com. Follow him on [Twitter.com/Will S Houston](https://twitter.com/Will_S_Houston).

latimes.com/business/money/la-fi-mo-lowered-airfares-do-not-offset-bag-fees-20140321,0,1772526.story

latimes.com

Airlines lowered fares but not enough to offset bag fees, study says

By Hugo Martin

9:00 AM PDT, March 23, 2014

Travelers protested when airlines began charging bag fees in 2008, claiming the extra charge was a blatant money grab. advertisement

But [a new study](#) concludes that the nation's airlines quietly lowered fares slightly to make the bag fees more palatable to those fliers who would get stuck paying the new charge.

Still, the airlines are coming out ahead because the drop in fares was so small that it did not totally offset the added cost of checking a bag, the study found.

"The fact that the airlines are doing it must mean they are coming out ahead," said Jan Brueckner, an economics professor at UC Irvine who co-authored the study with other economics experts.

The study will appear later this year in the Journal of Economics and Management Strategy.

A trade group that represents the nation's airlines did not dispute Brueckner's theory, saying fares are lower now that airlines are charging fees for extra services like checking bags.

The nation's major airlines began to adopt checked bag fees about six years ago when a spike in fuel costs and the country's financial crisis squeezed the airline industry's already-thin profit margin.

Bag fees started at \$15 per bag and grew to about \$25 each. In the first nine months of 2013, the nation's airlines collected \$2.5 billion in bag fees, according to federal statistics.

When the airlines added the bag fee they faced downward price pressure—the resistance of budget-minded travelers to pay more, the study said. In response, airlines dropped fares slightly, by about \$7 for most lower-priced tickets, according to the study.

The airlines did not lower fares for the first-class and business-class fliers who are usually exempt from the bag fees, the study concluded.

But for travelers who do pay the bag fee, Brueckner's study found that the drop in fares offset only about half to one-third of the cost of the added fee.

ALSO:

[Newly merged American Airlines faces labor problems](#)



US40 and Mt. Werner Road



33°

Fair
Hi 42° Lo 20°

THE BEST WAY TO FIND STEAMBOAT REAL ESTATE...

Photo by [Scott Franz](#)[Buy a print of this](#)

A United plane full of arriving tourists is guided into Yampa Valley Regional Airport during the holiday season. The airport reported this week that the number of arriving passengers in February dipped by almost 800, about 4 percent, from traffic reported in February 2013.

Arriving airline passengers at Yampa Valley airport down 4 percent in February

By [Tom Ross](#)

Updated March 13, 2014 at 9:09 a.m.

[Share this](#)
Email, Facebook, Twitter

[Discuss](#)
Comment

ADVERTISEMENT



Are you comfortable in your retirement?
If you have a \$500,000 portfolio, download the guide by *Forbes* columnist and money manager Ken Fisher's firm. It's called "The 15-Minute Retirement Plan."

[Click Here to Download Your Guide!](#)

FISHER INVESTMENTS*

Past Event Air service meeting

Friday, March 21, 2014, 11 a.m.
Centennial Hall, 124 10th St.,
Steamboat Springs

Not available

[More](#)

Steamboat Springs — The unusual number of winter storms stretching from the upper Midwest to the Atlantic Seaboard this season may be a factor in a significant dip in the number of travelers arriving at Yampa Valley Regional Airport west of Steamboat Springs.

The airport reported this week that the number of arriving passengers in February dipped by almost 800, about 4 percent, from traffic reported in February 2013. The airport saw 20,027 arrivals last month

compared to 20,825 last February. The number of travelers boarding planes at the airport, which is in the town of Hayden, to fly elsewhere in February was 19,828. That compares to 20,573 a year ago.

Steamboat Ski Area spokesman Mike Lane confirmed Wednesday that the passenger numbers provided by the airport "correlate very closely" with numbers the ski

Reader poll**What airport do you typically use the most?**

Yampa Valley Regional Airport
because it's convenient

20%

Denver International Airport
because it's usually cheaper

73%

Other

7%

249 total votes.

area has received from the airlines that serve the Yampa Valley including United, American, Delta and Alaska.

"I would imagine the unpredictable weather across much of the country last month played into some of this," Lane said.

Skies over the Yampa Valley were clear Wednesday afternoon and the airport was expecting 598 arriving passengers with 644 departing, but people traveling to and from Chicago on American Airlines were confronted with the need to re-book because the flight to YVRA was canceled — not due to weather in Chicago but to an issue described as "pilot connection."

Travelers and resort and business leaders can expect to hear more details about the performance of this ski season's jet flights March 21 when the board of the Local Marketing District, which oversees the use of tax revenues to secure the flights, meets in Steamboat. The agenda includes an update on winter air service from Ski Corp. Airline Program Director Janet Fischer. Ski Corp. provides a significant share of the funding for the airline program and historically has negotiated the contracts with airline executives.

Winter has yet to ease up on the eastern U.S. in March; a blizzard warning was out for western New York, including Buffalo, on Wednesday afternoon.

Cities like Minneapolis, Minn., and Chicago, where daily direct flights to YVRA originate, have been in the thick of the heavy snow belt this winter. Chicago had totaled 75.5 inches of snow by mid-February ranking this winter already as its fourth snowiest. Minneapolis had 24 inches of snow on the ground at its airport Feb. 21, the most since 1982.

And cities that feed the hubs in Chicago and Minneapolis also are struggling to keep up with the snow — Grand Rapids, Mich., had topped 100 inches by Feb. 18 and Detroit stood at 84.1 inches.

To reach Tom Ross, call 970-871-4205, email tross@SteamboatToday.com or follow him on Twitter [@ThomasSRoss1](https://twitter.com/ThomasSRoss1)

Join the Yampa Valley VIP email club

**10 Best - Airline Cards**

comparecards.com

Get 2x Points or 0% Intro Offers. Easy to Redeem Points with No Limit

More like this story

[Majority of flight delays at YVRA due to flight crew availability](#)

[Air travel here disrupted but not by snowstorm in the Yampa Valley](#)

[February airline arrivals were down](#)

[3 Yampa Valley Regional Airport flights canceled during Wednesday storm](#)

[Some United passengers inconvenienced by storm](#)

Comments

Use the comment form below to begin a discussion about this content.

Requires free registration

Posting comments requires a [free account](#) and [verification](#).



Steamboat Pilot Webcam



43°

Fair

Hi 42° Lo 20°

AVOID THE PENALTY!

 Northwest Colorado
Visiting Nurse Association
Photo by [Scott Franz](#)

Passengers unload from a United Airlines plane at Yampa Valley Regional Airport during the holiday season. The program that attracts flights to Yampa Valley Regional Airport is projected to be about \$1 million under its cap of \$4.78 million for revenue guarantees.

Winter airline program projected to be \$1 million under cap

By [Michael Schrantz](#)

Friday, March 21, 2014

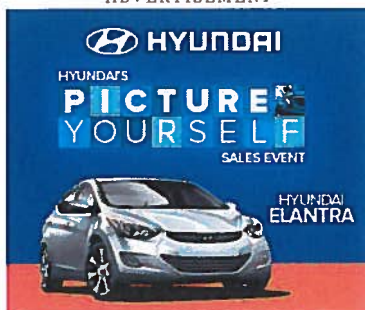
[Share this](#)

Email, Facebook, Twitter

[Discuss](#)

4 comments

ADVERTISEMENT



Steamboat Springs — With information available for about half of the ski season, the program that attracts flights to Yampa Valley Regional Airport is projected to be about \$1 million under its cap of \$4.78 million for revenue guarantees.

That estimate still could swing a couple hundred thousand dollars, depending on numbers for February and March.

While national weather trends hurt the number of passengers flying in Yampa

Valley Regional Airport earlier this winter, Steamboat Ski and Resort Corp. Airline Program Director Janet Fischer said, average fares were up, following national trends in leisure market air travel.

Fischer reported to the local marketing district board Friday that actual numbers for February should be available by the end of the month, but the number of seats coming into YVRA currently is forecast to be down 3 percent for the total winter compared to last year while the number of passengers is projected to be down 2 percent.

The difference between the two numbers is attributable to better load factors for the flights that are making it into YVRA.

At the beginning of the ski season, the number of total available seats was projected to be about flat compared to last year, but a number of pre-cancellations and cancellation of big flights (six from Chicago, three from Atlanta and a couple from Dallas and Houston) hurt the total.

“That definitely dips into our capacity,” Fischer said.

The final winter air season flight is from Denver on April 13.

Alaska Airlines’ [new service from Seattle](#) has performed well in its first year, with three round-trip flights to go in March.

“The new Alaska Airlines flight has not had a cancellation, diversion or significant delay all season,” Fischer said.

There is interest on both sides about expanding the program with Alaska Airlines, she added.

In the next four weeks, she said, they will meet with airline partners. The hope is to grow the Los Angeles flight program and expand Saturday capacity from nonstop markets.

Funding for the airline program must be used in a specific order. Steamboat Ski and Resort Corp. supplies the first and last sources. If the program comes in under its cap, the savings first would be applied to more than \$700,000 that Ski Corp. committed to backstop the program with the chance for additional savings to be applied to the local marketing district’s reserves.

The LMD board earlier committed some reserves to [securing a Houston flight this summer](#).

Mike Mooney, of Sixel Consulting Group, presented the results of his firm’s report, which he has [done before other groups](#).

It’s a seller’s market for network jets that link airports such as YVRA to larger hubs, Mooney said, and network carriers have figured that out.

“There is an expectation that airlines’ risk will be mitigated until the route proves itself,” he said.

After Mooney’s presentation, Scott Bideau, a location-neutral business executive in Steamboat, asked Mooney what next step he could suggest for YVRA.

Mooney suggested applying for a Small Community Air Service Development Grant, which Routt County previously applied for and won for fall air service from Salt Lake City.

The grant can be applied for again but not for the same project, Mooney said, making the narrow focus of the previous grant a boon to any future efforts to apply it toward summer service.

Bideau also addressed the LMD board during general public comment about transparency, community outreach and providing more information.

The campaign for the additional 0.25 percent sales tax for winter air service made promises, Bideau said, and he’d like to see more about what the board plans to do to stabilize the program and its plans for after the tax sunsets.

To reach Michael Schrantz, call 970-871-4206, email mschrantz@SteamboatToday.com or follow him on Twitter [@MLSchrantz](https://twitter.com/MLSchrantz)

[Join the Yampa Valley VIP email club](#)



Rick Baird

From: Culver, Linda <Linda.Culver@mail.house.gov>
Sent: Tuesday, March 25, 2014 3:23 PM
To: Rick Baird
Subject: RE: Contract Tower Question

Good Afternoon Rick,

To follow up on this question, Congressman Simpson was prepared to ask the question, but it was brought up by another member right before him, so he didn't feel it was appropriate to ask the same question. The Secretary told the other member (Rep. Granger) that he supported the contract tower program, and that it was funded in his budget. Apparently he was unaware that it is not. Congressman Simpson will continue to watch this issue closely in his position on Transportation Appropriation Committee.

Let me know if you have any questions or concerns.

*Sincerely,
Linda*

Linda K. Culver, Area Director
Congressman Mike Simpson
1341 Fillmore #202
Twin Falls, Idaho 83301
208-734-7219
208-734-7244 fax
linda.culver@mail.house.gov
www.house.gov/simpson

Sign up to receive weekly E-Newsletters from Congressman Simpson at
<http://www.simpson.house.gov/Forms/EmailSignUp/>

From: Rick Baird [<mailto:Rick@flyfma.com>]
Sent: Monday, March 10, 2014 1:50 PM
To: Culver, Linda
Cc: April Dieter
Subject: RE: Contract Tower Question

Hi Linda:

We appreciate the Simpson team. Thank you, Rick.

From: Culver, Linda [<mailto:Linda.Culver@mail.house.gov>]
Sent: Monday, March 10, 2014 1:36 PM

To: Rick Baird
Subject: RE: Contract Tower Question

He Rick,

I forwarded your email back to the DC office!

*Sincerely,
Linda*

Linda K. Culver, Area Director
Congressman Mike Simpson
1341 Fillmore #202
Twin Falls, Idaho 83301
208-734-7219
208-734-7244 fax
linda.culver@mail.house.gov
www.house.gov/simpson

Sign up to receive weekly E-Newsletters from Congressman Simpson at
<http://www.simpson.house.gov/Forms/EmailSignUp/>

From: Rick Baird [<mailto:Rick@flyfma.com>]
Sent: Monday, March 10, 2014 12:50 PM
To: Culver, Linda
Cc: April Dieter
Subject: Contract Tower Question

Hi Linda:

It is my understanding that DOT Secretary Foxx is testifying before the House Transportation Approps Subcommittee on Wednesday of this week. Since Congressman Simpson sits on this subcommittee and might attend the hearing would a question structured similar to the question below be appropriate. Since most of the Air Traffic Control towers in the State of Idaho are FAA Contract Towers it is important that we keep this program on DOT and FAA radar screens and not let them forget how important the program is to this country. I hope this e-mail finds you well and dry. Thank you, Rick.

Mr. Secretary, I'd like to raise with you one of the FAA's most successful and cost-effective industry/government aviation safety partnerships – the FAA Contract Tower Program. Currently, 252 airports in 46 states participate in the Contract Tower Program, including four airports in Idaho. The safety and cost-effectiveness record of the program has been validated numerous times in several reports by DOT's Office of Inspector General as well as FAA safety audits. Without this program, which as you know enjoys widespread and bipartisan support in Congress, many smaller communities would not enjoy the clear safety benefits these towers provide. Can you please give us your commitment today for DOT's continuing support of this important air traffic safety program??

January 27, 2014

Friedman Memorial Airport Managers

Re: Employee of The Fourth Quarter 2013

All:


I am pleased to nominate Friedman Memorial Airport ARFF/Ops Officer Todd Emerick for Employee of the 4th Quarter, 2013

Our airport experienced historic change last December and earlier this month, as we inaugurated non-stop jet service to San Francisco and to Salt Lake City. Both of these developments required a tremendous effort in the terminal that included significant installation of IT infrastructure, as well as terminal "face lifting." Many of these changes were due to the introduction of a new Airport Partner, United Express. All of this effort was coordinated, overseen and completed – on time, primarily by Todd Emerick.

Todd's responsibilities include facilities maintenance and oversight, however the scope and significance of this particular project far exceeded what is considered normal and routine. Todd managed numerous projects simultaneously and kept Airport managers continuously apprised of all progress and challenges.

Todd's effort and professionalism are greatly valued assets. With great pride, I request that the managers consider him for Employee of the 4th Quarter.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter R. Kramer", with a long horizontal flourish extending to the right.

Peter R. Kramer
Chief, Emergency Services/Airfield Operations
Friedman Memorial Airport

WORK ORDER 14-05

EXHIBIT A – Scope of Work

Friedman Memorial Airport (SUN)

Hailey, Idaho

RSA Improvements – Project 5

Reconstruct Terminal Apron/ Airport Operations Building Site Preparation/North Hangar Taxilane and Apron Site Preparation

This Scope of Work describes professional services to be provided in support of the project identified above. Proposed project work includes the following generally described physical improvements to Airport Facilities:

1. Reconstruct the aircraft parking apron north of the existing terminal to accommodate air carrier aircraft. This element will include site preparation for construction of a planned terminal addition.
2. Prepare a site for construction of a new airport operations building, which will include space for Aircraft Rescue and Firefighting, Snow Removal Equipment and airport administrative functions. This element will include relocation of utilities and an access road, construction of an engineered fill for the proposed building and various other elements.
3. Prepare a site for a taxilane, apron and adjacent hangars at the north end of the airfield. This will include relocating utilities and a road and completing earthwork and other related improvements.

