

**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, December 2, 2014 at 5:30 p.m. at the **Blaine County Courthouse Annex Meeting Room**, Hailey, Idaho. The proposed Agenda for the meeting is as follows:

AMENDED AGENDA
December 2, 2014

- | | | |
|-------|--|-----------------------|
| I. | APPROVE AGENDA | |
| II. | PUBLIC COMMENT (10 Minutes Allotted) | |
| III. | APPROVE FRIEDMAN MEMORIAL AIRPORT AUTHORITY MEETING MINUTES OF: | |
| | A. Amended September 29, 2014 Special Meeting – Attachment #1 | |
| | B. A- October 9, 2014 Regular Meeting – Attachment #1 #2 | ACTION |
| | C. B- November 4, 2014 Regular Meeting – Attachment #2 #3 | ACTION |
| IV. | REPORTS | |
| | A. Chairman Report | DISCUSSION |
| | B. Blaine County Report | DISCUSSION |
| | C. City of Hailey Report | DISCUSSION |
| | D. Airport Manager Report | DISCUSSION |
| | E. Communication Director 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 #4 - #6 | |
| | D. Review Correspondence – Attachment #6 #7 | |
| | E. Airport Commercial Flight Interruptions | |
| | F. Employee of the 2 nd Quarter, 2014 – Attachment #7 #8 | |
| 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 | DISCUSSION |
| | iii. Project 2 Relocate/Extend Taxiway B and Runway Safety Area Grading | DISCUSSION |
| | iv. Project 3 Terminal Reconfiguration | DISCUSS/DIRECT |
| | v. Project 4 Airport Operations Building | DISCUSS/DIRECT |
| | vi. Project 5 Terminal Apron Reconstruction/Site Preparations | DISCUSS/DIRECT |
| | vii. Project 6 Relocate Taxiway B/Remove Taxiway A/North Apron – Attachment #8 #9 | ACTION |
| | viii. Facility Acquisitions | DISCUSS/DIRECT |
| | ix. Future Projects | DISCUSS/DIRECT |
| | b. Retain/Improve/Develop Air Service | |
| | i. Fly Sun Valley Alliance Update – Attachments #9, #10 #10, #11 | DISCUSS/DIRECT |
| | c. SUN Instrument Approach Improvements – Phase 2 Update | DISCUSS/DIRECT |
| | B. Master Plan Update – Attachments #12, #13 | DISCUSS/DIRECT |
| | C. Independent Board Member Selection Process – Attachments #11, #12 #14, #15 | DISCUSS/DIRECT/ACTION |
| 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. Amended September 29, 2014 Special Meeting – Attachment #1

BOARD ACTION: 1. Action

B. October 9, 2014 Regular Meeting – Attachment #2

BOARD ACTION: 1. Action

C. November 4, 2014 Regular Meeting – Attachment #3

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

E. Communication Director Report

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

BOARD ACTION: 1. Discussion

V. AIRPORT STAFF BRIEF (5 Minutes Allotted)

A. Noise Complaints:

LOCATION	DATE	TIME	AIRCRAFT TYPE	INCIDENT DESCRIPTION	ACTION TAKEN
Woodside (3calls)	11/12	2:30 p	Sgl Eng	Aircraft flying low (4 times) over caller's home. Less than 500'	Some of these operations were observed by the Airport Manager who determined that they were well above 800'. Airport manager reported this to the caller. At the same time, the Ops Chief spoke with the pilot, once on the ground, and asked that the pilot extend takeoffs a bit further south, before turning back to the north and possibly gaining a bit more altitude.

B. Parking Lot Update

The Car Park Gross/Net Revenues

Month	FY 2013 Gross	FY 2013 Net	FY 2014 Gross	FY 2014 Net	FY 2015 Gross	FY 2015 Net
October	\$15,892.00	\$6,554.90	\$17,338.24	\$7,567.62	\$30,478.00	\$19,331.22

C. Profit & Loss, ATCT Traffic Operations Count and Enplanement Data - Attachments #4 - #6

Attachment #4 is Friedman Memorial Airport Profit & Loss Budget vs. Actual. Attachment #5 is 2001 - 2014 ATCT Traffic Operations data comparison by month. Attachment #6 is 2014 Enplanement, Deplanement and Seat Occupancy data. The following revenue and expense analysis is provided for Board information and review:

September 2013/2014

Total Non-Federal Revenue	September, 2014	\$198,686.96
Total Non-Federal Revenue	September, 2013	\$152,274.14
Total Non-Federal Revenue	FY '14 thru September	\$2,472,029.71
Total Non-Federal Revenue	FY '13 thru September	\$2,185,026.27
Total Non-Federal Expenses	September, 2014	\$155,031.51
Total Non-Federal Expenses	September, 2013	\$167,347.87
Total Non-Federal Expenses	FY '14 thru September	\$2,082,050.63
Total Non-Federal Expenses	FY '13 thru September	\$1,942,812.88

Net Income to include Federal Programs	FY '14 thru September	\$-11,405,893.68
Net Income to include Federal Programs	FY '13 thru September	\$50,230.56

D. Review Correspondence - Attachment #7

Attachment #7 is information included for Board review.

E. Airport Commercial Flight Interruptions

<u>Airline</u>	<u>Flight Cancellations</u>	<u>Flight Diversions</u>
Horizon Air	NA	NA
Delta	0	11
United Express	NA	NA

F. Employee of the 2nd Quarter, 2014 – Attachment #8

Ms. Chelsey Gough, Horizon Air, was selected as the Employee of the 2nd Quarter, 2014. Customer service, knowledge of the airport, responsibility, flexibility and professionalism are among the qualities considered in the selection process. Chelsey is a Horizon Air Passenger Service Agent/Trainer and a leader and role model for new agents. Her dedication to making sure the passengers have a great experience traveling through the airport specifically attributes to her selection as Employee of the Quarter. It is a pleasure to have Chelsey as part of the Horizon Air Team and to announce her nomination and selection as Employee of the Quarter.

VI. UNFINISHED BUSINESS

A. Airport Solutions

1. Existing Site

a. Plan to Meet 2015 Congressional Safety Area Requirement

i. Formulation

Final revisions to the formulation report have been made, based on FAA comments. Final field survey work is scheduled for the first week of December, following which, the grant for this project will be closed out.

BOARD ACTION: 1. Discuss/Direct

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

All project work is complete. The grant closeout process is underway.

BOARD ACTION: 1. Discussion

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

All project work is complete, including erosion repairs. The grant closeout process will begin soon.

BOARD ACTION: 1. Discussion

iv. **Project 3 Terminal Reconfiguration**

Work began on Project 3 on November 3, 2014. Initial construction efforts have included footing excavation and construction for the two building additions, along with demolition and utility work. Despite the cold weather, the contractor is making good progress. A brief progress update will be provided at the meeting.

BOARD ACTION: 1. Discuss/Direct

v. **Project 4 Airport Operations Building**

This project also began on November 3. The contractor has begun construction of footings, along with various mobilization tasks. The cold weather has impacted construction efforts, but work is proceeding well. A brief progress update will be provided at the meeting.

BOARD ACTION: 1. Discuss/Direct

vi. **Project 5 Terminal Apron Reconstruction/Site Preparation**

With the restoration of water service to the terminal (after a temporary outage between flights) on Wednesday, November 12, Project 5 was substantially complete. As has been discussed with the Board, this project was a challenge, due to the variety of work included and the extensive amount of utility relocations. Thanks to a cooperative effort of the contractor, Staff and consultants, the project was successfully completed, under budget. A final project update will be provided at the meeting.

BOARD ACTION: 1. Discuss/Direct

vii. **Project 6 Relocate Taxiway B/Remove Taxiway A/North Apron – Attachment #9**

The fee negotiation process for this project is complete. T-O Engineers' final scope and fee are included at Attachment #9. Dave Mitchell of T-O will be available at the meeting to answer any questions the Board may have. Design of this project will proceed on a rapid pace, with the goal of bidding the project by approximately March 1. A detailed update on the design will be provided at the Board's January meeting.