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 three commercial service air carriers (Delta, United 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 nearby resort and 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 in several critical areas. 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 and spatial limitations of the existing site, the airport does not meet standards for many criteria, most critically the Runway Safety Area (RSA).

Until recently, the planned solution to these standards deficiencies was to relocate the airport to a new site south of the existing airport and away from the valley cities. The 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.

In 2012, FMAA 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 analysis identified seven alternative airport configurations and the costs and possible 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. A graphic of Alternative 6 is attached.

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. 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 on the west side of Runway 13/31 (Taxiway B); removal of a secondary parallel taxiway on the east side of the runway (Taxiway A); relocation of the airport's SRE/ARFF building, administration building and multiple hangars; reconfiguration of the airport terminal; construction of a new apron and hangar taxilane area; and various other improvements. All of these improvements must be completed prior to December 31, 2015. By Congressional mandate, all commercial service airports must have compliant Runway Safety Areas by that date.

Following selection of this alternative, the airport proceeded with a Formulation Study to refine Alternative 6 and determine how the proposed projects would be completed. Analysis from this Formulation Study is available to assist with the design. Additional phases are planned for FY 2015.

PROJECT APPROACH:

This project includes construction of several elements so that aircraft parking and facilities can be moved to allow for the relocation of the north half of Taxiway B, planned for 2015. The proposed project improvements are shown on the attached exhibit.

The first element of this project is reconstruction of the terminal aircraft parking apron. Commercial service aircraft currently park on the east side of the building, inside the Runway Object Free Area (OFA) and in the path of the future relocated Taxiway B. This aircraft parking must be moved to the north side of the building, onto an existing tie-down apron. This existing apron was designed and constructed to accommodate small general aviation aircraft and must be reconstructed and expanded to accommodate Q400 and CRJ700 aircraft. The pavement must be designed to accommodate these heavier aircraft and configured to allow three of these aircraft to park at once in a "taxi in/tug out" operation. Drainage will be a significant design consideration, as well.

The terminal itself will be reconfigured under a separate project, so that passenger movements to and from the aircraft in this new parking location. This will require an addition at the north end of the building. In order to facilitate this addition, some site work will be accomplished during the apron construction, including utility relocations, excavation and relocation of existing vehicle parking. Analysis of the existing parking configuration after construction will be a significant element of this design. A drawing of the proposed terminal concept is attached.



The second major element of the project will be site development for the future Airport Operations Building, which will include Aircraft Rescue Firefighting and Snow Removal Equipment functions, along with airport administration. These functions all must be relocated to accommodate the relocated Taxiway B. The new building will be sited at a location that requires significant site preparation, including relocation of an access road, fence modifications, utility relocations and construction of a large engineered fill for the building site. The fill construction will include a retaining wall, which will be designed and constructed under this project. A preliminary site plan for the building is available for design of the site preparation elements of the project. A drawing showing this preliminary plan is attached.

The final major element of the project is site preparation and construction of a new taxilane and apron toward the north end of the airport. The taxilane is necessary to access the proposed site for new hangars in that area. Existing hangars in this must be removed as part of the relocation of Taxiway B, and the new hangar sites will be provided to accommodate replacement buildings. As the actual acquisition of the hangars will take place at a later date, the taxilane may not be completed at this time. For the same reason, the apron elements of this project include only initial site preparation: utility relocations, initial fill construction and possibly, construction of a retaining wall. A major element of this design will be analysis of the taxilane, apron and hangar layouts to finalize the geometry, with special attention to taxilane geometry and vehicle access. The proposed site for a relocated Forest Service Helitack base on the airport is also in the same area and must be considered concurrently with project aspects identified. Work elements will include relocation of multiple utilities (power, telephone, water, sewer and natural gas), removal of the existing road and construction of a new access road, and extensive site grading and earthwork to prepare the site. The construction package will not include construction of the taxilane and apron pavement, but the pavement will be designed under this effort.

It is anticipated that AIP will fund 93.75% of eligible project costs. (Match for small hub and non-hub airports in Idaho is 93.75%.) Friedman Memorial Airport will provide all other required funds. The estimated total construction budget for the work items is approximately \$2.5 million.

Professional services to be provided shall include all phases of the project, including design, bidding construction, closeout and grant administration.

Design professional services to be provided shall include incidental planning, civil design, grant administration, preliminary design, final design, and the overall coordination of all phases of the project with the Owner and the FAA. Design Services and associated expenses (Tasks 1-4 below) will be provided on a lump sum basis. Basic planning for this design was completed under the Formulation Study mentioned above, but additional analysis is necessary to refine certain elements of the project.

Construction Services provided under this Work Order will include bidding, construction, closeout and additional services necessary to complete the project. Construction services and associated expenses (Tasks 5-8 below) will be provided on a time and materials basis.

Environmental clearance for this project was accomplished under a previous work effort and no environmental coordination is anticipated for this project.

Professional services anticipated include services necessary to accomplish the following:

- Contract Administration
- Planning and Formulation
- Preliminary Design
- Final Design
- Project bidding assistance and administration



- Grant administration
- Construction inspection
- Closeout
- Coordination of all phases of the Project with the Owner and the FAA.

CONTRACTS AND BIDDING:

The bidding and construction documents will be structured with at least three bid schedules and at least two construction phases, as described below:

1. Terminal Apron Reconstruction and Airport Operations Building Site Preparation
2. Taxilane and Apron Site Preparation

After bids are opened, Engineer and Owner will discuss possible award options. If adequate funds are available from all sources, all work will be awarded. Award of all elements may not be possible. This Work Order does not include any services related to repackaging or re-bidding work elements at a later date. If such services are necessary, they will be added by amendment or considered an additional service to this agreement.

It is anticipated that the project will be completed during the summer and fall of 2014. The project will be funded primarily with discretionary funds. This project must be completed before winter 2014, so that construction on the terminal and Airport Operations Building projects can be completed over the winter and the phases planned for 2015 can be started on time in spring 2015. An aggressive design schedule will be necessary, in order to meet this schedule.

ANTICIPATED STAFFING:

Due to the importance of this project and aggressive schedule, the Owner expects the project to be staffed with experienced personnel in all leadership positions. The project will be led by a Principal in the firm, with one experienced Project Manager leading various elements of the design and construction services. Additional production staff will include an experienced specifier/construction manager and multiple staff engineers/technicians to complete the design. During construction, one experienced resident engineer will be required, with additional assistance during key periods of the project (e.g., paving).

AVAILABLE INFORMATION:

- Airport Layout Plan (ALP) drawings, most recently updated by T-O Engineers in 2014.
- Design, construction and as-constructed drawings, survey data and geotechnical information from AIP 3-16-0016-007 through '036 projects, prepared by Toothman-Orton Engineering Co. (now T-O Engineers).
- Geotechnical information collected during design of Project 2 in late 2013.
- 2012 Technical Analysis, prepared by T-O Engineers.
- Analysis completed under a separate Project Formulation effort, including an abbreviated updated to the ALP to reflect the projects identified in Alternative 6.



SCOPE OF PROFESSIONAL SERVICES

TASK 1 - ADMINISTRATION

During the course of the Project the following general administrative services shall be provided.

- 1.1 Coordinate with Owner to evaluate scope, budget and approach to project. Travel to and meet with the Airport to discuss the project scope and approach.
- 1.2 Prepare a Work Order specifically addressing this project. The Work Order shall include a detailed Scope of Professional Services narrative. Review the Scope with Owner and FAA and modify as necessary, based on comments received. The Work Order shall also include a detailed cost proposal based on estimates of professional service man hours, hourly rates and lump sum costs required to accomplish the design development and construction administration of the work.
- 1.3 Provide Scope of Work and blank cost proposal spreadsheet to Owner for use in obtaining an Independent Fee Estimator for review. One teleconference is anticipated to describe and discuss the project scope.
- 1.4 Advise and coordinate with Owner and FAA through the Phase 1 tasks.
- 1.5 Project management and administration to include monthly cost accounting and budget analysis, invoicing and monitoring of project progress.

TASK 2 – PRELIMINARY (35%) DESIGN

The following Consultant tasks are necessary to complete the initial design of the project. This design will incorporate and refine project formulation and planning completed under previous planning and formulation efforts.

- 2.1 Prepare for and participate in a pre-design conference with FAA personnel and the Owner. This conference shall be conducted according to current guidance from the FAA Northwest Mountain Region. The conference will take place via conference call. After the meeting, prepare notes to document what was discussed.
- 2.2 Utilize topographic survey gathered in May of 2013 to design the project. Engineer shall analyze the data and prepare base drawings and digital terrain models of specific project areas necessary for this analysis and design. Base drawings shall include all topographic information plus known underground utilities, structures, NAVAIDs, etc.
- 2.3 Review geotechnical information gathered in December 2013 for relevancy to this design. Adequate geotechnical information is available for this design – this task includes only reviewing that information and collecting the applicable portions of the report.
- 2.4 Review terminal parking apron horizontal geometry, to verify the parking configuration for three commercial service aircraft (Q400 and CRJ700), along with space for ground equipment, etc.
- 2.5 Develop a preliminary grading and drainage concept for the terminal apron. This must consider the proposed terminal addition and other existing facilities and features that will remain. Drainage



must consider treatment and disposal of stormwater in on-site swales and drywells, adjacent to the apron. The use of aircraft de-icing chemicals on the apron, and appropriate collection, treatment and disposal of those chemicals, also must be considered in the design.

- 2.6 In coordination with the proposed terminal addition layout (prepared by others), prepare a preliminary site plan for the terminal addition site. This will include rough excavation of the building footprint and surrounding area, with other related improvements.
- 2.7 Analyze terminal parking lot, based on impacts to the existing parking configuration from construction of the terminal addition. The addition will eliminate a number of spaces and impact traffic flow in the lot. This task will include evaluation of alternatives and discussion with the Owner to determine the best configuration to replace lost spaces and ensure efficient traffic flow in the lot.
- 2.8 Develop a site plan for the Airport Operations Building, based on the preliminary site plan prepared by others. Complete preliminary design of utility relocations, traffic flow, grading and drainage. Identify required location and height for retaining wall and, with the assistance of a qualified subconsultant, complete a preliminary design of the wall.
- 2.9 Develop a preliminary design for the layout and geometry of the north taxiway/apron/hangar complex. This will include review of aircraft taxiing requirements (Taxiway Safety Area and Object Free Area dimensions, etc.) and related layout of hangar sites, road, vehicle parking, etc. Analyze overall dimensions of the apron, as well. Refinements of the geometry in this complex will include an analysis of the vertical geometry to determine the required height of a retaining wall along the north and west sides of the apron, as well as drainage considerations. Complete a preliminary design of the retaining wall in this area, with the assistance of a qualified subconsultant.
- 2.10 Develop a preliminary Construction Safety and Phasing Plan (CSPP). This CSPP shall clearly describe the different construction phases and aircraft operations during each phase. The preliminary CSPP shall be submitted to FAA for review and comment as early in the project development process as possible.
- 2.11 Identify utilities that must be relocated and coordinate with various public utilities responsible. It is anticipated that this will include underground power and associated transformers, telephone, natural gas, water and sewer. All or some of these utilities are located at each of the three work sites in the project. Prepare an overall utility relocation plan for each of the three sites and travel to Hailey to coordinate on site with each utility. It is anticipated power, natural gas and telephone relocations will be designed by the individual utility companies. Water and sewer relocations will be designed by Consultant.
- 2.12 Based on input received from City of Hailey during Task 2.11, prepare a preliminary sewer relocation design. It is anticipated approximately 800 feet of sewer line will require relocation.
- 2.13 Based on input received from City of Hailey during Task 2.11, prepare a preliminary water relocation and extension design. It is anticipated approximately 600 feet of water line will require relocation and a new water line extension will be necessary to provide water to the Airport Operations Building site.



- 2.14 Based on aircraft traffic on the airport, design recommended pavement sections for the terminal apron, north hangar taxilane and north apron. Design of the terminal apron will consider both asphalt and Portland cement concrete pavements. Complete a life cycle analysis to select the preferred alternative. All Design analysis shall conform to the current version of FAA AC 150/5320-6. Prepare a report for inclusion in the Engineer's Design Report.
- 2.15 Design fencing and gates to secure the designed terminal apron, AOB site and north apron/taxilane site. Each site will include at least one automated gate, with associated electrical service and connections to the airport's access control system.
- 2.16 Develop a draft table of contents for bid and contract documents and technical specifications, which will identify appropriate sections necessary for completion of the project.
- 2.17 Prepare preliminary drawings for the project, which will be limited to: Cover Sheet; Construction Layout Plan; Safety and Phasing Plans; Plan Sheets for the three project areas; and preliminary Utility Plans (estimated 12 sheets, total).
- 2.18 Prepare preliminary opinions of construction cost and construction time required to complete construction of the various elements of the project.
- 2.19 Meet with Owner to discuss preliminary design, including review of preliminary plans. This meeting is anticipated to take place at the airport, with two members of the project team in attendance.
- 2.20 Coordinate with the Owner and FAA during this phase of the project. This will include one meeting in Hailey with the Airport Staff and airport users (separate from the preliminary plan review above) to discuss the preliminary design and refine the project approach, schedule, phasing and budget.
- 2.21 Coordinate internally with T-O staff during this phase of the project as necessary.

TASK 3 – 65% DESIGN

The 65% design services shall commence upon completion of Phase 2 tasks and shall include:

- 3.1 Finalize grading and site design for the terminal apron area and terminal addition site.
- 3.2 Finalize design of parking lot modifications.
- 3.3 Finalize surface and subsurface drainage design for disposal of storm drainage from the terminal apron area. Prepare a report for inclusion in the Engineer's Design Report.
- 3.4 Finalize grading and site design for the Airport Operations Building, including drainage design.
- 3.5 Finalize grading and site design for the north taxilane/apron/hangar complex, including drainage design. Though construction will not include paving these areas this year, grading design will be completed for the paved surface, and then also consider the temporary situation, without pavement through the winter.
- 3.6 Finalize fencing and gate design, including design of electrical service for each gate site. Electrical design will be completed with the assistance of a qualified subconsultant.



- 3.7 Finalize sewer design, including coordination with City of Hailey.
- 3.8 Finalize water design, including coordination with City of Hailey.
- 3.9 Develop an erosion and sediment control plan for all three areas of the project, to be included in the bidding and construction drawings. This plan shall apply approved Best Management Practices for the State of Idaho.
- 3.10 Develop a pavement marking plan for the terminal aircraft parking apron.
- 3.11 Prepare preliminary construction specifications and bid documents. Specifications shall be based on the current version of FAA AC 150/5370-10 and current regional notices. Bid documents shall include Notice Inviting Bids, Bid Schedules, Agreement, forms and other contract documents and "boiler plate" items necessary to solicit bids and execute contracts following award.
- 3.12 Prepare a preliminary design and construction plan set to a completion level of approximately 65%. The anticipated number of sheets in this submittal is 25 sheets. Submit two sets to Owner for review and comment. Meet with Owner to review the plans and obtain additional direction for completion of the design and construction plans. This meeting will be held in Hailey with two members of the project team in attendance.
- 3.13 Revise preliminary opinion of construction cost ~~estimates~~, based on preliminary design.
- 3.14 Coordinate internally with T-O staff during this phase of the project to discuss key aspects of the design.
- 3.15 Coordinate with the Owner and FAA during this phase of the project, including a separate visit to discuss the design revisions and progress.

TASK 4 - FINAL DESIGN

The Final Design task shall include the preparation of detailed construction plans and specifications, bid and contract documents suitable for obtaining competitive bids for construction of improvements, along with required design report, cost estimates and other design documents. Final Design Services shall include the following work tasks:

- 4.1 Revise design to reflect comments from Owner at 65% design review phase.
- 4.2 Prepare 95% design and construction plans. Total number of sheets is anticipated to be 25.
- 4.3 Prepare 95% construction specifications and bid documents based on the current version of FAA AC 150/5370-10 "Standards for Specifying Construction on Airports", including regional Notices published by the FAA Seattle Airports Districts Office.
- 4.4 Prepare a final engineer's opinion of probable construct cost, based on the final design.
- 4.5 Prepare a stand-alone Construction Safety and Project Phasing plan, including final versions of drawings submitted during Task 2, along with a narrative plan describing the project phasing implementation.
- 4.6 Prepare the Engineer's Design Report including plan review checklists in conformance with FAA guidelines and submit with plans and specifications for FAA review.
- 4.7 Submit 95% design drawings, specifications and design report to Owner and FAA for final review and comment. An on-site design review meeting with airport staff will be held at the airport in Hailey, with two members of the design team in attendance. Review comments from the FAA will be received by telephone or electronically.



- 4.8 Revise drawings and specifications based on final review comments and prepare 100% (bid set) documents. Submit up to three complete sets of final documents to Owner and one set of final documents to the FAA.
- 4.9 Coordinate internally with T-O staff during this phase of the project to discuss key aspects of the design.
- 4.10 Coordinate with the Owner and FAA during this phase of the project.

TASK 5 - BIDDING

Assist the Owner in the competitive sealed bid process. The Owner completed a pre-qualification process for contractors interested in bidding on this project under an earlier Work Order. The bidding process will be limited to contractors who were pre-qualified under that process – a public bidding process will not be necessary. This Task also includes services to prepare and process contract award and construction agreement documents for the Owner. Bidding services shall include the following tasks:

- 5.1 Administer the bid process including bid document reproduction and distribution of documents to pre-qualified contractors and plan rooms. Maintain a "bidders list" and distribute plans as requested. Assist Owner in promoting bidder interest among pre-qualified contractors.
- 5.2 Prepare a detailed Pre-Bid Conference agenda and conduct a Pre-Bid Conference to familiarize bidders and interested parties with the construction project scope and requirements. Prepare and issue minutes of the conference after the meeting. The meeting will be held at the Airport. It is assumed a Project Manager and one additional staff member will attend the Pre-Bid Conference.
- 5.3 Respond to questions that arise during the Contractors' bid preparation process. Issue addenda or other clarifications as required.
- 5.4 Assist the Owner in preparation for the project Bid Opening as required, including preparation of a Project Bid Summary form. It is anticipated that the Consultant will attend and conduct the Bid Opening in Hailey. After opening bids, Consultant will take copies back to the Boise office, to evaluate the qualifications of bidders and responsiveness to bidding criteria, including compliance with Buy American requirements.
- 5.5 Prepare a detailed Bid Tabulation documenting bid results and submit to Owner and FAA.
- 5.6 Assist the Owner with review and analysis of bids received, in accordance with Program Guidance Letter 12-03. Provide Engineer's recommendation of award letter to Owner.
- 5.7 Prepare and distribute Notice of Award, Construction Agreement and other contract documents. Review Construction Agreement, bonds and insurance documents submitted by Contractor, and assist Owner and Contractor in processing documents for the project.
- 5.8 Coordinate with FAA and Owner throughout the bid and award process. Submit bid documentation including copies of all executed contract documents as required by the FAA.

~~5.8~~ 5.9 Travel time for Consultant personnel for services associated with Task 5.



TASK 6 - CONSTRUCTION

During construction, the Consultant shall administer all aspects of the construction contract over which the Consultant can be expected to have realistic control in order to assist the Owner in monitoring and documenting the construction process for design compliance, quality assurance, and cost control. Time for construction services assumes completion of the project on a normal work schedule (five-day work weeks). The total number of calendar days for this project is anticipated to be 90. Any construction time overruns beyond the assumptions stated here may require additional Consultant time and associated fees. These additional fees will be negotiated by addendum to this Work Order. Construction services shall more specifically include the following work tasks:

- 6.1 Provide pre-construction coordination; prepare a detailed Pre-Construction Conference agenda and displays; conduct a Pre-Construction Conference on behalf of the Owner in Hailey; and prepare and issue minutes of the Pre-Construction Conference. Advise the FAA of Pre-Construction Conference dates and include FAA items in conference agenda. Complete FAA Pre-Construction conference checklist. It is anticipated the Principal, project manager and resident engineer will attend the pre-construction conference.
- 6.2 Prepare a construction management plan for the project, in accordance with FAA guidance.
- 6.3 Review, comment, and process Contractors' submittals (including review for compliance with Buy American requirements), particularly Work Schedule, Operational Safety Plan, and Quality Control Plan. Assist Contractor as required, clarifying specification and documenting submittal requirements. Coordinate construction activity schedule with Owner.
- 6.4 Provide one experienced Resident Project Representative at all times during construction to monitor and document construction activities, conformance with schedules, plans and specifications; review and document construction quantities; document significant conversations, situations, events or changed conditions; document input or visits from local authorities and officials; prepare and submit routine inspection reports; and maintain a project diary. During paving operations, an additional experienced staff member will also be onsite.
- 6.5 Organize and conduct one construction meeting per week with Owner, Contractor and others as appropriate. Contractor's schedule review and work progress will be discussed at all meetings. The Resident Project Representative will hold these meetings on or near the construction site at the airport. Project Manager will also attend all meetings. Anticipate 12 total meetings during project duration.
- 6.6 Provide office administration support and assistance to the Resident Project Representatives with senior design, management or other personnel as field activities may require.
- 6.7 Review and approve Contractor monthly Pay Requests. Submit approved pay requests to the Owner for approval and payment.
- 6.8 Monitor and coordinate Contractor Quality Control Program pursuant to current FAA specifications for Quality Control and Quality Assurance. This will include all required Quality Assurance testing, to be performed by a qualified testing laboratory.



- 6.9 Conduct Substantial Completion and Final Completion Inspections with the Owner and Contractor. Advise and coordinate with FAA of inspection dates. Produce substantial and final completion inspection certificates and document "punch list" items. It is anticipated that senior design or management personnel will attend either the Substantial Completion or Final Inspection at the Airport.
- 6.10 Assist Owner with review of Contractor Wage and EEO documentation review.
- 6.11 Prepare, negotiate and process Contract Change Orders/Supplemental Agreements, as required. Man-hour estimates and costs are to be based on normal construction events as experienced by the Consultant for projects of this type and size.
- 6.12 Coordinate with Owner and FAA throughout the construction process. Submit required construction documentation, including weekly activity report forms, mix designs, change orders, etc. Coordinate with Owner and FAA verbally concerning change orders, as required.
- 6.13 Travel time for Consultant personnel for services associated with ~~tasks listed in~~ Task 6.

TASK 7 – CLOSEOUT/DOCUMENTATION

Task 7 shall consist of project closeout and documentation services. Operational phase services shall include the following tasks:

- 7.1 Prepare As-Constructed Revisions to Design and Construction Drawings for project improvements. Provide Owner with copies of Record Drawings, including two electronic copies (PDF) – one for Owner and one to be submitted to the FAA.
- 7.2 Prepare an As-Constructed Airport Layout Plan (ALP) to document improvements.
- 7.3 Document the Project work and accomplishments in a Final Construction Report in accordance with FAA guidelines.
- 7.4 Coordinate with Contractors on Owner's behalf to obtain lien releases from subcontractors and Prime Contractor in preparation to making final payment. Coordinate with Contractors, Owner and the Idaho State Tax Commission to obtain a tax release prior to releasing any retainage.
- 7.5 Assist Owner with overall budget status analysis and reports, closeout documentation review, and coordination with the FAA, as requested by the Owner. Assist in preparation of required project certifications.

TASK 8 – ADDITIONAL SERVICES

Consultant shall provide the following services as "Additional Services":

- 8.1 Assist the Owner with Grant Administration tasks. A Grant Application for this project was prepared under a previous Work Order.
 - 8.1.1 Assist the Owner to prepare and process required certifications for submittal to the FAA.



- 8.1.2 Provide periodic project budget updates to Owner during prosecution of the work.
- 8.2 Assist the Owner with Disadvantaged Business Enterprise (DBE) reporting. Goals are not necessary for this project, as the airport completed three-year goals in 2013. DBE services to be provided shall include annual reporting for FY 2014 only.
- 8.3 Provide geotechnical services required for the project. These services are anticipated to be performed by a qualified subconsultant and will include services only during construction (information required for design was collected during an earlier project). The geotechnical subconsultant will provide testing necessary for quality assurance during construction. Consultant's services will include coordination with the subconsultant to ensure that appropriate testing is completed.
- 8.4 Subconsultant Coordination: Coordinate with the following subconsultants for assistance with elements of the design.
 - 8.4.1 Structural: Structural assistance will be necessary to accomplish the calculations and technical design of retaining walls at two locations.
 - 8.4.2 Electrical: Electrical assistance will be necessary to complete design of the power supplies for new automated gate locations.
- 8.5 Utility Coordination: Coordinate with the following utility companies regarding relocation of utilities in the project areas.
 - 8.5.1 Idaho Power (electrical). After Consultant identifies required electrical relocations, Idaho Power will design and construct the relocations independently. This task includes coordination with Idaho Power as needed, during design and construction.
 - 8.5.2 CenturyLink (telephone). After Consultant identifies required telephone relocations, CenturyLink will design and construct the relocations independently. This task includes coordination with CenturyLink as needed, during design and construction.
 - 8.5.3 Intermountain Gas (natural gas). After Consultant identifies required natural gas relocations, Intermountain Gas will design and construct the relocations independently. This task includes coordination with Intermountain Gas as needed, during design and construction.
 - 8.5.4 City of Hailey (water and sewer). As described previously, Consultant shall design water and sewer. This coordination task includes review of proposed design with the City and coordination before, during and after construction.
- 8.6 Assist and coordinate with independent auditors to locate appropriate documents for performing A-133 annual audit. In addition to finding appropriate project files, answer questions concerning Contractors wage rates and interview forms as required.
- 8.7 Assist the Owner with preparation of a Notice of Intent to be filed for the project Storm Water Pollution Prevention Plan (SWPPP). The Contractor will be responsible to file a separate Notice of Intent and comply with the SWPPP as shown in the plans. Consultant shall monitor the Contractor's performance of these tasks throughout construction.



8.8 Prepare and submit the following FAA forms related to the work included in this project:

- FAA Form 7460-1s for the AWOS installation, wind cones relocation and taxiway relocation (three forms, total).
- FAA Form 5010 (Airport Master Record) to reflect construction changes, including a graphic to be published in the Facilities Directory.



PROJECT SCHEDULE

The following dates summarize the target completion of significant project tasks.

ACTIVITY	COMPLETION
Scope of Work Approval	March 11, 2014
Complete Independent Fee Estimate Review	April 8, 2014
Work Order Negotiation Complete	April 8, 2014
Initiate Design	April 2014
Preliminary Design – Complete	April 18, 2014
65% Design Complete	May 9, 2014
95% Design Complete	May 23, 2014
Final Design Complete/Distribute Documents	May 29, 2014
Bid Opening	June 26, 2014
Award Project	July 1, 2014
Begin Construction	August 4, 2014
Construction Complete	October 31, 2014
Closeout	February 2015

Dates are subject to change, based on grant timing, weather and the needs of the Owner.

EXHIBIT B

Friedman Memorial Airport		RSA Improvements - Project 5	
Work Order # 14-05		Reconstruct Terminal Apron/Airport Operations Building Site Preparation/	
Labor Worksheet		North Hangar and Apron Site Preparation	
		April 1, 2014	

Task	Description	Personnel Hours														Total Hours	Fee
		Prin	PM	SP	CM	SV	DE	EIT	EIT	EIT	Insp	Insp	Adm.	Total			
		DM	TC	CP	CS	SF	DS	MJ	(OT)	DB	(OT)	SV					
		\$175	\$130	\$145	\$120	\$130	\$115	\$75	\$98	\$90	\$117	\$55					
Task 1 - Administration																	
1.1	Project Approach	2	2												4	\$610	
1.2	Work Order	18	4									4			26	\$3,890	
1.3	IFE Coordination	6													6	\$1,050	
1.4	FAA/Owner Coordination	8	2												10	\$1,660	
1.5	Project Management/Adminin.	40	16									12			68	\$9,740	
Subtotal, Task 1		74	24	0	0	0	0	0	0	0	0	16			114	\$16,950	
Task 2 - Preliminary (35%) Design																	
2.1	Pre-design Conference	2	2												4	\$610	
2.2	Survey Data/Base Drawings		4					16							20	\$1,720	
2.3	Review Geotechnical Data		2					6							8	\$710	
2.4	Refine Terminal Apron Geometry	2	12	2				32							48	\$4,600	
2.5	Preliminary Apron Grading Plan	2	6				8	40							56	\$5,050	
2.6	Terminal Addition Site Plan	2	4				4	16							26	\$2,530	
2.7	Parking Lot Analysis	4	8				8	30							50	\$4,910	
2.8	AOB Site Plan	4	4				6	30							44	\$4,160	
2.9	North Complex Preliminary Design	8	10	2			12	40							72	\$7,370	
2.10	Preliminary CSPP	1	10				12	32							55	\$5,255	
2.11	Overall Utility Relocation Plan	2	16				12	32							62	\$6,210	
2.12	Preliminary Sewer Design	2	8				8	24							42	\$4,110	
2.13	Preliminary Water Design	2	8				8	24							42	\$4,110	
2.14	Airfield Pavement Designs		4		2			16							22	\$1,960	
2.15	Fencing and Gate Design		4					16							20	\$1,720	
2.16	Draft Specs Table of Contents	1			4										5	\$655	
2.17	Preliminary Drawings	2	10				24	60							96	\$8,910	

EXHIBIT B

Friedman Memorial Airport		RSA Improvements - Project 5	
Work Order # 14-05		Reconstruct Terminal Apron/Airport Operations Building Site Preparation/	
Labor Worksheet		North Hangar and Apron Site Preparation	
		April 1, 2014	