Airport Manager will provide a briefing on the fee negotiation process and will be requesting that the Board approve the final scope and fee.

BOARD ACTION: 1. Approve final scope and fee, direct Staff to prepare Task Order and authorize Chair to sign once FAA concurrence with award is received.

viii. **Facility Acquisitions**

The Forest Service lease has been terminated and work continues on construction of replacement hangars.

BOARD ACTION: 1. Discuss/Direct

ix. **Future Projects**

Staff and consultants are beginning preparation of scopes of work for the hangar demolition, runway pavement maintenance and terminal parking lot improvements projects. These scopes will be available for Board review at the January meeting.

BOARD ACTION: 1. Discuss/Direct

b. **Retain/Improve/Develop Air Service**

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

Attachment #10 is the October 16, 2014 Fly Sun Valley Alliance Meeting Minutes. Attachment #11 is the November 20, 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

c. **SUN Instrument Approach Improvements – Phase 2 Update**

Dailey Airspace Consulting (DAC) continues work analyzing potential approach improvements at SUN. Rachelle Dailey from DAC was unable to make it to Hailey for a site visit November 13th and 14th, due the snow storm.

Optimization is underway on the RNAV (GPS) W and RNAV X. Coordination with air carrier flight crews has resulted in good feedback on the challenges of the current procedures. A Freedom of Information Act (FOIA) request has been sent to FAA (AFS-400) in Washington DC in an attempt to obtain the procedure forms for the RNAV X "special" procedure to support optimization. Some benefits are being identified. Feasibility and preliminary evaluation of the final segment of a new RNAV (GPS) LP procedure is also promising. A rescheduled site visit is planned for December 4th and 5th.

As previously discussed, a draft report and procedures design is tentatively expected by the end of February 2015. A project update and report on final findings is tentatively scheduled for the March 2015 FMAA Regular Board Meeting.

BOARD ACTION: 1. Discuss/Direct

B. Master Plan Update – Attachments #12, #13

- The initial round of Master Plan working papers have been submitted for FMAA Board review. A short presentation on the content of these working papers will be presented.
- These working papers include:
 - **Draft Master Plan Chapter 1, *Inventory of Existing Facilities* – Attachment #12.** This document provides a baseline for facility planning in subsequent chapters of the Master Plan, and is based on expected existing conditions as of December 31, 2015.
 - **Draft Commercial Service Forecasts Technical Memorandum – Attachment #13.** This document provides preliminary forecasts of passenger enplanements, commercial aircraft fleet mix, and commercial aircraft operations over the next 20 years.

NEXT STEPS

- **Draft Master Plan Chapter 2, *Aviation Activity Forecasts*,** will be submitted for Board review in advance of the January 6th regular meeting. This document will include finalized versions of the commercial service forecasts presented in the technical memorandum, as well as forecasts of based aircraft, general aviation operations, and other activity measures.
- Following Board review of Draft Chapter 2, the Master Plan Forecasts will be submitted to the FAA Helena Airports District Office for review and approval.
- Following FAA approval of the Forecasts, the Master Plan Team will evaluate future Airport facility requirements based on existing conditions and expected aviation activity.
- The Master Plan Team respectfully requests that Board member comments on the working papers be provided by Tuesday, December 16, 2014.

BOARD ACTION: 1. Discuss/Direct

C. Independent Board Member Selection Process – Attachments #14, #15

Board Members Schoen and Haemmerle will discuss the selection process with the Board during the meeting. They have developed Applicant Guidelines for Selection of Seventh Independent Member of Friedman Memorial Airport Authority for Board review and included as Attachment #14. Staff has included a draft Notice for Board Consideration as Attachment #15. It is appropriate for the Board to define the selection process that they desire. If the first notice is published on December 10th and if resume's are accepted until December 31st, 21 days would be available for interested applicants to apply for the position. Three working days would then be available for the selection committee to review applications and select a minimum of three candidates for oral interviews. Interviews could be established during the January Regular Board meeting. As you know, the Independent Board Member's term expires December 31st. Action is included on this meeting published agenda if the Board determines that action is necessary as they clarify the selection process. Several members of the community have expressed interest in the position and are waiting for the Board to establish an appropriate selection process.

BOARD ACTION: 1. Discuss/Direct/Action

VII. PUBLIC COMMENT

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

IX. ADJOURNMENT

**MINUTES OF A SPECIAL MEETING
OF THE
FRIEDMAN MEMORIAL AIRPORT AUTHORITY***

**September 29, 2014
12:00 P.M.**

IN ATTENDANCE:

BOARD MEMBERS: Chairman – Ron Fairfax, Vice-Chairman – Don Keirn, Board – Angenie McCleary, Conference Call – Pat Cooley, Jacob Greenberg
FRIEDMAN MEMORIAL AIRPORT STAFF: Airport Manager – Rick Baird, Contracts/Finance Administrator – Lisa Emerick, Administrative Assistant/IT Systems Maintenance Coordinator – April Dieter
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 – Scott Cary
AIRPORT TENANTS/PUBLIC: Conrad Brothers – Troy Brown; Barry Hayes Construction – Barry Hayes

CALL TO ORDER:

The meeting was called to order at 12:00 p.m. by Chairman Fairfax.

I. APPROVE AGENDA

The agenda was approved as presented.

II. UNFINISHED BUSINESS

A. Airport Solutions

1. Existing Site

a. Plan to Meet 2015 Congressional Safety Area Requirement

i. Project 3 Terminal Reconfiguration & Expansion – Accept Lowest Responsive Bidder

Airport Manager Baird, Engineer Mitchell and Mead & Hunt Consultant Scott Cary briefed the Board on the bids received for Project 3 of the RSA Improvements Project as well as the FAA funding timeline for the project. Engineer Mitchell recommended that the Board award Conrad Brothers of Idaho, Inc. as the lowest responsive bidder.

MOTION:

Made by Board Member McCleary to award Project 3 Terminal Reconfiguration & Expansion to Conrad Brothers of Idaho, Inc. in an amount not to exceed \$7,889,600, subject to FAA concurrence and based on a recommendation of award in the lowest amount for the Terminal Reconfiguration & Expansion Project. The award will be contingent on receipt of their Buy American Certification cost breakdown at the time of the award. Seconded by Board Member Keirn.

PASSED UNANIMOUSLY

ii. Project 4 ARFF/Ops Building Relocation – Accept Lowest Responsive Bidder

Airport Manager Baird, Engineer Mitchell and R/L/B Architect Nick Latham briefed the Board on the bids received for Project 4 of the RSA Improvements Project as well as the FAA funding timeline for the project. Engineer Mitchell recommended that the Board award Barry Hayes Construction, LLC as the lowest responsive bidder.

MOTION:

Made by Vice-Chairman Keirn to award Project 4 ARFF/Ops Building Relocation including Alternatives 1, 2, 3, and 4 to Barry Hayes Construction, LLC in an amount not to exceed \$3,514,921, subject to FAA concurrence. Seconded by Board Member McCleary.

PASSED UNANIMOUSLY

III. PUBLIC COMMENT

No public comment was made.