Task	Description	Personnel Hours													Total Hours	Fee
		Prin DM	PM	SP	CM	SV	DE	EIT	EIT	Insp	Insp	DB	OT	Adm.		
			TC	CP	CS	CS	SF	DS	MJ	\$75	\$98	\$90	\$117	SV		
2.18	Preliminary Cost Opinion		2		8			2	8						20	\$2,050
2.19	Preliminary Design Review Meeting	8	10												18	\$2,700
2.20	FAA/Owner Coordination	12	4												16	\$2,620
2.21	Internal Coordination	4	4		4			4	4						20	\$2,460
Subtotal, Task 2		58	132	4	18	0	108	426	0	0	0	0	0	0	746	\$74,420
Task 3 - 65% Design																
3.1	Terminal Apron/Site Grading		4					12	24						40	\$3,700
3.2	Parking Lot Design	1	4					8	32						45	\$4,015
3.3	Terminal Drainage Design	1	4					8	24						37	\$3,415
3.4	AOB Site Design	1	4					10	20						35	\$3,345
3.5	North Complex Site Design	2	8					12	40						62	\$5,770
3.6	Finalize Fencing and Gate Design		1						12						13	\$1,030
3.7	Finalize Sewer Design		4					6	20						30	\$2,710
3.8	Finalize Water Design		4					6	20						30	\$2,710
3.9	Erosion and Sediment Control Plan	1	8		2			16	40						67	\$6,295
3.10	Pavement Marking Plan		2						8						10	\$860
3.11	Preliminary Specs/Bid Documents	2	12		40										54	\$6,710
3.12	65% Drawings	14	24					32	100						170	\$16,750
3.13	Revise Cost Opinion		4						8						20	\$2,080
3.14	Internal Coordination	4	4		4			4	4						20	\$2,460
3.15	FAA/Owner Coordination	12	6												18	\$2,880
Subtotal, Task 3		38	93	0	54	0	114	352	0	0	0	0	0	0	651	\$64,730

EXHIBIT B

Friedman Memorial Airport		RSA Improvements - Project 5	
Work Order # 14-05		Reconstruct Terminal Apron/Airport Operations Building Site Preparation/	
Labor Worksheet		North Hangar and Apron Site Preparation	
		April 1, 2014	

Task	Description	Personnel Hours														Total Hours	Fee
		Prin	PM	SP	CM	SV	DE	EIT	EIT	Insp	Insp	Adm.	Total				
		DM	TC	CP	CS	SF	DS	MJ	(OT)	DB	(OT)	SV					
		\$175	\$130	\$145	\$120	\$130	\$115	\$75	\$98	\$90	\$117	\$55					
Task 4 - Final Design																	
4.1	Revise Design	2	16		8		16	40							82	\$8,230	
4.2	95% Plans	6	16				16	80							118	\$10,970	
4.3	95% Specs/Bid Documents	2	8		30										40	\$4,990	
4.4	Final Cost Opinion	1	4		6			2							13	\$1,565	
4.5	Stand-Alone Safety/Phasing Plan	1	8		16		16	40							81	\$7,975	
4.6	Engineer's Design Report	4	16		8		20	60							108	\$10,540	
4.7	95% Design Submittal	8	8					4							20	\$2,740	
4.8	100% Design Revisions	4	12				16	40							72	\$7,100	
4.9	Internal Coordination	4	4		4		4	4							20	\$2,460	
4.10	FAA/Owner Coordination	12	6												18	\$2,880	
Subtotal, Task 4		44	98	0	72	0	88	270	0	0	0	0	0	0	572	\$59,450	
SUBTOTAL TASKS 1-4		214	347	4	144	0	310	1048	0	0	0	0	0	0	2083	\$215,550	

EXHIBIT B

Friedman Memorial Airport
Work Order # 14-05

RSA Improvements - Project 5
Reconstruct Terminal Apron/Airport Operations Building Site Preparation/
North Hangar and Apron Site Preparation

Labor Worksheet

April 1, 2014

Task	Description	Personnel Hours																Total Hours	Fee
		Prin	PM	SP	CM	SV	DE	EIT	EIT	Insp	Insp	Insp	DB	OT	Adm.				
		DM	TC	CP	CS	SF	DS	MJ	(OT)	\$98	\$90	\$117	\$55	SV					
		\$175	\$130	\$145	\$120	\$130	\$115	\$75	\$98	\$90	\$117	\$55							
Task 5 - Bidding																			
5.1	Pre-Bid Administration	1	12		8			12									33	\$3,595	
5.2	Pre-Bid Conference	2	8		8		8	12									38	\$4,170	
5.3	Questions/Addenda	1	10		10		10	10									41	\$4,575	
5.4	Bid Opening		4														4	\$520	
5.5	Bid Tabulations		2		4			8									14	\$1,340	
5.6	Bid Analysis/Recommendation of Award	2	2		8			4							2		18	\$1,980	
5.7	Award Documents	1	1		4			4							2		12	\$1,195	
5.8	FAA/Owner Coordination	8	8														16	\$2,440	
5.9	Travel Time	6	12														18	\$2,610	
Subtotal, Task 5		21	59	0	42	0	18	50	0	0	0	0	0	4	4		194	\$22,425	
Task 6 - Construction																			
6.1	Pre-Construction Coordination	8	16		24			24		24							96	\$10,320	
6.2	Construction Management Plan	1	8		16			40		20							85	\$7,935	
6.3	Submittal Review		8		20			40		24							92	\$8,600	
6.4	On-Site Observation (90 Calendar Days)		24		40					434	160						658	\$65,700	
6.5	Meetings (1/Week)		26							40							66	\$6,980	
6.6	Office Administration/Support	4	40		40												84	\$10,700	
6.7	Pay Requests		3		8					12							23	\$2,430	
6.8	Quality Control/Assurance		4		24					16							44	\$4,840	
6.9	Substantial/Final Completion Inspections		8		4					8							20	\$2,240	
6.10	Contractor Wage/EEO Review		4		8			26		8							46	\$4,150	
6.11	Change Orders/Supplemental Agreements	4	12		16			24		20							76	\$7,780	
6.12	FAA/Owner Coordination	20	30														50	\$7,400	
6.13	Travel Time	18	96		24					12	78						228	\$28,716	
Subtotal, Task 6		55	279	0	224	0	0	154	0	618	238	0	0	0	0		1568	\$167,791	

EXHIBIT B

Friedman Memorial Airport		RSA Improvements - Project 5	
Work Order # 14-05		Reconstruct Terminal Apron/Airport Operations Building Site Preparation/	
Labor Worksheet		North Hangar and Apron Site Preparation	
		April 1, 2014	

Task	Description	Personnel Hours														Total Hours	Fee									
		Prin DM	PM TC	SP CP	CM CS	SV SF	DE DS	EIT MJ	EIT (OT)	Insp DB	Insp (OT)	Adm. SV	Adm. SV													
														\$175	\$130			\$145	\$120	\$130	\$115	\$75	\$98	\$90	\$117	\$55

Task 7 - Closeout/Documentation																
7.1	As-Constructed Drawings	2	8					60							70	\$5,890
7.2	As-Constructed ALP	1	4	4				24							33	\$3,075
7.3	Final Construction Report	2	8		12			8		80					110	\$10,630
7.4	Final Payment Coordination	1	4		4					12					21	\$2,255
7.5	Closeout Documentation Support	1	4		8			2							15	\$1,805
Subtotal, Task 7		7	28	4	24	0	0	94	0	92	0	0	0		249	\$23,655
Task 8 - Additional Services																
8.1	Grant Administration															
8.1.1	Certifications	2	4		4										10	\$1,350
8.1.2	Periodic Budget Updates	4	4		4										12	\$1,700
8.2	DBE Documentation		2		12					4					18	\$2,060
8.3	Geotechnical Coordination		4							8					12	\$1,240
8.4	Subconsultant Coordination															
8.4.1	Structural	4	8												12	\$1,740
8.4.2	Electrical		8												8	\$1,040
8.5	Utility Coordination															
8.5.1	Idaho Power	1	8					4							13	\$1,515
8.5.2	CenturyLink	1	8					4							13	\$1,515
8.5.3	Intermountain Gas	1	8					4							13	\$1,515
8.5.4	City of Hailey	1	12					6							19	\$2,185
8.6	A-133 Audit Assistance	1	4		8										13	\$1,655
8.7	SWPPP Coordination	1	2				8	12		12					35	\$3,335
8.8	FAA Forms	2	4	4				8							18	\$2,050
Subtotal, Task 8		18	76	4	28	0	8	38	0	24	0	0	0		196	\$22,900
SUBTOTAL, TASKS 5-8		101	442	8	318	0	26	336	0	734	238	4	20		2207	\$236,771
TOTAL, ALL TASKS		315	789	12	462	0	336	1384	0	734	238	20	20		4290	\$452,321

EXHIBIT B

Friedman Memorial Airport Work Order # 14-05				RSA Improvements - Project 5 Reconstruct Terminal Apron/ Site Preparation				April 1, 2014	
Fee Summary				Tasks 1-4, Lump Sum					
1. Personnel Costs									
Classification	Title	Hours	Rate/Hour	Cost					
Prin	Principal	214	\$175.00	\$37,450.00					
PM	Project Manager	347	\$130.00	\$45,110.00					
SP	Senior Planner	4	\$145.00	\$580.00					
CM	Construction Manager/Specifier	144	\$120.00	\$17,280.00					
SV	Surveyor	0	\$130.00	\$0.00					
DE	Design Engineer	310	\$115.00	\$35,650.00					
EIT	Engineer-In-Training	1048	\$75.00	\$78,600.00					
EIT (OT)	Engineer-In-Training (Overtime)	0	\$98.00	\$0.00					
Insp	Inspector	0	\$90.00	\$0.00					
Insp (OT)	Inspector (Overtime)	0	\$117.00	\$0.00					
Adm.	Administrative Assistant	16	\$55.00	\$880.00					
Totals:		2083		\$215,550.00					
2. Subconsultant Fees									
Electrical				\$3,000.00					
Structural			10.0%	\$7,000.00					
Mark-up				\$1,000.00					
Subtotal, Subconsultant Fees:				\$11,000.00					
3. Reimbursable Expenses									
Description	Number	Unit Cost	Cost						
Vehicle Travel (Per Mile)	1,500	\$0.55	\$825.00						
Rental Vehicles - (Per Month, incl. fuel)	0	\$1,650.00	\$0.00						
Lodging (Per Night)	0	\$120.00	\$0.00						
Meals (Day Trips - Lump Sum)	1	\$250.00	\$250.00						
Per Diem (On Site Personnel - Per Day)	0	\$60.00	\$0.00						
Document Reproduction (Lump Sum)	1	\$1,000.00	\$1,000.00						
Telephone, Fax, Postage, Misc. (Lump Sum)	1	\$50.00	\$50.00						
Subtotal, Reimbursable Expenses			\$2,125.00						
TOTAL FEE, TASKS 1-4 (1+2+3):				\$228,675.00					

EXHIBIT B

Friedman Memorial Airport Work Order # 14-05				RSA Improvements - Project 5 Reconstruct Terminal Apron/ Site Preparation				April 1, 2014	
Fee Summary				Tasks 5-8, Time and Materials					
4. Personnel Costs									
Classification	Title	Hours	Rate/Hour	Cost					
Prin	Principal	101	\$175.00	\$17,675.00					
PM	Project Manager	442	\$130.00	\$57,460.00					
SP	Senior Planner	8	\$145.00	\$1,160.00					
CM	Construction Manager/Specifier	318	\$120.00	\$38,160.00					
SV	Surveyor	0	\$130.00	\$0.00					
DE	Design Engineer	26	\$115.00	\$2,990.00					
EIT	Engineer-In-Training	336	\$75.00	\$25,200.00					
EIT (OT)	Engineer-In-Training (Overtime)	0	\$98.00	\$0.00					
Insp	Inspector	734	\$90.00	\$66,060.00					
Insp (OT)	Inspector (Overtime)	238	\$117.00	\$27,846.00					
Adm.	Administrative Assistant	4	\$55.00	\$220.00					
Totals:		2207		\$236,771.00					
5. Subconsultant Fees									
Geotechnical Engineering								\$14,000.00	
Electrical								\$1,000.00	
Mark-up						10.0%		\$1,500.00	
Subtotal, Subconsultant Fees:								\$16,500.00	
6. Reimbursable Expenses									
Description		Number	Unit Cost	Cost					
Vehicle Travel (Per Mile)		12,000	\$0.55	\$6,600.00					
Rental Vehicles - (Per Month, incl. fuel)		0	\$1,650.00	\$0.00					
Lodging (Per Night)		75	\$120.00	\$9,000.00					
Meals (Day Trips - Lump Sum)		1	\$250.00	\$250.00					
Per Diem (On Site Personnel - Per Day)		65	\$60.00	\$3,900.00					
Document Reproduction (Lump Sum)		1	\$1,500.00	\$1,500.00					
Telephone, Fax, Postage, Misc. (Lump Sum)		1	\$200.00	\$200.00					
Subtotal, Reimbursable Expenses								\$21,450.00	
TOTAL FEE, TASKS 5-8 (4+5+6):								\$274,721.00	
TOTAL FEE, ALL TASKS (1+2+3+4+5+6):								\$503,396.00	

Exhibit A

Master Plan Update Scope of Services

Friedman Memorial Airport
Hailey, Idaho

In an effort to establish a solid plan for development of the Friedman Memorial Airport in the future, the Friedman Memorial Airport Authority (FMAA), operators of the Friedman Memorial Airport (Airport), along with the Federal Aviation Administration (FAA) Helena Airports District Office (FAA-ADO) in Helena, Montana, have elected to undertake a study to update the Master Plan for the Airport. This study will address changes in the airport's operational and improvement environment since the completion of previous planning processes, including, but not limited to: changes in air service patterns; changes in development priorities; changes in natural environment and land use compatibility considerations; changing regional economic impact considerations; and, evolving factors related to proper financial management to enable the airport to meet operational and capital improvement fiscal needs. Mead & Hunt (Consultant) was selected to lead the consulting team in the provision of the services required to update the Airport's Master Plan. This Scope of Services covers the planning services and tasks associated with an update of the Airport's Master Plan. This document provides information on the following important aspects of the project:

- Background information describing the context in which the master planning effort will be accomplished;
- Areas of emphasis for this master planning effort; and
- Project scope elements, describing the actual work activities, responsibilities, and level of effort

Background Information

The Friedman Memorial Airport is located on approximately 209 acres in the City of Hailey, Idaho. The Airport is the primary airport providing commercial and general aviation air services for the Wood River Valley and South Central Idaho, including the communities of Hailey, Bellevue, Ketchum, Sun Valley, and Carey. It is located at the southern limits of the City of Hailey, north of the City of Bellevue.

The Airport faces numerous design and reliability constraints at its existing site, including but not limited to non-compliance with FAA design standards related to size of aircraft operating at the airport; surrounding mountainous terrain that limits aircraft approaches and departures; and an Airport property footprint that restricts its ability to meet potential long-term needs. For several decades, the FMAA has evaluated the limitations of the current Airport site and explored the potential need to replace the Airport at an alternate site that poses fewer constraints. Previous

planning studies that have evaluated issues at the current site, as well as the potential for relocating the airport, include:

- 1985 Airport Master Plan and Noise Compatibility Study
- 1990 Airport Feasibility Study
- 1994 Master Plan Update
- 2004 Master Plan Update
- 2006 Airport Site Selection and Feasibility Study

Based on the findings and recommendations of these previous planning studies, the FAA and FMAA began an Environmental Impact Statement (EIS) process for a proposed replacement airport for the Wood River Valley. The EIS was suspended by the FAA in August 2011 due to project cost and environmental concerns. Following the suspension, FAA requested that the community go through a public process and determine a path forward. The FMAA led an 18 month process and adopted a “dual path” approach, which is supported by the FAA. The “dual path” approach is based on a continued effort to pursue a replacement airport in the long-term, while exploring solutions to issues associated with the current site that will allow the Airport to maintain, support, and develop air service in the near-term.

Following suspension of the EIS process for the replacement airport, the FAA issued a Finding of No Significant Impact (FONSI) for an airline operations specification revision that allowed initiation of service by CRJ-700 regional jets, and reinforced the Congressionally-mandated deadline of December 31, 2015, for the current Airport site to comply with runway safety area criteria. For these reasons, there has been a renewed focus on solving long-standing issues at the existing Airport site. An Airport Alternatives Technical Analysis study completed in January 2013 explored several alternatives for modifying the airfield to comply with FAA runway protection and separation standards, as well as alternatives for solving existing issues with a combination of airfield improvements and FAA Modifications to Standards (MOS's). The Technical Analysis study resulted in a preferred alternative for the immediate future (Alternative 6) that includes taxiway modifications, removal of some on-Airport buildings and structures, and several MOS's. Based on the recommendations of the Technical Analysis, the FAA approved six MOS's in November 2013 that stipulate specific airfield improvements while imposing restrictions on aircraft types and operating procedures.

The recently approved MOS's essentially limit use of the Airport to aircraft less than 95,000 pounds gross weight with wingspans less than 100'. Another similar alternative (Alternative 7) proposed by the Technical Analysis study could involve some land acquisition (41 acres) in order to allow for replacement of displaced aircraft parking and structures associated with the taxiway modifications proposed under Alternative 6. However, there is currently an intergovernmental agreement between Blaine County and the City of Hailey that restricts the Airport from growing outside its existing boundary. Thus, any land acquisition recommendations for the existing airport site will need to be based on necessity to support the survival and quality of future air service. Alternative 6 will be used as basis for airport development until the end of 2015 in order to resolve runway safety area issues.

Given the renewed focus on the existing Airport site, and because the MOS's will be re-evaluated by FAA a minimum of every five years, the FMAA has identified the need to update its Master Plan to identify near-term and long-term facility needs, and to further evaluate the ability of the existing Airport site to meet those needs. In accordance with the FMAA's "dual path" approach, the over-arching purpose of the Master Plan Update is to satisfy the operational requirements of all existing and potential future commercial and general aviation users, whether at the existing Airport site or at a replacement site, when activity levels warrant.

In accordance with the FAA's guidance included in FAA Advisory Circular 150/5070-6B, *Airport Master Plans*, an airport master plan is a comprehensive study that address short-, medium- and long-term plans for airport development includes the following elements:

- 1) Existing conditions inventory;
- 2) Aviation activity forecasts;
- 3) Facility requirements (needs) determination;
- 4) Improvement alternative development and evaluation;
- 5) Preparation of recommended airport improvement plan;
- 6) Rationale for unusual design features and/or modifications to FAA Airport Design Standards;
- 7) Summary of the various stages of airport development and layout sketches of the major items of development in each stage.
- 8) Preparation long-range Capital Improvement Plan;
- 9) Update of Airport Layout Plan drawing set.

Master Plan Areas of Emphasis

- Pursuit of a "dual path" approach that utilizes the existing airport site for the near-term, and identifies the "most technically feasible" relocation sites for the long-term
- Update of forecasts of aviation activity in consideration of constraints associated with existing airport site.
- Define ultimate airside configuration for SUN, using Airport Alternatives Technical Analysis Alternative 6 as a basis.
- Define ultimate landside configuration for SUN, using Airport Alternatives Technical Analysis Alternative 7 as a basis.
- Identification of an ultimate concept for the layout of passenger terminal area for SUN, including space reservation for terminal building and support facilities.
- Identification of a site for a relocated airport traffic control tower for SUN, including initial coordination with FAA.
- Identification of "necessity based" land acquisition priorities for SUN in consideration of City of Hailey and Blaine County established strategic guidance.
- Identification of potential improvements related to SUN's instrument approach capabilities from available data.

- Provide guidance on requirements for future environmental studies required to implement improvement recommendations.
- Summarize previously prepared planning documents related to a replacement airport site and recommend the most feasible sites to “protect”.

Reference Documents

Components and preparation for both the Master Plan Update narrative and revisions to the Airport Layout Plan shall include all items required by the new ALP checklist contained in FAA Standard Operating Procedure (SOP) 2.00, *Standard Procedure for FAA Review and Approval of Airport Layout Plans (ALPs)*; the Airport Master Plans Advisory Circular (AC 150/5070-6B – including latest changes and revisions); the Airport Design Advisory Circular (AC 150/5300-13A – including latest changes and revisions); and other applicable FAA Orders, Federal Aviation Regulations (FAR) and Advisory Circulars. In particular, the project shall be completed in conformance with applicable portions of:

- FAA Order 1050.1 Policies and Procedures for considering Environmental Impacts.
- FAA Order 5050.4 Airport Environmental Handbook, including current federal and state environment laws and requirements.
- FAA Order 8260.3, TERPS.
- 14 CFR Part 77, Safe, Efficient Use, and Preservation of the Navigable Airspace.
- FAA Order 5000.3 Coordination with the Federal Highway Administration.
- FAA Order 7400.2, Procedures for Handling Airspace Matters.
- FAA Order 5100.38, Airport Improvement Program (AIP) Handbook.
- FAA Order 7031.2, Airway Planning Standard Number One – Terminal Air Navigation Facilities and Air Traffic Control Standard.
- AC 150/5060-5, Airport Capacity and Delay.
- AC 150/5300-16A General Guidance and Specifications for Aeronautical Surveys: Establishment of Geodetic Control and Submission to the National Geodetic Survey.
- AC 150/5300-17C General Guidance and Specifications for Aeronautical Survey Airport Imagery Acquisition and Submission to the National Geodetic Survey.
- AC 150/5300-18B General Guidance and Specifications for Submission of Aeronautical Surveys to NGS: Field Data Collection and Geographic information System (GIS) Standards.
- Other Applicable FAA Advisory Circulars, Orders and Regulations.

Project Scope Elements

The following sections describe the project scope elements for this master planning effort. They are organized as follows:

1. Study Design
2. Project Management, Coordination, Communication
3. Public Information, Education, and Outreach (Study Committee Meetings, Public Information Meetings, Meetings with Airport Authority, etc.)
4. Data Collection / Inventory
5. Projections of Aviation Demand
6. Demand Capacity Analysis
7. Facility Requirements
8. Alternatives Analysis
9. Environmental Overview and Land Use Plan
10. Financial Feasibility Analysis
11. Airport Layout Plan Update
12. Master Plan Approval Process
13. Documentation

1. Study Design

It is important at the onset of the planning process to define a detailed Scope of Services for conduct of the master planning effort. The study design includes development of a comprehensive Scope of Services, definition of effort necessary to accomplish the work scope, and preparation of realistic work effort and cost budgets for completing the work. It also serves to organize the project planning team, which includes Mead & Hunt, its sub-consultants, Airport Management, and other consultants working for the Airport, so that the necessary study efforts are effectively executed and the participant roles and responsibilities are clearly defined.

1.1 Scope of Services and Contract Documents

The effort for this task includes preparation of this scope of services for the master planning efforts. The deliverables for this element will be draft and final scope of services, project schedule, an agreed-upon project planning budget and an agreement for the proposed planning work. Specialty sub-consultants and their scope of work will be identified and included in the process. The scope of services, the schedule and the budget will all be detailed by study element. In addition, the budget will be identified using rates by role, labor hours by task, person-trips, reimbursable costs and specialty sub-consultant budgets.

These documents will form the basis of the agreement to provide professional services for this project. This task includes one (1) trip to Hailey by Mead & Hunt's project manager to review scope with the FMAA.

Following agreement on the draft scope and fee basis with the Sponsor and the FAA, a final scope will be prepared, along with sponsor and sub-consultant contracts.

2. Project Management, Coordination and Communication

Projects such as this study demand a refined approach to project management to achieve success. This is especially true at the beginning of the process when the goals, direction, criteria, assumptions, roles, and expectations are developed. Continuous and timely coordination with the Airport and its designated project manager will be provided throughout the study. Project management tasks will continue throughout all aspects of the agreed-upon 18-month project schedule. The project management and coordination process includes the following tasks:

2.1 Project Management

This effort includes communication among the project team for purposes of tracking the progress of the studies. Managing the various technical work tasks among the project team is necessary for a successful project. Project management duties will include:

- Developing and documenting the project plan
- Organizing the project team
- Launching the project activities
- Executing project activities
- Monitoring and controlling the project to achieve results
- Managing/mitigating risks and solving challenges
- Invoicing and monitoring project budget
- Preparing FAA Grant Applications and/or requests for reimbursements
- Closing out the project

2.2 Sponsor Coordination

Regular project status briefings will take place throughout the study process. These briefings will take place in person or via a telephone call or email between the Airport's Project Manager and Mead & Hunt's Project Manager or Assistant Project Manager. These briefings will include status reports of current work, upcoming meetings and work effort and discussion of any challenges in the study effort which may affect the schedule, process or budget.

Airport Primary Point of Contact

Rick Baird, Airport Manager

Mead & Hunt Point of Contact

Mark McFarland, Project Manager

Mead & Hunt Point of Contact

Scott Cary, Program Manager

Mead & Hunt Point of Contact

Evan Barrett, Assistant Project Manager

Specific critical needs of this project will be identified for related consultant support. This scope of services anticipates 18 monthly meetings, 5 of which will be on site (held in conjunction with other meetings) and 13 via teleconference or videoconference.

3. Public Information, Education, and Outreach

For this master planning effort, the public outreach effort will focus on regular briefings to the FMAA Board and two public information meetings (open houses).

3.1 FMAA Board Meetings

Mead & Hunt believes that coordinating with the Friedman Memorial Airport Authority will be a vital part of the overall project and will help to best assess airport issues and proposed development options. Interaction with the FMAA Commissioners and Staff will be essential for the review and assessment of project information.

Mead & Hunt staff will conduct five (5) presentations at regular meetings of the FMAA board over the course of the project to provide briefings on project progress, and to promote interaction among the FMAA Commissioners, Staff, and Consultant team. These meetings will be scheduled to coincide with critical decision points in the process and be used to solicit information and responses from FMAA Commissioners and Staff regarding information presented by the Consultant team. For budgeting purposes, two of the presentations are programmed to be attended by 2 Mead & Hunt employees (project manager and assistant project manager) and three will be attended by 1 Mead & Hunt employee (project manager).

It is anticipated that if additional FMMA briefings are needed, these will be conducted via videoconference.

The content and format of the FMAA board presentations will be decided upon by the Airport Staff and Mead & Hunt. It is anticipated that FMAA board presentations will be held following the preparation of the following draft work products:

- Forecasts of Aviation Activity
- Facility requirements and preliminary airport development alternatives
- Finalized development alternatives and conceptual airport development plan
- Improvement project recommendations and project phasing
- Draft final report

The draft work products will be provided to the FMAA Board approximately two weeks before each presentation to allow advance review by FMAA Commissioners.

3.2 Public Information Meetings

Two (2) Public Information Meetings will be held during the course of the master planning process. The purpose of these meetings is to inform interested citizens about progress on the Master Plan Update. The Consultant will be responsible for the preparation of all meeting materials, while the Sponsor will be responsible for securing a location for the meeting, along with

publicity and meeting notifications. For budgeting purposes, it is assumed the Public Information Meetings can be scheduled to coincide with the FMAA board presentations described above and that 2 Mead & Hunt Employees will attend (project manager and assistant project manager). It is anticipated that Public Information Meetings will be held following the preparation of the following draft work products:

- Facility requirements and preliminary airport development alternatives
- Improvement project recommendations and project phasing

4. Background Information / Inventory

This phase of the project involves the establishment of a sound basis for plan and program development through the assimilation and documentation of appropriate base data. Maximum utilization of existing information which is current and applicable to the objectives and overall intent of this study will be made to avoid redundancy and unnecessary data collection.

In addition to the traditional airport master plan inventory tasks (existing on-airport facilities, surrounding land use, airspace considerations, etc.) this element will include a review of Blaine County and City of Hailey established strategic guidance, along with a summary review of the planning and environmental documentation which has been completed for the replacement airport.

4.1 Identification of Available Information

Existing (secondary) data and information, such as, but not necessarily limited to, documents, maps, studies and projects currently underway or in the planning stages (on and off airport property and in the vicinity) that may directly or indirectly influence this study effort will be identified, reviewed, and documented. Such information would include, but not be limited to:

- Existing regional and state airport system plans.
- Existing airport layout plans.
- Comprehensive planning/growth management documents.
- Existing land use and land use zoning.
- Surface transportation plans.
- Utility plans.
- Engineering reports.
- City/County master plans.
- Previous environmental studies.
- Minimum revenue guarantee (MRG) agreements.
- Documentation prepared for airport improvement projects.

This effort will assure initial and continued coordination among local governments and will involve research in locating secondary data sources, and notifying and consulting appropriate local and regional officials and agencies in this regard.

State enabling legislation and local land use controls will be documented. The Consultant will review State and FAA airport plans and Capital Improvement Program files with regard to Friedman Memorial Airport. The product of this task will be a summarization of all data, information and plans relating to the development of the Airport to serve as input to future tasks.

In accordance with the Master Plan's "dual path" approach, Landrum & Brown will develop a summary of information related to planning and environmental documentation previously completed for the replacement airport process.

4.2 Update Base Mapping and Create Master Plan Report Graphics

A complete Airports GIS survey effort was conducted in 2012 as part of project formulation for the Airport Alternatives Technical Analysis study completed in January 2013. This survey included collection of aerial photography imagery, planimetric/topographic mapping, and obstruction identification. The base mapping for the airport will be updated using the existing information, data and mapping provided by the Airport to the consultant and used to create master plan report graphics.

4.3 Facilities Inventory

From secondary information sources and on-site observations, the Consultant team will inventory facilities within the boundaries of Friedman Memorial Airport. The inventory will include the physical layout of buildings (exterior only), runways, taxiways, airfield lighting, aprons, on-airport roadways, and navigational/electronic landing aids. This will result in a facilities inventory recording, serving as information for the demand/capacity analysis and overall database and informational program. The facilities information that is gathered will result in written and graphic documentation in the Airport Master Plan, as well as technical drawing file documentation (AutoCAD) for use in preparation of the Airport Layout Plan.

4.4 Existing Land Use and Zoning Inventory

Existing land uses and land use zoning in the vicinity of the Airport will be reviewed as part of this task. General boundaries can be initially established for ascertaining land use and zoning patterns based on flight tracks and the delineation of the airport environs. This environs area would then be refined, but would extend a minimum of one mile off each runway end and one-half mile off the sides of the runway. Potential wildlife hazards and other natural characteristics that will impact development and planning on and off Airport property will be identified. Key transportation routes and public utility rights-of-way will also be identified.

The product of this task is a comprehensive inventory of existing land use and land use zoning patterns within the vicinity of the Airport and input to later tasks.

4.5 Airspace and NAVAIDS Inventory

The Consultant team will identify and present how airspace utilization affects operations and is affected by operations at the Airport. This will provide an inventory and assessment of all

procedures and the utilization of airspace that is potentially affected by, or affects, operational activity at the Airport.