IV. ADJOURNMENT

The September 29, 2014 Special Meeting of the Friedman Memorial Airport Authority was adjourned at approximately 12:20 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 REGULAR MEETING – ATTACHMENT #2
OF THE
FRIEDMAN MEMORIAL AIRPORT AUTHORITY***

**October 9, 2014
5:30 P.M.**

IN ATTENDANCE:

BOARD MEMBERS: Chairman – Ron Fairfax, Vice-Chairman – Don Keirn, Board – Lawrence Schoen, Fritz Haemmerle, Jacob Greenberg, Angenie McCleary
FRIEDMAN MEMORIAL AIRPORT STAFF: Airport Manager – Rick Baird, Emergency/Operations Chief – Peter Kramer, Contracts/Finance Administrator – Lisa Emerick, ASC/Special Projects Coordinator/Executive Assistant – Steve Guthrie, Administrative Assistant/Alternate Airport Security Coordinator – Roberta Christensen
CONSULTANTS: T-O Engineers – Dave Mitchell; ANTICIPATE – Candice Pate; R/L/B – Nick Latham, Mike Smith; Mead & Hunt – Evan Barrett
AIRPORT TENANTS/PUBLIC: Glass Cockpit Aviation – John Strauss; Atlantic Aviation – Mike Rasch; Lazy 8 Hangars Association – Bob Stevens; BCPA – Tom Lenze; Albe Air – Jack Northcott; Sun Valley Air Club – Steven Garman; Bellevue City Council – Lisa Philips; FSVA – Walt Denekas; Mike Thompson, Jim Perkins, Pam & Ed Jenkins, Bob Leahy, Marc Reinemann, Evan Stelma, Donna Serrano, Len Harlig, Chuck Matthiesen
PRESS: Idaho Mountain Express – Greg Moore

CALL TO ORDER:

The meeting was called to order at 5:37 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. September 2, 2014 Regular Meeting (See Brief)

The September 2, 2014 Friedman Memorial Airport Authority Meeting Minutes were approved with the following changes:

IV. REPORTS

E. Communication Director Report

Communications Director Candice Pate reported on the following items:

- Communications continue with Airport Tours and Coffee Talks
- The “90 before 9AM” campaign is coming to a close
- The Communications Team is currently monitoring the leakage study in order to plan for future campaigns

The Communications Team is developing a campaign that will focus on the upcoming Terminal Expansion

VI. UNFINISHED BUSINESS

C. Bellevue/Flying Hat Ranch LLC 227 Acres Proposed Annexation Process (See Brief)

The Board discussed various elements of the annexation process including the letter received from the Eccles’ attorney, Board Member Schoen’s proposed revision to the draft letter that includes language regarding public awareness of the airport zone for prospective landowners and/or developers, and when to send the letter.

MOTION:

Made by Board Member McCleary to approve the September 2, 2014 Friedman Memorial Airport Authority Regular Meeting Minutes as amended and the September 29, 2014 Friedman Memorial Airport Authority Special Meeting Minutes as presented. Seconded by Vice-Chairman Keirn.

PASSED UNANIMOUSLY

B. September 29, 2014 Special Meeting (See Brief)

Please refer to the motion made under item A. *September 2, 2014 Regular Meeting.*

IV. REPORTS

A. Chairman Report

No report was given.

B. Blaine County Report

Board Member McCleary commented that the Blaine County Commissioners attended the Sun Valley Economic Summit, where she was glad to hear that the public's perception of the Airport is that access is improving.

C. City of Hailey Report

No report was given.

D. Airport Manager Report

Airport Manager Baird reported on the following items:

- Airport Staff attendance to the Montana Airport Management Association Conference and the Northwest American Association of Airport Executives Conference
- Thanked T-O Engineers, Idaho Power, Intermountain Gas Company, Airport tenants, and the City of Hailey for all the work that has gone into Project 5 of the RSA Improvements Project

E. Communications Director Report

Communications Director Candice Pate reported on the following items:

- Communications continue with Coffee Talks and Airport Tours
- A drawing for Airport Tour attendees to receive a free aerial tour of the Wood River Valley has been implemented to promote attendance
- Communications Director Pate managed a booth with Fly Sun Valley Alliance representative Carol Waller at the Sun Valley Economic Summit and received positive feedback from the community regarding FMAA's resiliency
- A new banner advertising the Terminal Reconfiguration Project will replace the "90 before 9AM" banner currently in the terminal

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)

D. Review Correspondence (See Brief)

E. Airport Commercial Flight Interruptions (See Brief)

VI. UNFINISHED BUSINESS

A. Airport Solutions

1. Existing Site

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

i. Formulation

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

ii. Project 1 Relocate Hangar Taxi lane/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

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

v. Project 4 Airport Operations Building

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.

Board Member Haemmerle commented that the work Airport Staff has completed at the Airport in a short amount of time is spectacular and deserves to be complimented.

Board Member Schoen discussed how the change order process works with Airport Staff.

vii. Project 6 Relocate Taxiway B/Remove Taxiway A/North Apron

Engineer Mitchell updated the Board on the current status of Project 6 of the RSA Improvements Project.

viii. Facility Acquisitions

Engineer Mitchell updated the Board on the current status of the facility acquisition part the RSA Improvements Project.

ix. CIP/Cash Flow Update

Airport Manager Baird updated the Board on the current status of the CIP/Cash Flow for the RSA Improvements Project.

x. Future Projects

No update was given.

b. Retain/Improve/Develop Air Service

i. Fly Sun Valley Alliance Report

Fly Sun Valley Alliance (FSVA) representative Walt Denekas reported that FSVA is actively responding to complaints received about the bussing service that occurred last winter and they are negotiating with a contractor to provide busses that will transport passengers in the most comfortable atmosphere possible.

B. Master Plan Update (See Brief)

Mead & Hunt Planner, Evan Barrett, updated the Board on the status of the Master Plan Project.

VII. NEW BUSINESS

A. Voluntary Noise Abatement Program

Airport Manager Baird briefed the Board on the development and history of the Voluntary Noise Abatement Program as well as the recent increase in noise complaints from the immediate surrounding community.

Board Member Haemmerle appreciated Airport Manager Baird's presentation and commented that Staff does a fine job managing Airport operations. He also commented that it does not serve the public well to characterize citizen complaints as frivolous and asked when the last time a committee was formed to review the Voluntary Noise Abatement procedures.

Airport Manager Baird answered that the last update occurred in 2001 and agreed that the procedures should be updated again with a committee consisting of Board Members, community members, and members of the aviation community.

FSVA representative Walt Denekas asked a technical question regarding the Automatic Terminal Information System (ATIS) and tower procedures for handling operations from the north and operations not within noise abatement hours.

Board Member Greenberg commented that the Board is not discouraging the public from making calls to the Noise Abatement Hotline provided that the complaints are not common occurrence due to the resident being located under the flight path. He commented that he empathizes with those residents but Staff cannot mitigate the problem if the aircraft is following the correct flight path procedures. He suggested that the Board discuss whether or not a solution can be found for this issue.

Chairman Fairfax commented that if a citizen reports a complaint about an operation, he does not want Airport Staff to contact the pilot if they were in compliance with the Voluntary Noise Abatement Program procedures. He also commented that an excessive number of complaints received about normal operations defeats the purpose of the program.

The Board continued to discuss the parameters and policies of the Voluntary Noise Abatement Program, including what type of operational activity does or does not comply with the program's policies, why tying up the Noise Abatement Hotline with calls regarding normal operations reduces the effectiveness of receiving calls for aircraft not following program procedures, and how Staff's record keeping process works when a complaint is received and a letter is sent to the pilot.

Airport Manager Baird discussed the large amount of noise complaints received from a small group of residents from the Chanterelle Subdivision and the process Airport Staff takes to research each complaint that is received. He responded to the comments made about the term "frivolous" that was stated in the Board packet to describe those complaints. He also explained that if complaints are deliberately excessive and consume Staff time, it could jeopardize the integrity of the program.

Board Member Schoen suggested that the Board communicate to the public on an annual basis what the components of the program are and the context under which it operates.

Board Member McCleary and Vice-Chairman Keirn agreed that educating the public about the Voluntary Noise Abatement Program is important and asked Staff to ensure that that information is included on the Airport website and in Airport Solutions Updates.

Chairman Fairfax commented that he hopes citizens will continue to submit their complaints in a responsible manner so that the program can continue successfully.

The Board and Airport Manager Baird continued to discuss the use of the term “frivolous” and the desire for the Airport to be as good a neighbor as possible.

VIII. PUBLIC COMMENT

Jim Perkins commented that the local pilots are very aware of landing and takeoff procedures and do not perceive the Voluntary Noise Abatement Program as voluntary. The procedures have been discussed with pilots at several safety seminars and Airport Staff has done an excellent job communicating with them about it. He commented that he finds it hard to believe that 49 abuses to the program were found in one day as local pilots follow the instructions of the tower who also follows noise abatement procedures when giving pilots their clearances.

Pam Jenkins commented that while she appreciates knowing the history of the program the present circumstances need to be addressed. She assured the Board that the tirade she displayed last month to the Noise Abatement Hotline will not happen again and only appropriate complaints will be submitted in the future. She commented that Airport Manager Baird's presentation did not clearly identify a path forward regarding the program and invited Board Members and Airport Staff to spend one day in the Chanterelle Subdivision if there are any who disagree with her analysis.

Walt Denekas commented that when one person makes ten times as many calls as the rest of the community combined it is not, in his opinion, frivolous but harassing, obnoxious, abusive, unacceptable, and borders on attempted bullying. He commented that this Airport is not going to relocate for a long time and if the sage grouse gets listed as an endangered species the Airport will never relocate. The community has to either live with the Airport as it is and accept the fact that airport noise is going to be a part of living here or move to a different part of the Wood River Valley.

Bob Leahy asked if the elevation the planes are at when they pass over the Chanterelle Subdivision could be increased. He commented that the Airport's first priority should be safety over noise but if the elevation of the planes could be adjusted without affecting safety, that would help lessen the noise impact.

Donna Serrano commented that if 58% of planes now use instrument landing there will be that many more planes flying over the Chanterelle Subdivision.

Glass Cockpit Aviation owner John Strauss commented that he supports Airport Manager Baird and appreciates the time he invests in the noise abatement program. He commented that as a flight instructor he teaches every pilot how to comply with noise abatement procedures and he knows of several corporate operators who have the noise abatement procedures as part of their company policies. Mr. Strauss commented that the instrument landing and departure paths guide planes through the center of the valley and cannot be avoided, but the local pilots do a sterling job complying with noise abatement procedures. He also volunteered to assist in educating the community about the program.

Ed Jenkins commented that nothing has been accomplished tonight and a plane flew directly over their house as they left to come to this meeting.

Bob Stevens commented that this community is very lucky to have an Airport Staff that supports a noise abatement program as he has not seen very many airports have them in his 58 years of being a pilot.

Airport Manager Baird commented that pilots are complying with noise abatement procedures when they fly over the Chanterelle Subdivision and he is disinclined to contact pilots when he receives complaints about planes flying over houses located in Chanterelle.

Board Member Haemmerle commented that the whole noise abatement discussion was very important from an objective point of view and the public and Board has been objectively notified of how the program works.

Chairman Fairfax commented that as a pilot he flies the instrument approach sometimes and although he does fly over Chanterelle, he follows the noise abatement procedures.

Ed Jenkins commented that he was unaware until now that planes flying over Chanterelle were following noise abatement procedures and asked if it were possible for pilots to turn west before approaching the Chanterelle Subdivision.

Steven Garman commented that one of the technical features with jets is that a terrain alarm system (TAS) will sound in the cockpit if the plane goes too near the obstructions (mountainsides) east or west of the center of the valley.

Pam Jenkins commented that the main issue she has are the planes that fly too low over her house in the Chantrelle Subdivision.

Donna Serrano thanked Rick for all the work and effort he put into the presentation as it answered a lot of questions she had about the noise abatement program.

Board Member Greenberg commented that he does not want to discourage public comment and understands Chanterelle's situation; however, nothing can be done if the pilots are following noise abatement procedures. He commented that the Airport's main concern should be safety and if the Noise Abatement Hotline is full, calls that could be related to safety concerns would not be addressed.

Board Member Schoen commented that the only way to resolve these differences is to listen to each other and keep working towards making the program better.

Ed Jenkins asked if the Board was still pursuing a dual path forward. Chairman Fairfax answered that the Board is moving forward with the dual path starting with updating the Airport's Master Plan.

IX. ADJOURNMENT

The October 9, 2014 Regular Meeting of the Friedman Memorial Airport Authority was adjourned at approximately 8:00 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 REGULAR MEETING ATTACHMENT #3
OF THE
FRIEDMAN MEMORIAL AIRPORT AUTHORITY***

**November 4, 2014
5:30 P.M.**

IN ATTENDANCE:

BOARD MEMBERS: Chairman – Ron Fairfax, Vice-Chairman – Don Keirn, Board – Lawrence Schoen, Fritz Haemmerle, Jacob Greenberg, Angenie McCleary, Pat Cooley
FRIEDMAN MEMORIAL AIRPORT STAFF: Airport Manager – Rick Baird, Emergency/Operations Chief – Peter Kramer, Contracts/Finance Administrator – Lisa Emerick, Administrative Assistant/Alternate Airport Security Coordinator – Roberta Christensen, Administrative Assistant – Cecilia Vega Vargas
CONSULTANTS: T-O Engineers – Dave Mitchell; R/L/B – Nick Latham; Mead & Hunt – Scott Cary, Jan Horsfall, Todd Hardin
AIRPORT TENANTS/PUBLIC: Glass Cockpit Aviation – John Strauss; Atlantic Aviation – Mike Rasch; Bellevue City Council – Lisa Philips; Ed Jenkins, Marc Reinemann, Evan Stelma, Donna Serrano, Janet Duffy, Dick Fenton, FSVA – Carol Waller
AIRPORT LEGAL COUNSEL: Lawson Laski Clark & Pogue, PLLC – Jim Laski

CALL TO ORDER:

The meeting was called to order at 5:34 p.m. by Chairman Fairfax.

I. APPROVE AGENDA

The agenda was approved as presented.

II. PUBLIC COMMENT

No public comment was made.

III. REPORTS

A. Chairman Report

Chairman Fairfax commented that there are a considerable amount of construction projects currently underway at the Airport and encouraged people to go and see its transformation.

B. Blaine County Report

No report was given.

C. City of Hailey Report

No report was given.

D. Airport Manager Report

Airport Manager Baird reported on the following items:

- The public and Board are invited to take a tour of the Airport while all the construction is underway
- The annual audit is also currently underway and contractors for Projects 3 and 4 were at the Airport yesterday morning to discuss them.

E. Communications Director Report

Airport Manager Baird reported on the following items:

- Presented an Airport Update at the Bellevue City Council meeting in October and re-emphasized the importance of their community's participation in the Airport's master planning process.
- There was no attendance at the October Coffee Talk or Airport Tour and, if attendance continues to be low, Airport Tours may be scheduled every other month, or once a quarter

IV. AIRPORT STAFF BRIEF

A. Noise Complaints (See Brief)

B. Parking Lot Update (See Brief)

Chairman Fairfax commented that it is encouraging to see the increase in parking lot revenue this year.

Airport Manager Baird commented that the parking lot has been full even during slack season and briefed the Board on the impact upcoming construction projects will have on parking space availability.

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

D. Review Correspondence (See Brief)

E. Airport Commercial Flight Interruptions (See Brief)

F. Employee of the 2nd Quarter, 2014 (See Brief)

V. 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.

ii. Project 1 Relocate Hangar Taxilane/Overlay Apron/Security Fence Improvements (See Brief)

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 (See Brief)

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

iv. Project 3 Terminal Reconfiguration (See Brief)

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

v. Project 4 Airport Operations Building (See Brief)

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

vi. Project 5 Terminal Apron Reconstruction/Site Preparations (See Brief)

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

vii. Project 6 Relocate Taxiway B/Remove Taxiway A/North Apron (See Brief)

Engineer Mitchell updated the Board on the current status of Project 6 of the RSA Improvements Project.

viii. Facility Acquisitions (See Brief)

Engineer Mitchell updated the Board on the current status of the facility acquisition part the RSA Improvements Project.

ix. Future Projects (See Brief)

No update was given.

b. Retain/Improve/Develop Air Service

i. Fly Sun Valley Alliance Update (See Brief)

Fly Sun Valley Alliance representative, Carol Waller, updated the Board on the following items:

- Fare sale going on until Monday, November 10th for Seattle flights from \$85 and the Los Angeles flights as low as \$115
- FSVA has received the draft Summer Visitor's Survey and will report findings to the Board soon
- The Seattle, Los Angeles, Denver, and San Francisco flights are scheduled to start back up in mid-December.
- Load factors for October flights were very strong.

Chairman Fairfax commented that he received a comment about the decreased amount of flights to/from Salt Lake City.

Ms. Waller commented that while the regional jets offer double the capacity, the downside is that they also fly less frequently than the turboprops did.