The product of this task is a complete inventory and assessment of the utilization of airspace which is potentially affected by or affects operational activity at the Airport.

4.6 Environmental Conditions Inventory

Through the use of existing (secondary) sources, prior environmental documents, and internet-based research, the Consultant will prepare an environmental inventory/overview of the Airport's environmental setting, which will identify critical environmental resources. The Consultant will identify and map physical and environmental conditions in the Study Area from existing information sources. If existing, the Consultant will describe the natural limitations for development, including floodplains and flood ways, prime farmlands, wetlands, air concerns, Brownfield areas, remediation areas, Section 4(f) recreational land, and any other potential environmental issues. The Consultant is not responsible for the accuracy of information that is provided by other sources, but will use standard resources, such as FEMA floodplain mapping, NRCS Soil Surveys, and the US Fish and Wildlife Service National Wetland Inventory, etc., along with previously prepared environmental documentation, as available. This task does not include any on-site surveys of environmental conditions or resources.

4.7 Wind Data Collection and Analysis (existing airport site only)

Wind data for use and analysis in the Facility Requirements element will be acquired from the FAA Airports GIS website, and will be formatted as specified by the FAA for use on the Airport Layout Plan and for runway orientation analysis. This task includes analysis of historic wind data for all-weather, instrument flight rules (IFR), and visual flight rules (VFR) conditions.

Deliverables

The data collection and inventory effort will summarize existing facilities and conditions at the Airport as well as information and direction necessary to develop subsequent elements of the Airport Master Plan Update. Deliverables for this task will include a text and graphic summary pertaining to the existing facilities at the Airport along with existing land use, zoning, City/County Master Plans, and previous planning studies. This summary will provide the basis for the Inventory chapter of the Master Plan Update.

5. Forecasts of Aviation Activity

Development of projections of aviation demand is a key element in the planning process and is important data to be used in determining current and future Airport needs; in assessing the environmental effects of proposed actions; and in determining the economic implications of future growth and development.

Projections will take into consideration the physical constraints associated with the existing airport site and related aircraft use restrictions. Regarding establishment of a recommended forecast, a

low forecast scenario will be established to use in testing to assure that financial recommendations are fiscally judicious and a high forecast will be established to test the adequacy of programmed facility improvements to accommodate demand that is beyond the recommended forecast. In accordance with the Master Plan's "dual-path" approach, activity level triggers will be identified that would require relocating the Airport to a replacement site.

5.1 Collect and Evaluate Existing Aviation Activity Data

This task will focus on reviewing and evaluating existing operational data for airport operations, collecting and updating, as appropriate, the aircraft fleet mix and flight procedures. Sources of information may include local, regional and national economic determinants and trends, airport tenants, and, potentially, ground observations.

The importance of assessing future trends relating to airport utilization and operational activity levels is significant in the development of an Airport Master Plan. Many of the proposals and recommendations of the plan are based on projected demands identified in the forecasts. To a certain degree, this aspect of the master planning process acts as the hub for the recommendations provided in remainder of the plan. Therefore, the importance of accurate and defensible forecasts must be emphasized.

5.2 Aviation Activity Evaluation and Projections

Mead & Hunt will compile a summary of aviation activity and operational data for Friedman Memorial Airport to indicate historical growth and present a basis for statistical analysis of based aircraft, aircraft fleet mix, annual aircraft operations, and related factors.

Projections of aviation demand will be established for the 5-year, 10-year and 20-year planning horizons. As part of this element, appropriate regional, state, and national aviation trends and existing (independent) projections will be investigated. Historical aviation activity will also be analyzed for the Airport by demand component. Through interviews, as well as Airport records, the FAA's Terminal Area Forecast (TAF), the FAA's Traffic Flow Management System Counts (TFMSC), and the Bureau of Transportation Statistics, data will be obtained on activity levels, fleet mix, and based aircraft.

The following components of aviation demand will be projected for 5-, 10-, and 20-years:

- Passenger enplanements
- Aircraft operations
 - Commercial Service
 - General aviation (local/itinerant)
 - Military
- Based aircraft by type
 - Single-engine
 - Multi-engine
 - Turboprop

- Turbojet
 - Rotor
- Aircraft fleet mix (based and operational)
- Air cargo volume
- Critical aircraft by Airport Reference Code (ARC)

Projections of aviation demand will be developed using standard forecasting methodologies, such as share of the market, regression analysis, time series analysis, and trend line analysis. Mead & Hunt will assess these forecasts with varying levels of certainty, analyzing the probability of a low, mid-level and high forecast scenario for total based aircraft, total aircraft operations, and total enplanements, and ultimately recommending a preferred forecast for each factor. Given the Airport's dynamic commercial service, the effort for this task includes strong focus on identifying enplanements and aircraft operations associated with a variety of commercial service scenarios.

Results of this element will be used to determine future needs for airside, landside, and support facility components at the Airport. Methodologies used in this task will be reviewed with the Sponsor and the FAA Helena Airports District Office before the element is finalized. Close coordination will be maintained to ensure acceptance of the approach to the aviation activity projections.

Deliverables associated with this task will include a report which summarizes, with appropriate graphs, charts, maps, and drawings, the methods and results of the projections of aviation demand.

5.3 Forecasts Approval

The Airport Master Plan forecasts will be compared with the FAA's TAF using the recommended FAA excel spreadsheets. The forecasts will be submitted to the FAA Helena Airports District Office for review and approval. Once reviewed by the FAA, these findings will be used as part of a chapter in the final Master Plan report.

Deliverable: Working Paper

Deliverables for this task will include an Inventory/Forecast working paper for review by Airport Authority, staff, and FAA. This working paper will provide the basis for chapters in the Master Plan report.

6. Demand/Capacity Analysis and Facility Requirements

Within this task, current activity levels will be compared to the Airport's operational capacity, using established FAA criteria and the findings from previous work efforts (i.e. inventory and projections). Mead & Hunt will review the existing runway configuration to determine its capacity and limitations. The capacity of the Airport's existing aviation facilities will be compared to

demand projections for the short-, intermediate-, and long-range planning periods (5-, 10-, and 20-years). Surpluses and deficiencies will be identified.

The Airport's ability to accommodate existing and projected activity will be determined using approved FAA capacity methodologies. The capacity, or level of activity at which unacceptable delay occurs, will be compared with aviation projections to determine if and when additional capacity should be provided in the future.

Required facilities will be identified through the inventory of existing facilities and the capacity analyses when compared to projections of aviation demand. Anticipated timing of required improvements will also be identified. FAA Advisory Circulars (AC) referenced as part of this task will include but not be limited to: AC 150/5300-13A, *Airport Design*; FAR Part 77, *Safe, Efficient Use, and Preservation of the Navigable Airspace*; 150/5060-5 *Airport Capacity and Delay*; and 150/5070-6B *Airport Master Plans*.

In consideration of the capacity of existing airport facilities to accommodate aircraft operations, passenger activity, landside access, aircraft parking/storage, etc., as well as the current FAA standards related to the physical layout of airport facilities, recommendation will be made with regard to improvements that will be necessary to adequately accommodate future demand. In accordance with the Master Plan's "dual path" approach, circumstances that would "trigger" the need for the airport to be relocated from its existing location to a less constrained site will be identified. Such triggers may include:

- Changes in commercial service aircraft size.
- New FAA guidance on airfield configuration, design standards, and acceptable Modifications of Standards.
- National economic conditions and changes in demand for Sun Valley recreational facilities;
- Changes in the needs of the local community.

6.1 Airfield Capacity

Using the FAA's methodology for calculating annual service volume (ASV), the Airport's annual operational processing capacity will be estimated. Inputs for this analysis include aircraft fleet mix, navigation aids, physical orientation of runways and taxiways, spacing of taxiway exits, percentage of the Airport's training activity, and peaking characteristics.

The recently published Airport Cooperative Research Program (ACRP) Report 79, *Evaluating Airfield Capacity*, will also be referenced as a cross check of the traditional ASV calculation as described in the previous paragraph. ACRP Report 79 includes a Prototype Airfield Capacity Spreadsheet Model for estimating an airport's ASV.

6.2 Landside Capacity

Landside facilities at the Airport will also be analyzed in terms of their capacity and ability to accommodate current and projected demand. Using FAA guidelines, as well as consultant-

developed factors, capacities of landside facilities such as general aviation hangars and apron space will be determined. To determine their adequacy, these capacities will be compared to current and projected demand identified during the inventory and forecast elements.

The passenger terminal area facilities (air carrier apron, passenger terminal building, terminal area parking facilities) will also be analyzed. Special consideration will be given to the ability of the terminal building, air carrier apron, and parking facilities to satisfy the needs of the existing and potential future commercial aircraft fleet. Consideration will also be given to the terminal area roadway system (including the terminal building/roadway system interface area and roadway signage).

6.3 Design Standard Review/Evaluation

Using the 2013 Airfield Alternatives Technical Analysis study and recently approved Modifications of Standards as a starting point, existing and potential future airfield dimensional criteria will be evaluated. The facility analysis and recommendations related to the design aircraft and the existing and future physical layout of the runway/taxiway system at Friedman Memorial Airport are critical issues that will be addressed as soon as possible within the process of preparing the Master Plan Update. Existing and potential future deviations from FAA design standards, along with proposed remedies for those deviations, will be noted in the Master Plan Update document as well as on the ALP. General design/layout issues to be considered include: runway safety areas, runway/taxiway/apron separation, runway length, runway width, airfield layout, instrument approach capabilities, and navigational aids/lighting.

This task will also include an assessment of FAA's recent update to AC 150/5300-13A, *Airport Design*. Recent airfield design standard changes such as the Runway Design Code (RDC), the Runway Reference Code (RRC) for each runway and the Taxiway Design Group (TDG) for each taxiway) will be reviewed and the potential impacts to airport facilities will be assessed.

6.4 Facility Requirements – Airfield and Support Facilities

Utilizing current FAA planning criteria and the existing master plan documents, Mead & Hunt will review the overall facility needs based on projected future activity and the Airport's role in the local, regional and national aviation and economic system. Facilities to be analyzed include:

- Runways
- Taxiways
- Aircraft apron areas
- FBO, corporate, and general aviation facilities
- Aircraft storage and hangar areas
- Air cargo areas
- Support facilities such as maintenance, ARFF training facilities, and utilities
- Fuel farms
- Airport access and circulation

Future requirements will provide the basis for evaluating alternative development actions that might be adopted to satisfy the need for improved facilities. The facility requirements analysis for the Airport will focus on a number of specific issues that are most important to the Airport's future growth and development, including issues associated with both commercial and general aviation activity. This assessment will take into account existing facilities that the Airport will lose due to the Modifications of Standards, including aircraft parking apron, hangars, air traffic control tower, and fuel facilities. The alternatives analysis will identify, review, and evaluate options for accommodating these activities in their existing location over the planning period. The objective of the facility requirements analysis will be to ensure that each of the Airport's functional aviation areas has long-term flexibility and growth potential that will enable it to respond to changing demand scenarios. Facility requirements will generally be tied to the 5-, 10-, and 20-year demand projections developed as part of this study.

6.5 Demand Triggers for Replacement Airport

Potential demand related to operational capacity; changes in commercial service aircraft types; local, regional and national economic influences, etc., which would "trigger" the need to relocate the airport's operation to a new site will be identified. Along with the acknowledging the potential demand triggers, the expected timing for the occurrence of the triggers will be identified with the goal being to allow sufficient time to appropriately plan and finance the replacement airport.

Deliverable: Working Paper

Deliverables for this task will include a facility requirements working paper for review by Airport commissioners, staff, and FAA. This working paper will provide the basis for a chapter in the Master Plan report.

7. Development Alternatives and Recommended Plans

Based on established goals and desires of the appropriate entities, a specific plan and program for airport development and improvement will be prepared representing recommendations which are workable, implementable, and defensible.

Using Technical Analysis Alternatives 6 and 7 as a starting point, and in consideration of anticipated facility needs, improvement alternatives will be formulated which will allow SUN to best accommodate forecast demand and best meet FAA facility layout standards. In addition, this element will include a recommended improvement program with planning-level cost estimates for capital improvement projects, preliminary phasing recommendations for capital projects and a preliminary financial feasibility review. In accordance with the Master Plan's "dual path" approach, this element will also include a siting evaluation and improvement program for a potential replacement airport based on sites and criteria developed for previous planning studies.

7.1 Goals Development

Based on inventory findings, demand considerations, forecasts of aviation activity and input from airport staff and FAA; Mead & Hunt will assemble a series of goals that subscribe to the intent,

direction and purpose of and for the existing Airport site. These goals will serve as a basis for the preparation of the Development Plan.

7.2 Prepare Airside Development Alternatives

This task will identify and document feasible alternatives for an ultimate airside configuration (runways and taxiways) at the existing Airport site, using Airport Alternatives Technical Analysis Alternative 6 as a basis. This will include evaluation of options related to:

- The projected ultimate design aircraft;
- The existing and potential future Airport Reference Code (including the three factors that make up an ARC, the Aircraft Approach Category, the Airplane Design Group and the Taxiway Design Group) for the Airport in general and each runway and taxiway in particular;
- The operational capacity of the Airport;
- Implications with regard to instrument approach capabilities;
- Implications for runway length; and
- A comprehensive approach to the layout of the runway system in support of on-airport aviation-use development areas.

Such specific considerations as the configuration of the runway and taxiway system will be investigated, including alternatives related to the development of appropriate on-airport sites, including operational scenarios, runway length analysis, additional navigational facilities, utility influences, off-airport development, potential land acquisition, site development projects, regional roadway and other airport proposals and programs, as well as many other considerations to be determined as the planning process evolves. It is important that the alternative analysis and evaluation give adequate consideration to the physical development feasibility, environmental impact potential, noise exposure implications and development costs, all of which are included in various sections of this work program. This task will also have a specific focus on potential improvements related to SUN's instrument approach capabilities, based on available data.

Each airside alternative will be considered and evaluated in the process of establishing the development plan for the Airport, with generalized implications and consequences of each alternative being presented in written and graphic form. In doing so, the airside alternatives will be tested against established criteria, goals of the Airport and the County, and consistency with State and Federal requirements. If important, the fiscal impact of each alternative will be determined for purposes of comparative analysis. The results of this effort will assist in yielding a positive and unified direction for specific projects and establishing an overall framework for airport development.

7.3 ATCT Siting Analysis

The recently approved Modification of Standards related to the Airport's runway object free area (ROFA) is conditioned on removal of the existing air traffic control tower (ATCT) located east of the runway, as it is currently within the ROFA. Therefore a future site for the ATCT will be identified by the Master Plan Update. Based on an analysis of United States Standards for

Terminal Instrument Procedures (TERPS) criteria, FAR Part 77 criteria, sight distances and shadowing effects, and physical considerations such as infrastructure development, access, topography, and general location factors, and facility construction costs (using information obtained from FAA ANM-510 or other FAA sources), the Consultant shall prepare a location analysis for a new Airport Traffic Control Tower (ATCT). Potential sites shall be identified, based on the foregoing, with the opportunities and constraints of each site being presented. A final site shall be recommended that best meets the above criteria. This task includes initial coordination (via telephone and/or email) with FAA regarding the siting analysis and recommended site; however, it does not include a meeting with FAA personnel in any location other than Hailey.