Board Member Schoen asked if Boise also used regional jets at their airport.

Engineer Mitchell answered that Boise uses a mix of 737s, A319s, and regional jets.

c. SUN Instrument Approach Improvements – Phase 2 (See Brief)

Airport Manager Baird briefed the Board on the FAA's response to proposed improvements to SUN's existing approaches as well as the possible development of a new south approach.

The Board discussed technical aspects of Airport Manager Baird's update including the history of trying to make SUN approach improvements; the fact that only north approaches will be in development and when a draft report will be available for Board review.

B. Master Plan Update (See Brief)

Mead & Hunt representative, Scott Cary, updated the Board on the status of the Master Plan Project.

VI. NEW BUSINESS

A. Independent Board Member Selection Process

Airport Manager Baird suggested that the Board discuss how they would like to proceed with the Independent Board Member selection process.

The Board discussed the Independent Board Member position and selection process and agreed to open up the process to the public. They also selected Board Member Haemmerle and Board Member Schoen to serve on the Selection Process Committee.

Atlantic Aviation General Manager, Mike Rasch, commented that he is concerned that a change to a new representative for the Independent Board Member would delay the lease renegotiation process for tenants. He also commented that he thinks it is important that the Independent Board Member has aviation experience.

VII. PUBLIC COMMENT

Glass Cockpit Aviation owner, John Strauss, commented with regard to a previous discussion on landing system possibilities, that a slight change in approach minimums will have a positive impact on general aviation users as well.

VIII. ADJOURNMENT

The November 4, 2014 Regular Meeting of the Friedman Memorial Airport Authority was adjourned at approximately 6:38 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.*

11:50 AM

11/18/14

Accrual Basis

Friedman Memorial Airport

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

October 2013 through September 2014

Ordinary Income/Expense	Oct '13 - Sep 14	Budget	\$ Over Budget	% of Budget
Income				
4000-00 · AIRCARRIER				
4000-01 · Aircarrier - Lease Space	84,520.44	84,600.00	-79.56	99.9%
4000-02 · Aircarrier - Landing Fees	102,602.61	101,200.00	1,402.61	101.4%
4000-03 · Aircarrier - Gate Fees	1,200.00	1,200.00	0.00	100.0%
4000-04 · Aircarrier - Utility Fees	16,041.86	7,600.00	8,441.86	211.1%
4010-06 · Aircarrier - '12 PFC App	250,080.62			
4010-07 · Aircarrier - '14 PFC Application	0.00	0.00	0.00	0.0%
Total 4000-00 · AIRCARRIER	454,445.53	194,600.00	259,845.53	233.5%
4020-00 · TERMINAL AUTO PARKING REVENUE				
4020-01 · Automobile Parking - Terminal	144,931.23	80,000.00	64,931.23	181.2%
Total 4020-00 · TERMINAL AUTO PARKING REVENUE	144,931.23	80,000.00	64,931.23	181.2%
4030-00 · AUTO RENTAL REVENUE				
4030-01 · Automobile Rental - Commission	419,855.46	350,000.00	69,855.46	120.0%
4030-02 · Automobile Rental - Counter	12,250.76	7,500.00	4,750.76	163.3%
4030-03 · Automobile Rental - Auto Prkng	55,771.66	29,100.00	26,671.66	191.7%
4030-04 · Automobile Rental - Utilities	1,168.38	400.00	768.38	292.1%
4030-05 · Automobile Rental - Off. Airpt.	666.51	25,000.00	-24,333.49	2.7%
Total 4030-00 · AUTO RENTAL REVENUE	489,712.77	412,000.00	77,712.77	118.9%
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	2,626.64	6,120.00	-3,493.36	42.9%
4040-03 · Terminal Shops - Utility Fees	234.96	600.00	-365.04	39.2%
4040-10 · Advertising - Commission	31,936.25	35,000.00	-3,063.75	91.2%
4040-11 · Vending Machines - Commission	13,862.34	0.00	13,862.34	100.0%
4040-12 · Terminal ATM	62.12			
Total 4040-00 · TERMINAL CONCESSION REVENUE	48,722.31	42,920.00	5,802.31	113.5%
4050-00 · FBO REVENUE				
4050-01 · FBO - Lease Space	228,395.71	230,000.00	-1,604.29	99.3%
4050-02 · FBO - Tie-down Fees	312,967.15	312,500.00	467.15	100.1%
4050-03 · FBO - Landing Fees - Trans.	251,595.30	287,500.00	-35,904.70	87.5%
4050-04 · FBO - Commission	18,220.69	20,000.00	-1,779.31	91.1%
Total 4050-00 · FBO REVENUE	811,178.85	850,000.00	-38,821.15	95.4%
4060-00 · FUEL FLOWAGE REVENUE				
4060-01 · Fuel Flowage - FBO	198,046.24	200,000.00	-1,953.76	99.0%
Total 4060-00 · FUEL FLOWAGE REVENUE	198,046.24	200,000.00	-1,953.76	99.0%
4070-00 · TRANSIENT LANDING FEES REVENUE				
4070-02 · Landing Fees - Non-Comm./Gov't	511.68	500.00	11.68	102.3%
Total 4070-00 · TRANSIENT LANDING FEES REVENUE	511.68	500.00	11.68	102.3%

ATTACHMENT #4

11:50 AM

11/18/14

Accrual Basis

Friedman Memorial Airport

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

October 2013 through September 2014

	Oct '13 - Sep 14	Budget	\$ Over Budget	% of Budget
4080-00 · HANGARS REVENUE				
4080-01 · Land Lease - Hangar	480,789.28	495,000.00	-14,210.72	97.1%
4080-02 · Land Lease - Hangar/Trans. Fee	5,384.20	0.00	5,384.20	100.0%
4080-03 · Land Lease - Hangar/Utilities	1,563.91	1,400.00	163.91	111.7%
4080-20 · Land Lease - Government Revenue	7,226.92	7,150.00	76.92	101.1%
Total 4080-00 · HANGARS REVENUE	494,964.31	503,550.00	-8,585.69	98.3%
4090-00 · TIEDOWN PERMIT FEES REVENUE				
4090-01 · Tiedown Permit Fees (FMA)	11,649.58	16,000.00	-4,350.42	72.8%
Total 4090-00 · TIEDOWN PERMIT FEES REVENUE	11,649.58	16,000.00	-4,350.42	72.8%
4100-00 · POSTAL CARRIERS REVENUE				
4100-01 · Postal Carriers - Landing Fees	9,109.15	9,000.00	109.15	101.2%
4100-02 · Postal Carriers - Tiedown	2,970.00			
Total 4100-00 · POSTAL CARRIERS REVENUE	12,079.15	9,000.00	3,079.15	134.2%
4110-00 · MISCELLANEOUS REVENUE				
4110-01 · Misc. Revenue	-1,211.16			
4110-06 · Misc. - Security-Prox. Cards	32,110.00	27,000.00	5,110.00	118.9%
4110-09 · Miscellaneous Expense Reimburse	2,231.45			
Total 4110-00 · MISCELLANEOUS REVENUE	33,130.29	27,000.00	6,130.29	122.7%
4120-00 · GROUND TRANSP. PERMIT REVENUE				
4120-01 · Ground Transportation Permit	13,500.00	14,000.00	-500.00	96.4%
4120-02 · GTSP - Trip Fee	3,080.00	3,000.00	80.00	102.7%
Total 4120-00 · GROUND TRANSP. PERMIT REVENUE	16,580.00	17,000.00	-420.00	97.5%
4400-00 · TSA				
4400-02 · Terminal Lease	6,544.44	6,600.00	-55.56	99.2%
Total 4400-00 · TSA	6,544.44	6,600.00	-55.56	99.2%
4520-00 · INTEREST INCOME				
4520-06 · Interest Income - '12 PFC	10.79			
4600-00 · Interest Income - General	6,158.39	12,000.00	-5,841.61	51.3%
Total 4520-00 · INTEREST INCOME	6,169.18	12,000.00	-5,830.82	51.4%
Total Income	2,728,665.56	2,371,170.00	357,495.56	115.1%
Gross Profit	2,728,665.56	2,371,170.00	357,495.56	115.1%

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11/18/14

Accrual Basis

Friedman Memorial Airport

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

October 2013 through September 2014

Expense	Oct '13 - Sep 14	Budget	\$ Over Budget	% of Budget
EXPENDITURES				
"A" EXPENSES				
5000-01 · Salaries - Airport Manager	127,429.23	127,402.00	27.23	100.0%
5010-00 · Salaries -Contracts/Finance Adm	86,906.10	84,975.00	1,931.10	102.3%
5010-01 · Salaries - Office Assist.	173,960.51	168,726.96	5,233.55	103.1%
5020-00 · Salaries - ARFF/OPS Chief	88,491.90	84,975.00	3,516.90	104.1%
5030-00 · Salaries - ARFF/OPS Specialist	320,184.04	309,170.06	11,013.98	103.6%
5040-00 · Salaries-ASC/Sp.Prjct./Ex. Assi	63,838.47	60,966.69	2,871.78	104.7%
5050-00 · Salaries - Temp.	10,800.25	15,000.00	-4,199.75	72.0%
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	6,151.27	10,000.00	-3,848.73	61.5%
5060-04 · OT - Security	0.00	2,500.00	-2,500.00	0.0%
5100-00 · Retirement	101,731.85	102,761.11	-1,029.26	99.0%
5110-00 · Social Security/Medicare	64,599.12	67,710.81	-3,111.69	95.4%
5120-00 · Life Insurance	2,101.94	2,000.00	101.94	105.1%
5130-00 · Medical Insurance	162,312.30	166,924.92	-4,612.62	97.2%
5160-00 · Workman's Compensation	12,428.00	15,000.00	-2,572.00	82.9%
5170-00 · Unemployment Claims	199.00			
Total "A" EXPENSES	1,221,133.98	1,239,504.66	-18,370.68	98.5%
"B" EXPENDITURES				
"B" EXPENSES - ADMINISTRATIVE				
6000-00 · TRAVEL EXPENSE				
6000-01 · Travel	7,513.89	15,000.00	-7,486.11	50.1%
Total 6000-00 · TRAVEL EXPENSE	7,513.89	15,000.00	-7,486.11	50.1%
6010-00 · SUPPLIES/EQUIPMENT EXPENSE				
6010-01 · Supplies - Office	7,015.30	13,000.00	-5,984.70	54.0%
6010-03 · Supplies - Computer	3,197.21			
Total 6010-00 · SUPPLIES/EQUIPMENT EXPENSE	10,212.51	13,000.00	-2,787.49	78.6%
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-Bidg/Unlic.Veh./Prop	31,238.00	31,920.00	-682.00	97.9%
6020-04 · Insurance - Licensed Vehicles	6,054.00	6,195.00	-141.00	97.7%
6020-05 · Insurance - Crime	0.00	660.00	-660.00	0.0%
Total 6020-00 · INSURANCE	51,589.00	72,900.00	-21,311.00	70.8%

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Accrual Basis

Friedman Memorial Airport

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

October 2013 through September 2014

	Oct '13 - Sep 14	Budget	\$ Over Budget	% of Budget
6030-00 · UTILITIES				
6030-01 · Utilities - Gas/Terminal	4,196.26	13,000.00	-8,803.74	32.3%
6030-02 · Utilities - Gas/Maintenance	6,442.27	7,000.00	-557.73	92.0%
6030-03 · Utilities - Elect./Runway&PAPI	6,523.57	6,700.00	-176.43	97.4%
6030-04 · Utilities - Elec./Office/Maint.	11,519.29	11,000.00	519.29	104.7%
6030-05 · Utilities - Electric/Terminal	28,174.11	11,000.00	17,174.11	256.1%
6030-06 · Utilities - Telephone	12,184.46	17,000.00	-4,815.54	71.7%
6030-07 · Utilities - Water	798.90	1,200.00	-401.10	66.6%
6030-08 · Utilities - Garbage Removal	9,849.99	8,500.00	1,349.99	115.9%
6030-09 · Utilities - Sewer	2,384.52	1,500.00	884.52	159.0%
6030-10 · Utilities - Elec./Sewer	625.48	500.00	125.48	125.1%
6030-11 · Utilities - Electric/Tower	5,214.21	5,000.00	214.21	104.3%
6030-12 · Utilities - Elec./Brdfrd.Hghi	723.18	900.00	-1,652.53	283.6%
6030-15 · Utilities - Elec/AWOS	2,552.53	210.00	-69.76	66.8%
6030-16 · Utilities - Elec. Wind Cone	140.24			
6030-17 · Utilities - Elec.- Hangar	210.82			
6040-01 · Service Provider - Weather	2,079.00	4,000.00	-1,921.00	52.0%
6040-02 · Service Provider - Term. Music	895.00	1,000.00	-105.00	89.5%
6040-03 · Service Provider - Internet/ISP	5,747.86	6,500.00	-752.14	88.4%
6040-05 · Service Provider - ISP/Terminal	1,800.00	2,000.00	-200.00	90.0%
6040-06 · Service Provider - SSI Movement	9,850.00	12,000.00	-2,150.00	82.1%
6040-07 · Serv. Provider - Arpt Ins. Soft	0.00	0.00	0.00	0.0%
Total 6030-00 · UTILITIES	111,911.69	109,010.00	2,901.69	102.7%
6050-00 · PROFESSIONAL SERVICES				
6050-01 · Professional Services - Legal	29,210.85	35,000.00	-5,789.15	83.5%
6050-02 · Professional Services - Audit	26,457.70	30,000.00	-3,542.30	88.2%
6050-03 · Professional Services - Engineer	11,571.75	10,000.00	1,571.75	115.7%
6050-04 · Professional Services - ARFF	2,000.00	2,000.00	0.00	100.0%
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	6,023.51	14,000.00	-7,976.49	43.0%
6050-11 · Professional Services - Wildlif	0.00	1,000.00	-1,000.00	0.0%
6050-12 · Prof. Serv.- Planning Air Serv.	16,183.81	35,000.00	-18,816.19	46.2%
6050-13 · Prof. Serv.-Website Des.& Maint	1,912.50			
6050-15 · Prof. Serv. - Public Outreach	24,083.50	20,000.00	4,083.50	120.4%
Total 6050-00 · PROFESSIONAL SERVICES	118,547.37	152,000.00	-33,452.63	78.0%
6060-00 · MAINTENANCE-OFFICE EQUIPMENT				
6060-01 · Maint.-Office Equip./Gen.	396.15	10,000.00	-9,603.85	4.0%
6060-02 · Maintenance - Computer	153.44			
6060-04 · Maintenance - Copier	3,074.66			
6060-05 · Maintenance - Phone	1,393.20			
Total 6060-00 · MAINTENANCE-OFFICE EQUIPMENT	5,017.45	10,000.00	-4,982.55	50.2%