7.4 Landside Development Alternative Concepts, Including Terminal Area Considerations

This task will identify and document feasible alternatives for an ultimate landside configuration at the existing Airport site (terminal, apron, hangars, FBO, etc), using Airport Alternatives Technical Analysis Alternative 7 as a basis. The analysis will take into account facilities lost as a result of the recently approved Modifications of Standards, including aircraft parking and hangars.

Landside alternatives development will include an evaluation of existing and potential future airport land use, as well as constraints and opportunities associated with the terminal area. Mead & Hunt will identify and quantify major physical constraints in the terminal area, as well as for other airport land that is not part of the "airside reservation" (i.e., those areas that are reserved for runway, taxiway and associated safety/object clearance criteria). Specifically, this will include alternatives related to development on all appropriate on-airport sites, including operational scenarios, utility influences, off-airport development, land acquisition, site development projects and programs, regional roadway and other airport proposals and programs, as well as many other considerations to be determined as the planning process evolves.

Although all potential landside uses will be considered (e.g., FBO facilities, general aviation, commercial/industrial aviation, airport operational support facilities and non-aviation airport support areas), alternatives that examine the long-term location and arrangement of facilities in the passenger terminal area, will be a special focus. Terminal area considerations include:

- The passenger terminal building size and location
- Commercial aircraft parking positions, including their relation to the terminal building
- The access roadway system
- The terminal building curb frontage area
- Passenger parking
- Employee parking
- Rental car facilities

It should be noted that initial design and construction of near-term passenger terminal area improvements will occur simultaneously with the Master Plan Update. The purpose of these improvements is to allow the Airport to maintain service to the existing commercial fleet while also

complying with conditions and restrictions imposed by the recently approved Modifications of Standards. Therefore, a primary purpose of this task is to identify an ultimate terminal area layout that is not only consistent with the near-term improvements currently underway, but that can also accommodate projected long-term changes in the commercial aircraft fleet and passenger enplanements. This task will result in identification of an ultimate concept for the layout of passenger terminal area for the existing Airport site, including space reservation for terminal building and support facilities.

7.5 Conceptual Development Plan, Improvement Recommendations and Phasing

A Conceptual Development Plan will be prepared showing improvement recommendations for SUN. These recommendations will identify program requirements, goals and objectives which will drive the layout of future airport facilities; and show airside, landside and terminal elements in plan view. The development program will delineate the preferred concept in drawings described above, finalize conceptual construction phasing plans (including the preparation of a Phasing Plan Drawing or Drawings), provide conceptual, planning level, cost estimates for each project and for each phase of construction, show total estimated project costs for each phase, as well as develop and prioritize a list for improvement projects.

The implementation program will be "demand based" with activity triggers to facilitate timed development activities which are focused on project need, available resources, anticipated activity levels and prevailing conditions.

This task will also identify land acquisition priorities for SUN in consideration of City of Hailey and Blaine County established strategic guidance.

7.6 Preliminary Financial Feasibility Analysis (SUN)

Using project costs and phasing recommendations for the preferred development alternative selected in Task 7.5 as well as enplanement projections developed in Element 5, a preliminary financial feasibility analysis will be prepared to determine whether capital development costs can be covered by available funding sources, while achieving adequate cash flow. The feasibility analysis conducted under this task will be based on the general methodologies outlined in Task 9, but will be driven by preliminary cost and phasing information developed in Task 7.5.

The preliminary feasibility analysis is intended to be used as an evaluation tool to determine if modifications need to be made to the preferred development alternative to reduce costs, or to modify the timing/phasing of certain capital program elements. The work effort for this task will be led by Ricando and Associates with support from Mead & Hunt.

7.7 Siting Evaluation for Replacement Airport

The primary goal of the Master Plan Update is to identify an ultimate development concept that will allow the Airport to maximize its safety, reliability, and utility within its existing footprint. However, in accordance with the Master Plan's "dual path" approach, this task will re-evaluate sites that have been identified as potential replacement sites once the Airport outgrows its current

footprint. In an effort to allow sufficient time to appropriately plan and finance the replacement airport, “demand triggers” have been identified in previous tasks (see task 6.5), which also identifies the anticipated timing for the occurrence of the “demand triggers”.

Using previously prepared planning documents; replacement airport sites will be identified and re-evaluated with a focus on technical considerations. Based on the results of this re-evaluation, the most favorable potential sites will be identified and the minimum acceptable criteria required for each site will be validated. The following efforts will be conducted as part of this task. The work effort for this task will be led by Landrum & Brown with support from Mead & Hunt. This work effort includes one (1) one-person trip to Hailey by a Landrum & Brown employee.

Identify Sites to be Re-evaluated

This task will involve identifying previously documented potential replacement Airport sites for re-evaluation. Brief summaries of each identified Airport site will be provided for review and approval by the Sponsor before moving forward. No additional replacement sites will be identified as part of this task, as replacement airport sites already identified by previous studies will be relied upon.

Verify and Validate Technical Considerations to be used in Re-Evaluation of the Sites

The evaluation criteria identified by previous planning efforts will be summarized for review and approval by the Sponsor. These technical considerations will be evaluated, amended and modified as required to reflect current industry planning and design standards. Although the previous evaluation criteria continue to provide for a thorough assessment of alternatives, each criteria should be reviewed to ensure nothing has changed that might influence the results of the evaluations. No additional evaluation criteria will be developed or applied as part of this task, as evaluation criteria already identified by previous studies will be relied upon. A narrative report identifying all criteria to be used in the evaluation of the replacement airport sites and the adequacy of these criteria for site evaluation, along with suggested refinements to the criteria, will be provided and the basis for these changes explained.

Re-Evaluate Sites

The alternative replacement Airport sites identified by efforts outlined above and approved by the Sponsor will be reviewed and evaluated against the refined and Sponsor approved evaluation criteria. The most favorable potential sites will be identified and the minimum acceptable criteria required for each site will be validated.

7.8 Improvement Program for Replacement Airport

A “generic” improvement program for the replacement airport will be prepared in consideration of previously identified “triggers” along with planning level project costs and phasing to show initial opening requirements and subsequent phases. If appropriate, a matrix of the various triggers will be developed as part of this task, with the guidance of FMAA commissioners and staff.

Recommendations for the process and timing of the site selection; and environmental documentation that will be required for the development of the replacement airport will be provided. In addition, recommendations will be provided with regard to the steps which can be taken to protect the most favorable sites to enable future development when demand dictates.

7.9 Preliminary Financial Feasibility Analysis – Replacement Site

Initial enplanement projections, cost estimates, and phasing assumptions for developing an airport replacement at the most favorable site will serve as the basis for a preliminary financial feasibility analysis that will determine whether capital development costs can be covered by available (or projected) funding sources. The preliminary feasibility analysis will be based on the general methodologies outlined in Task 9, although it is anticipated that this analysis will be conducted using a lower level of refinement compared to the detailed analyses conducted in Task 9.

Similar to Task 7.6, the preliminary feasibility analysis conducted in this task is intended to be used to determine if modifications need to be made to the preferred replacement site development alternative to reduce costs, or to modify the timing/phasing of certain capital program elements.

Although more than one replacement airport site may be identified as being favorable for potential future development only one “representative” site will be taken forward into the financial review. The work effort for this task will be led by Ricando and Associates with support from Mead & Hunt.

Deliverable: Working Paper

The alternatives analysis will result in identification of a recommended course of action for the Airport to follow over the ensuing 20-year planning period. The logic and justification for following the recommended plan will be detailed. At this stage of the study, the preferred alternatives will be conceptual in nature and will be subject to further refinement during subsequent project elements, particularly as the financial feasibility analysis, environmental overview, and detailed layout plans are prepared.

Deliverables for this task will include graphics and text as appropriate to summarize and document the merits and deficiencies of each alternative. This information will be presented in a working paper format which will ultimately be included in the master plan report document.

8. Environmental Review and Environs Land Use Planning (existing airport site only)

The objectives of this element are to prepare an overview of environmentally sensitive features on and surrounding the Airport, and to identify the potential impacts upon those as part of the recommended development plan. In consideration of the programmed improvements identified for both the existing and relocated airport sites, potential environmental concerns will be

identified, along with the likely extent and cost of environmental documentation which will be required before improvement programs can be implemented. The primary purpose of this element is to provide guidance on future environmental studies that will be required to implement improvement recommendations.

8.1 Environmental Review

Utilizing information gathered in the *Background Information/Inventory* phase (Environmental Conditions Inventory), an environmental screening review of the proposed development plan will be prepared to identify significant environmental issues that may be of concern with the proposed improvements. The potential for environmental impacts will also be considered in the alternatives analysis. This document will summarize the general environmental resources associated with the recommended Plan in a non-quantified fashion and identify the likely environmental processing necessary for the improvements.

This will include characterization of the existing conditions and preparation of a general site condition description that summarizes earth, air quality, surface and ground water, wetlands, plants and animals, energy and natural resources, land use and shoreline resources, population and housing, surface transportation, public services, and utilities. Focus will be placed on environmental conditions that could be affected by recommended Plan actions.

8.2 Environs Land Use Planning

In consideration existing local land use zoning and comprehensive planning capabilities, along with environmental and sustainability factors, environs land-use planning recommendations will be formulated with a focus on land-use compatibility concerns.

Aircraft noise has been a consistent concern within the local community. This task includes an update to existing and future noise contours (65, 70 and 75 DNL noise contours) prepared for the 2012 airline operations specifications Environmental Assessment (EA), based on the aviation activity projections developed for the Master Plan. This update will not include any changes to runway usage and flight track assumptions used for the EA.

An environs land use plan will be prepared that describes (in text and graphic formats) the existing and recommended land uses for land surrounding the Airport (generally defined as at least one mile off the runway ends and one-half mile parallel to the sides of the runway).

Deliverables

Deliverables for this task will be incorporated into the appropriate chapters such as existing conditions and alternatives development and evaluation.

9. Financial Implementation Analysis

A detailed financial analysis will be prepared which will examine the fiscal feasibility of the proposed improvement program (for both the existing and the relocated airport sites). The

financial implementation analysis will consider project costs, proposed timing (phasing) of improvements and funding sources. As a result of this analysis, the recommended phasing of projects will be refined to achieve fiscal goals of the FMAA. The work effort for these tasks will be led by Ricardo and Associates with support from Mead & Hunt. This work effort includes one (1) two-person trip to Hailey to brief the FMAA.

To the extent practicable, the financial analysis will utilize information and methodologies included in previous financial planning efforts conducted on behalf of the FMAA. The financial analysis will consist of the following two tasks:

9.1 Inventory of Financial Information

The purpose of this task is to compile, present, and analyze all applicable financial information for the Airport. This task will include a comprehensive review of FMAA's financial structure to determine the composition of Airport management, relevant leases, and other operating issues that will affect future cash flow at the Airport. The budgeting process used by the Airport will be examined and historical O&M expenses, operating revenue, and capital expenditures will be analyzed. The existing rates and charges schedule will also be examined, including airline and tenant lease terms and rates. The financial information inventory will be used as a basis for development of a comprehensive financial plan.

9.2 Financial Plan Development

This task includes the preparation of a comprehensive financial plan for carrying out the proposed capital improvement program for both the existing and the most favorable (or representative) relocated airport site, maintaining airport viability, and other recommendations/goals specified in the Master Plan. Included in the financial plan would be the identification and quantification of the need for and availability of specific funding sources, projections of revenues and expenses, and a cash flow analysis. The output of this effort would consist of a financial plan that the FMAA can use as a basis for implementing its proposed capital program.

Given capital development costs and potential phasing of proposed capital improvements, a funding plan will be developed. Funding sources to be examined in the financial plan may include federal entitlement and discretionary funds, PFC revenues, State funds, third party funds, local funds, and bond proceeds. Additional funding sources may also be considered, as applicable.

A feasibility analysis will assess, through the development of pro-forma financial projections, the financial implications of the funding plan. Pro-forma projections of operating expenses, operating revenues, and capital requirements at the existing site and replacement site will be developed in this task. Enplanement projections developed in Element 5 will also be utilized. Projections of operating revenues and expenses at both the existing site and the replacement site will be based on the Master Plan activity projections, assumptions regarding existing and anticipated future tenant leases, additional revenue enhancement opportunities, and estimated operating costs of proposed capital development projects.

Basic feasibility would be measured primarily by calculating the potential impacts on tenant rates and charges (as applicable), Airport cash flow, bond covenant requirements should bond funding be feasible, and cost per enplaned passenger.

Sensitivity scenarios will be developed to assess the potential financial implications of changes to key assumptions and variables, such as projected revenues, expenses, and activity. These sensitivity scenarios are not intended to be updated projections of activity, revenues, expenses, or other factors. Rather, the sensitivity scenarios will identify the projected range of financial outcomes that could occur.

Deliverable: Working Paper

Master Plan financial implementation analysis chapter and detailed Financial Implementation Plan for the recommended capital development plan

10. Airport Layout Plan Update (existing airport site only)

In consideration of current FAA guidance and standards an Airport Layout Plan (ALP) drawing set will be prepared for the existing Airport site. All airport plans will be drawn according to FAA standards as defined in most current versions of *Advisory Circular 150/5070-6B, Airport Master Plans* and *AC 150/5300-13A, Airport Design*. The ALP update shall include all items required by the new ALP checklist contained in FAA Standard Operating Procedure (SOP) 2.00, *Standard Procedure for FAA Review and Approval of Airport Layout Plans (ALPs)*

In addition to the aerial photography, planimetric/topographic mapping, and obstruction survey conducted in 2012, sources of information for the ALP drawings in this element will include previous ALPs and master planning documentation, the Obstruction Chart (OC) for the Airport, USGS mapping, legal descriptions, property surveys, local and regional government mapping, FAA/state aeronautics databases, and any other secondary sources readily available to the Sponsor/Consultant team.

Preparation of the ALP will be based on the findings of the previous tasks and will include the following individual drawings:

- Title Sheet
- Airport Layout Drawing
- Airport Layout Data Summary (if required as a separate sheet)
- Airport Airspace Drawing – Plan View
- Airport Airspace Drawing – Profile View
- Runway Inner Portion of Approach Surface Drawings
- Runway departure surface drawings
- Terminal Area Plan (Individual Area Plans)
- Land Use Drawing
- Airport Property Map

The work effort for these tasks will be led by T-O Engineers with support from Mead & Hunt.

10.1 Airport Layout Plan

An Airport Layout Plan (ALP) shall be prepared in accordance with the findings, recommendations and approvals resulting from the study. The ALP shall be developed utilizing the current FAA electronic file, supplemented with new aerial information from previous tasks, Aerial Photography and Mapping and "As Built" information, and AutoCAD Civil 3D 2012 or the most current version. The ALP will depict the configuration and general dimensions of the initial and proposed ultimate airport facilities, including building height of all buildings on airport property. The Airport Layout Plan will include such information as: 1) Airport Layout; 2) Existing and Future Boundaries; 3) Location Map; 4) Vicinity Map; 5) Basic Data Tables; 6) Utility Data; and 7) Wind Information.

Mead & Hunt will be responsible for submitting a signed copy of the ALP checklist with the ALP submittal to the FAA. The Airport Layout Plan will contain sufficient data to obtain approvals from the FAA.

Any deviations to FAA design standards will be noted on the existing and future Airport Layout Plan as well as in the Airport Master Plan narrative. All issues identified by FAA airspace review will be remedied in the final ALP. Large-scale reproducible drawings shall be prepared on a sheet size no smaller than 24" by 36".