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11/18/14

Accrual Basis

Friedman Memorial Airport

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

October 2013 through September 2014

	Oct '13 - Sep 14	Budget	\$ Over Budget	% of Budget
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	1,248.00	1,400.00	-152.00	89.1%
Total 6070-00 · RENT/LEASE OFFICE EQUIPMENT	1,248.00	4,800.00	-3,552.00	26.0%
6080-00 · DUES/MEMBERSHIPS/PUBLICATIONS E				
6080-01 · Dues/Memberships/Publications	14,502.28	15,000.00	-497.72	96.7%
6080-02 · Membership - Internet/Website	251.45			
6080-04 · Airport Marketing	19,253.47	20,000.00	-746.53	96.3%
6080-06 · Marketing - SCASDP	17,128.26	0.00	17,128.26	100.0%
Total 6080-00 · DUES/MEMBERSHIPS/PUBLICATIONS E	51,135.46	35,000.00	16,135.46	146.1%
6090-00 · POSTAGE				
6090-01 · Postage/Courier Service	1,183.04	1,500.00	-316.96	78.9%
6090-00 · POSTAGE - Other	35.00			
Total 6090-00 · POSTAGE	1,218.04	1,500.00	-281.96	81.2%
6100-00 · EDUCATION/TRAINING				
6100-01 · Education/Training - Admin.	4,528.00	25,000.00	-20,472.00	18.1%
6100-02 · Education/Training - OPS	1,055.00			
6100-03 · Education/Training - ARFF	11,349.58			
6100-05 · Education - Neighborl Flight	9,722.69			
6100-06 · Education - Security	900.00			
6100-07 · Education - Public Outreach	48.13			
Total 6100-00 · EDUCATION/TRAINING	27,603.40	25,000.00	2,603.40	110.4%
6110-00 · CONTRACTS				
6110-01 · Contracts - General	2,200.00			
6110-02 · Contracts - FMAA	33,600.00	33,600.00	0.00	100.0%
6110-03 · Contracts - SVA/Fee Collection	58,800.00	58,900.00	-100.00	99.8%
6110-04 · Contracts - COH LEO	3,264.00	10,000.00	-6,736.00	32.6%
6110-05 · Contracts - Janitorial	0.00	10,000.00	-10,000.00	0.0%
6110-06 · Electronic Filing System	13,800.00	13,800.00	0.00	100.0%
6110-07 · Contracts - Snow Removal	0.00	0.00	0.00	0.0%
6110-08 · Contracts - Eccles Tree Lights	30,000.00	30,000.00	0.00	100.0%
6110-09 · Contracts - Website	0.00	350.00	-350.00	0.0%
6110-10 · Online Email Server Access	1,641.27	2,500.00	-858.73	65.7%
6110-11 · Contracts-Security CMS	42,650.00	42,500.00	150.00	100.4%
Total 6110-00 · CONTRACTS	185,955.27	201,650.00	-15,694.73	92.2%
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%

11:50 AM

11/18/14

Accrual Basis

Friedman Memorial Airport

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

October 2013 through September 2014

	Oct '13 - Sep 14	Budget	\$ Over Budget	% of Budget
6130-00 · MISCELLANEOUS EXPENSES				
6130-01 · Misc. - General	7,130.40	6,500.00	630.40	109.7%
6140-00 · Bank Fees	1,352.96	1,000.00	352.96	135.3%
6130-00 · MISCELLANEOUS EXPENSES - Other	-31.60			
Total 6130-00 · MISCELLANEOUS EXPENSES	8,451.76	7,500.00	951.76	112.7%
Total "B" EXPENSES - ADMINISTRATIVE	580,403.84	647,460.00	-67,056.16	89.6%
"B" EXPENSES - OPERATIONAL				
6500-00 · SUPPLIES/EQUIPMENT-ARFF/OPERATI				
6500-01 · Supplies/Equipment - General	1,860.58	10,000.00	-8,139.42	18.6%
6500-02 · Supplies/Equipment - Tools	2,169.74			
6500-03 · Supplies/Equipment - Clothing	368.76			
6500-04 · Supplies/Equipment - Janitorial	14,691.38			
6500-05 · Supplies/Equipment - Deice	0.00	15,000.00	-15,000.00	0.0%
6500-06 · Supplies/Equipment - ARFF	382.34	5,000.00	-4,617.66	7.6%
Total 6500-00 · SUPPLIES/EQUIPMENT-ARFF/OPERATI	19,472.80	30,000.00	-10,527.20	64.9%
6510-00 · FUEL/LUBRICANTS				
6510-01 · Fuel/Lubricants - General	90.41	45,000.00	-44,909.59	0.2%
6510-02 · Fuel	28,522.62			
6510-03 · Lubricants	125.90			
Total 6510-00 · FUEL/LUBRICANTS	28,738.93	45,000.00	-16,261.07	63.9%
6520-00 · VEHICLES/MAINTENANCE				
6520-01 · R/M Equipment - General	5,442.87	25,000.00	-19,557.13	21.8%
6520-02 · R/M Equip. '93 Schmidt Snow	6,421.95			
6520-04 · R/M Equip. '84 Chevy Plow Truck	-8.00			
6520-06 · R/M Equip. '85 Ford Dump	702.78			
6520-09 · R/M Equip. - '96 Oshkosh Swp.	829.17			
6520-13 · R/M Equip. - Crafcro Crack Fir.	2,192.38			
6520-17 · R/M Equip. '01 Case 921 Ldr.	127.02			
6520-19 · R/M Equip. '02 Ford F-150 PU	315.23			
6520-23 · R/M Equip. - '97 Ford Exped.	177.96			
6520-24 · R/M Equip. - '01 Ford F-250	140.92			
6520-28 · R/M Equip.-Case 621 Loader	494.11			
6520-29 · R/M Equip.- 2010 Wausau Plow	9,136.51			
6520-30 · R/M Equip.-'05 Ford F-350	605.35			
6520-32 · R/M Equip. - '09 Mini Truck	58.51			
Total 6520-00 · VEHICLES/MAINTENANCE	26,636.76	25,000.00	1,636.76	106.5%
6530-00 · ARFF MAINTENANCE				
6530-01 · ARFF Maint. General	0.00	5,000.00	-5,000.00	0.0%
6530-04 · ARFF Maint. - Radios	1,489.21			
6530-05 · ARFF MAINT. - '03 E-One	2,477.84			
Total 6530-00 · ARFF MAINTENANCE	3,967.05	5,000.00	-1,032.95	79.3%

Friedman Memorial Airport

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

October 2013 through September 2014

	Oct '13 - Sep 14	Budget	\$ Over Budget	% of Budget
6540-00 · REPAIRS/MAINTENANCE - BUILDING				
6540-01 · R/M Bldg. - General	3,870.16	29,000.00	-25,129.84	13.3%
6540-02 · R/M Bldg. - Terminal	12,198.96			
6540-03 · R/M Bldg. - Shop	966.27			
6540-04 · R/M Bldg. - Cold Storage	1,536.12			
6540-05 · R/M Bldg. - Manager's Bldg.	1,203.99			
6540-07 · R/M Bldg. - Tower	2,969.83			
Total 6540-00 · REPAIRS/MAINTENANCE - BUILDING	22,745.33	29,000.00	-6,254.67	78.4%
6550-00 · REPAIRS/MAINTENANCE - AIRSIDE				
6550-01 · R/M - General	924.95	15,000.00	-14,075.05	6.2%
6550-02 · R/M - Airfield	1,103.29			
6550-04 · R/M - Lights	3,725.68			
6550-05 · R/M - Grounds	3,168.32			
Total 6550-00 · REPAIRS/MAINTENANCE - AIRSIDE	8,922.24	15,000.00	-6,077.76	59.5%
6560-00 · SECURITY EXPENSE				
6560-01 · Security	13,946.37	20,000.00	-6,053.63	69.7%
Total 6560-00 · SECURITY EXPENSE	13,946.37	20,000.00	-6,053.63	69.7%
6570-00 · REPAIRS/MAINT.-AERONAUTICAL EQU				
6570-01 · R/M Aeronautical Equip - NDB/DME	8,400.00	22,000.00	-13,600.00	38.2%
6570-02 · R/M Aeronautical Equip. - Tower	3,823.88			
6570-03 · R/M Aeronautical Equip.-Swt. Sys	2,943.25			
6570-04 · R/M Aeron. Equip. - AWOS/ATIS	11,407.39			
6570-05 · R/M Aero.Equip. Flying Hat Lgts	1,189.00			
Total 6570-00 · REPAIRS/MAINT.-AERONAUTICAL EQU	27,763.52	22,000.00	5,763.52	126.2%
Total "B" EXPENSES - OPERATIONAL	152,193.00	191,000.00	-38,807.00	79.7%
Total "B" EXPENDITURES	732,596.84	838,460.00	-105,863.16	87.4%
"C" EXPENSES				
7000-00 · MISC. CAPITAL EXPENDITURES				
7000-01 · Contingency	19,064.00	35,000.00	-15,936.00	54.5%
7000-03 · Landscaping	0.00	0.00	0.00	0.0%
7000-04 · Office Equip.-Telephone	1,650.00			
7000-08 · ATC Equipment	33,142.31			
7000-26 · Acquisition - Licensed Vehicles	29,255.62	0.00	29,255.62	100.0%
7000-34 · Security Upgrades/Equipment	0.00	0.00	0.00	0.0%
7000-37 · Tractor Flake 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	6,830.00	10,000.00	-3,170.00	68.3%
7000-40 · Weather Viewing Equipment	0.00	20,000.00	-20,000.00	0.0%
7000-41 · Terminal Air Service Support	53,644.05	0.00	53,644.05	100.0%
Total 7000-00 · MISC. CAPITAL EXPENDITURES	143,585.98	78,000.00	65,585.98	184.1%