10.2 On-Airport Individual Area Plans

Mead & Hunt will revise the existing Terminal Area Plan and develop new area plans for any other potential development areas within the bounds of airport property as required. The plans will generally be comprised of, but not necessarily limited to, the terminal area, the general aviation areas, commercial and industrial complexes, hangar areas, and other special use areas. The Individual Area Plans will illustrate existing and proposed facilities, including such elements as building configuration and location, taxiway and apron development, vehicle access roads (including recommendations for service road locations) and parking areas, specifically indicating those facilities which currently exist and those which are proposed and labeling the various components of each of the Individual Areas Plans. The relationship with surrounding airfield and landside components (i.e., runway, taxiways, object free area, runway protection zones, external roadways, on-airport navigational aids, airport boundary, among other considerations) will also be illustrated as will available topographical characteristics.

Specific utilization for undeveloped/underdeveloped areas on the Airport will be considered and recommendations made. Plans shall be established for these areas to guide improvement activity for the benefit of the Airport and the airport environs in keeping with the overall objectives established for airport enhancement.

These drawings will include apron utilization information to provide a feasible plan for apron expansion and/or reconfiguration, and new taxiway/taxilane alignments. The information on

these drawings shall be depicted at a scale not less than 1"=100', unless another scale is mutually agreed upon by the sponsor, the FAA, and Mead & Hunt.

10.3 Land Use Plan

The existing Land Use Plan will be updated to depict existing and recommended uses of all land within the ultimate airport property line (on-airport) and within the vicinity of the Airport (off-airport), generally identified as that area surrounding the Airport associated with the Airport Influence Area. Land uses will be depicted by general land use categories, including such categories as agriculture, residential, industrial, commercial, parks and open space, aviation-related, public, floodplains, and DOT Section 4(f) resources, among others as appropriate. Special note will be made of noise sensitive uses, and the DNL 65 noise contour will be shown.

The Land Use Plan will be illustrated on a drawing (same sheet size as the ALP) and described within the body of the Airport Master Plan document. A digital version as a .pdf file will also be provided.

10.4 Airport Airspace Drawing, Inner Portion of the Approach Surface Drawings and Runway Departure Surface Drawings

The ALP set also includes updates to the Airport Airspace Drawings, the Inner Portion of the Approach Surface Drawings and the Runway Departure Surfaces Drawings in accordance with the findings, recommendations and approvals resulting from the study. These drawings supplement information on the Airport Layout Drawing.

A plan showing the existing and ultimate runway protection zones, and associated approach and departure areas will be developed for each runway end. Plan and profile views of each area will be developed identifying all physical obstructions. The obstruction's height and location will be noted by dimension lines. Any obstruction requiring removal or relocation to meet FAA standards will be noted and an action plan identified.

The Inner Portion of the Approach Surface Drawings and Runway Departure Surfaces Drawings will be prepared depicting the following: 1) Areas under imaginary surfaces as defined in FAR Part 77, *Safe, Efficient Use, and Preservation of the Navigable Airspace*; 2) Existing and planned approach slopes and any height zoning ordinance limitations; 3) A plan and profile of runway protection zones, approach and departure areas showing controlling objects and other objects penetrating the runway protection zones and approach/departure areas; 4) Location and elevation of obstructions exceeding threshold siting surface requirements [using current NOAA Obstruction Chart information and/or survey information collected in 2012]; and 5) Areas attracting large numbers of birds or other potential hazards to aircraft flight within the approach zones.

A height zoning analysis, per FAR Part 77, will be performed to determine existing obstructions and the potential for future obstructions. A map will be prepared showing the Part 77 surfaces,

the existing structures, existing variances from the Part 77 criteria and areas of potential development that will not affect airspace utilization or present a hazard to aircraft.

Like the Airport Layout Drawing, these drawings will be developed utilizing AutoCAD Civil 3D 2012 or the most current version.

10.5 Property Map

As specified in AC 150/5070-6B, *Airport Master Plans* an Airport Property Map will be prepared using the existing Airport Property Map as a basis, including updates to any existing or supplemental property and/or easement information supplied by the airport sponsor. This scope of services does not include any title or parcel research or title commitment work and will not incorporate any property/parcel information other than that provided by the airport sponsor or other secondary sources.

11. Documentation

An effective airport plan places emphasis on developing concise, effective study documentation. Several types of materials will be produced to document the planning process as noted below. The report sections or chapters will be provided for FAA and local review, as will the Draft and Final reports.

11.1 Working Papers and Meeting Materials

It is anticipated that five Working Papers or Planning Memorandums (containing draft report sections that will, when finalized, become chapters in the Final Report) will be developed during the course of the preparation of the Master Plan Update for distribution to the FMAA Board and others as directed by Airport Staff. In addition to digital copies which will be distributed in advance of any meeting, as many as Twenty (20) copies of each working paper will be prepared. In addition other meeting materials documenting each phase of the study's technical analysis will be prepared as needed and distributed for FMAA commissioner and staff review and comment. Handouts will be developed for distribution to the FMAA Board. Handouts may be distributed in advance of the meetings to facilitate review.

Mead & Hunt will also develop graphics (boards, handouts, PowerPoint presentations, etc.) to convey the project information as necessary for various meetings.

11.2 Master Plan Report

Mead & Hunt shall prepare 25 hard copies and 25 digital copies (on CD) of the Draft and Final Master Plan Reports which will summarize the planning process and document the findings of the elements outlined in this scope of services. This report will be written so that it can be easily understood by the general public. The format of the report will be determined through discussions with the Airport Staff, but will be based on the individual sections or chapters developed in the individual technical elements of this project. The final product will include a locally adopted Master Plan Update report.

Anticipated sections/chapters of the master plan report include:

- Introduction
- Inventory of Facilities
- Forecasts of Aviation Demand
- Demand/Capacity and Facility Requirements Analysis
- Alternative Analysis
- Environmental Overview
- Preferred Development Concepts
- Financial Analysis
- Appendices

11.3 Executive Summary

Mead & Hunt will prepare an Executive Summary of the Master Plan Update, summarizing the results of the analysis and outcome of the study. The format of the Executive Summary is to be determined, but it will likely be similar to other Master Plan documents to enable it to be easily bound into the Final Report. Fifty (50) copies of the Executive Summary will be prepared as stand-alone documents and provide to Airport Staff for distribution as needed.

11.4 Airport Layout Plans

The Airport Layout Plan sets will be provided in a final draft form for FAA airspace review and local approval. It will then be published as a final document for distribution upon receipt of FAA airspace review. The documentation will include the following:

- Four (4) draft ALP sets (1 for consultant and 3 for Airport review)
- Eight (8) final draft ALP sets (1 for Airport, 1 for consultant, and 6 for FAA review)
- Eight (8) final ALP sets for FAA and Airport signature (6 for the FAA, 1 for the Airport and 1 for consultant)
- Two Disks (2) of CADD/pdf drawings of the final approved ALP

A transmittal package will be prepared as required containing supporting documentation for FAA review. This information will include preliminary justification for development recommended, forecasts of operations, brief descriptions of alternatives reviewed, and a general environmental overview of the project. If required, this task will also include a copy of the ALP checklist prior to development of the line-drawing of the ALP set.

Preparation of these documents will be coordinated closely with the FAA-ADO, and Airport Management. Final documents will reflect appropriate responses to comments received on draft materials from all reviewing agencies. Deliverables will include an FAA-approved ALP. The work effort for this task will be led by T-O Engineers with support from Mead & Hunt.



FLY SUN VALLEY ALLIANCE BOARD MEETING MINUTES

Thursday, February 20, 2014 8:00am, Sun Valley Resort

Board Members Present: Eric Seder, Dick Fenton, Jack Sibbach, Tim Silva, Arlene Schieven, Peter Scheurmier, Rick Baird, Wally Huffman, Michelle Griffith, Walt Denekas, Jacob Greenberg, Maurice Charlat, Baird Gourlay Staff: Carol Waller.

Board Members Absent: Martha Burke, Deb Fox, Patrick Buchanan,

TOPIC DISCUSSED:

Consent Items:

- January Minutes: Jack moved to approve, Wally seconded VOTE: All in favor
- Jan FY14 YTD Financials & Payables: Peter moved to approve, Wally seconded VOTE: All in favor

Reports:

Funding

- **1% LOT/Air Service Board Update:**
 - **First ASB meeting Feb 13:** ASB approved Bylaws, budget and BOD liability insurance. FSVA & SVMA gave presentations on their proposed scope of work and budgets for FY14, FSVA consultant Ron McNeil also gave an air industry overview as part of FSVA presentation. ASB had some issues with proposed contract language for FSVA and SVMA contracts, asked staff to redo and re-present at next meeting on March 12, 2-4pm, Ketchum City Hall.

Programs/Fundraising

- **Ski for Air Service Day:** was held Sunday, January 26, 2014 Net income of \$23,247; (2013 was \$35,513). Sold less lift and raffle tickets. Carol thanked Sun Valley Resort and all FSVA board members who helped with raffle prizes (Wyndham Vacation Rentals) and raffle ticket sales (Eric, Jacob, Patrick, Deb).

Air Service Initiatives/Research/Promotions:

- **New United DEN-SUN daily nonstop summer service** announced by FSVA on Feb 3 - flights will start July 2
- **Airline Meetings:** United officials will come to Sun Valley for meeting in March, as will Alaska (different meetings) Still working to schedule meeting with Delta officials in Atlanta in April.
- **Booking Reports/Update:** Winter booking update on LAX, SEA, SFO was presented/reviewed. Winter bookings for LAX and SFO YTD still not as strong as hoped for, but lack of snow early season likely has had an impact.
- **New UA Local 10% Discount Program:** Carol continuing to promote and process requests; nearly 60 people have requested/received discount codes since Dec. It is one more way to encourage local people to fly SUN.
- **Winter Diversion Bussing update:** Carol will plan to meet with SVE to address recent issues/concerns.
- **SUN Airport Update:** FMAA is continuing full speed ahead on its airport improvement program, estimated at \$35M, which will primarily be paid by FAA. Phase I is being implemented, Phase II will begin in April/May, airport will need to be closed for this work (April 28-May 22). FMAA is administering USDOT SCASDP grant. Rick noted that FMA is also continuing its marketing and other air service development activities (such as monthly fare monitoring) as a full partner in the collective community efforts to improve air service. Still waiting to hear back from FAA on approach procedures.
- **Air Service Marketing**
 - **Local Air Service Marketing (FSVA/FMAA):** FSVA and FMAA continuing to partner on local marketing – recently placed ads promoting expanded Delta flights for Feb/March, extended season for Alaska flights through April 6. FSVA also has developed new poster for airport for space being donated by Mike Thompson.
 - **External Air Service Marketing:** SVC and SVMA winter marketing continuing through March. SVMA additional marketing into SFO market has generated increase in webvisits, Sun Valley Resort continues variety of marketing/sales efforts.
- **Research:** FSVA Winter Air Passenger Survey at SUN is underway

Monthly Directors Report: Provided for review.

2014 YTD SUN Enplanements & Seat Occupancy Reports: Provided for review

Respectfully Submitted, Carol Waller, FSVA Director



Monthly Report February 2014

1. AIR SERVICE

AIR SERVICE RETENTION, IMPROVEMENT, DEVELOPMENT

- Monitored weekly booking reports for AS and UA winter flights; fares, etc
- Worked with consultant on booking curve tracking, load factor/MRG analysis for winter flights
- Worked with research firm on compilation of visitor/2nd homeowner geo data from air pax surveys, skier surveys, BC non-resident property owners, web visits, etc, to identify top key eastern markets to target for marketing new service
- Promoted new Delta service expansion via social media, enews, local/regional ads
- Promoted/administered "United Locals Only Fare Discount" program, launched in Dec, processed 61 to date
(Admin involves provision of unique discount pin #s for local passengers, tracking, email confirmations, etc)
- Diversion bussing improvement efforts –followed up with airlines, bus company on issues
- Ongoing communication/work with airlines, M&H consultant, FMA, customers, etc; attended meetings with stakeholders
- Provided information via FSVA Enews and ongoing social media postings; updated website content as needed
- Coordinated arrangements for SV meetings in March with United and Alaska officials
- Outreach follow up with Boise airport management re: air service, visitor surveys, etc

2. FUNDING

REALTORS FOR AIR PROGRAM Continued implementation of RFA FY14 which included: new materials, recognition ads, meetings, tracking of commitments and benefits follow-up, etc. **Results: 15 offices as 100% offices; \$52,000 committed**

BUSINESS SUPPORT SKI PASS PROGRAM **Results: \$166, 000 in passes sold. 17% higher than projected budget of \$140K**

SKI FOR AIR SERVICE DAY: **Results: Over \$23,000 net income through raffle & lift ticket sales.**

1% LOT: Met with city/county staff on Air Service Board, developed timelines and cash flow scenarios, made FSVA presentation (air service overview, FY proposed budget/scope of work/performance metrics) to ASB at February meeting, etc.

Researched airline contract confidentiality issues.

▪ **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 Board for review/approval. Made deposits as needed.
- Prepared draft FY14 budget and FY15 projected budget, with 1% LOT additional income projections; revised as necessary

4. RESEARCH/OTHER

- Continued winter 2013/14 air passenger survey collection at airport
- Continued work on compiling/tracking relevant comparative data and information of air service

FY14 KEY PERFORMANCE METRICS PROGRESS

- **RETAIN/EXPAND CURRENT AIR SERVICE:**
 - Retain contracted nonstop SEA, LAX, and new SFO flights; **DONE**
 - Expand seats by 10% (2,500) for SEA and LAX flights in 2014 calendar year, by extending flights in spring and fall. **DONE**
- **Total 2014 air service improvements YTD: 30% increase in seats 2014 vs 2013**
- **MINIMIZE AIR SERVICE CONTRACT COSTS:** Work with airlines & marketing partners to increase load factors & minimize air service costs
- **NEW AIR SERVICE:** Pursue at least one new non-stop market flight for 2014.15 **DONE**
- **RESEARCH:** Conduct 1000+ air passenger surveys at SUN; continue with competitive analysis, economic impact and air service ROI research.
- **FUNDRAISING:** Raise at least \$230K in private sector funding for air service contract expense by 9/30/14. **\$218K as of 1/31/2014**



FLY SUN VALLEY ALLIANCE BOARD OF DIRECTORS MEETING

Thursday, March 13, 2014 8:00am – 10:00am

FRIEDMAN MEMORIAL AIRPORT

AGENDA:

1. Consent Items:

- Review/approval of Feb 20 Meeting Minutes (*attached*)
- Review/approval of Feb YTD financials & payables (*attached*)

2. Reports:

- Air Service Board:
 - ASB meeting: March 12 mtg recap

3. Air Service Initiatives/Research/Promotion

- Meetings with UA and AS in March - report
- Winter YTD booking report summary for AS and UA flights (*attached*);
- Air Service Marketing update – Jack/Arlene
- Airport update – Rick
- Research – winter air passenger surveys
- Other

9:00am – Diversion Bussing discussion with guest Richard Dowling, GM, Sun Valley Express

Other attachments:

- *February FSVA Report*
- *2013 YTD SUN Enplanement & Seat Occupancy Report (to be distributed)*