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11/18/14

Accrual Basis

Friedman Memorial Airport

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

October 2013 through September 2014

	Oct '13 - Sep 14	Budget	\$ Over Budget	% of Budget
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			
7538-00 · Improvements to Existing Site				
7538-01 · AIP '38	149,545.24	425,000.00	-275,454.76	35.2%
Total 7538-00 · Improvements to Existing Site	149,545.24	425,000.00	-275,454.76	35.2%
7539-00 · AIP '39 EXPENSE - Imp. ALP				
7539-01 · AIP '39 - Eligible	0.00	535,000.00	-535,000.00	0.0%
7539-02 · AIP '39 Non-Eligible	4,500.00			
7539-03 · AIP '39 -AIP/PFC	1,949,356.32			
Total 7539-00 · AIP '39 EXPENSE - Imp. ALP	1,953,856.32	535,000.00	1,418,856.32	365.2%
7540-00 · AIP '40/PFC EXPENSE - Safety Ar				
7540-01 · AIP '40	288.41	16,000,000.00	-15,999,711.59	0.0%
7540-02 · AIP '40 Non-Eligible	14,151.59			
7540-03 · AIP '40 AIP/PFC	9,131,342.62			
7540-04 · AIP '40 Non Eligible - Terminal	11,435.50	0.00	11,435.50	100.0%
7540-05 · AIP '40 AIP 40/PFC 14	0.00	0.00	0.00	0.0%
7540-06 · AIP '40 Non-Eligible - OPS/Adm.	42,164.40			
7540-07 · AIP '40 RETAINER	-144,755.05			
Total 7540-00 · AIP '40/PFC EXPENSE - Safety Ar	9,054,627.47	16,000,000.00	-6,945,372.53	56.6%
7600-00 · PFC - Security Equipment	535.00			
8000-00 · Replacement Airport				
8000-04 · Public Outreach	249.56			
8000-07 · General	-40.00			
Total 8000-00 · Replacement Airport	209.56			
9000-00 · PFC EXPENSE				
9000-03 · PFC 12-08-C-00-SUN				
9000-06 · PFC '12 - Security Improvements	133,880.00			
Total 9000-03 · PFC 12-08-C-00-SUN	133,880.00			
Total 9000-00 · PFC EXPENSE	133,880.00			
9001-00 · PFC 14-09-C-00-SUN				
9001-01 · PFC '14 RSA Formulation	49.06			
9001-02 · PFC '14 Acquire SRE	0.00	0.00	0.00	0.0%
9001-03 · PFC '14 Master Plan	8,350.00	0.00	8,350.00	100.0%
9001-04 · PFC '14 Relocate SW Taxilane By	66,497.32			
9001-05 · PFC '14 Relocate GA Apron	52,383.15			
9001-06 · PFC '14 Perimeter Fence Relocat	11,168.35			
9001-07 · PFC '14 RSA Grading	123,793.00			
9001-08 · PFC '14 Relocate Taxiway A & B	202,254.86			
9001-09 · PFC '14 Relocate Power to PAPI	8,369.40			

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11/18/14

Accrual Basis

Friedman Memorial Airport

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

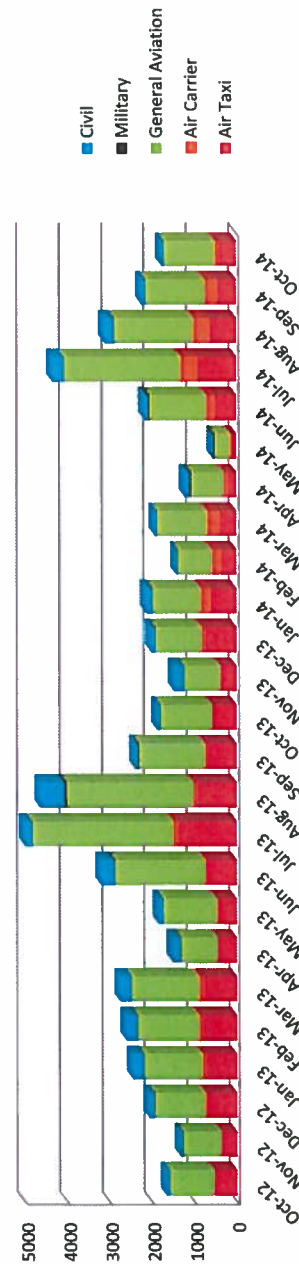
October 2013 through September 2014

	Oct '13 - Sep 14	Budget	\$ Over Budget	% of Budget
9001-10 . PFC '14 Relocate AWOS	941.09			
9001-11 . PFC '14 Relocate SRE/ARFF Bldg.	44,485.55			
9001-12 . PFC '14 Relocate Terminal Apron	40,939.68			
9001-13 . PFC '14 Relocate Cargo Apron	2,087.75			
9001-14 . PFC '14 Relocate Hangars	108,135.16			
9001-15 . PFC '14 Rehab Terminal Bldg.	66,111.52			
9001-16 . PFC '14 Relocate N. Taxiway	469.78			
9001-19 . PFC '14 Administration	8,941.40			
9001-20 . PFC '14 RETAINER	-12,193.72			
9001-00 . PFC 14-09-C-00-SUN - Other	0.00	0.00	0.00	0.0%
Total 9001-00 . PFC 14-09-C-00-SUN	732,783.35	0.00	732,783.35	100.0%
Total "C" EXPENSES	12,180,828.42	17,038,000.00	-4,857,171.58	71.5%
Total EXPENDITURES	14,134,559.24	19,115,964.66	-4,981,405.42	73.9%
Total Expense	14,134,559.24	19,115,964.66	-4,981,405.42	73.9%
Net Ordinary Income	-11,405,893.68	-16,744,794.66	5,338,900.98	68.1%
Net Income	-11,405,893.68	-16,744,794.66	5,338,900.98	68.1%

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	1,924	
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	1,210	
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	555	
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	2,164	
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	4,345	
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	3,114	
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	2,237	
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	1,760	
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	20,854	

Operations
2012-2014 YTD
(Cumulative)

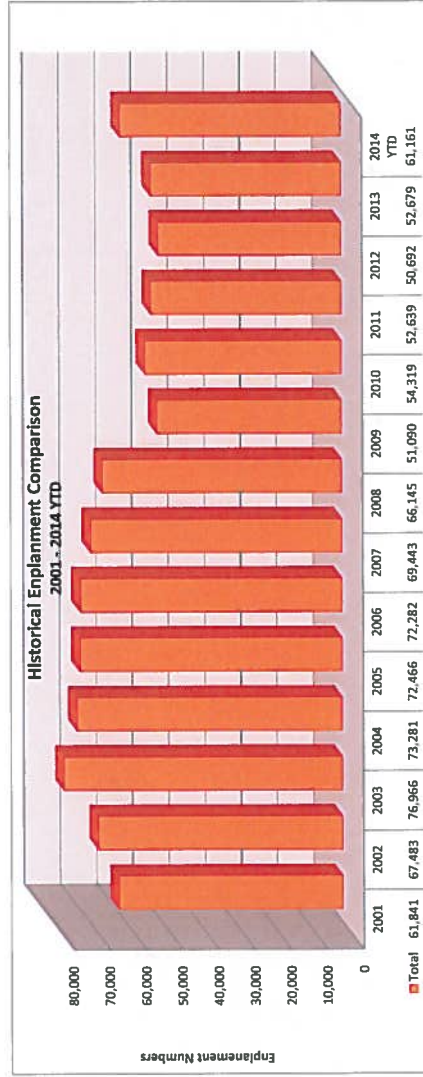
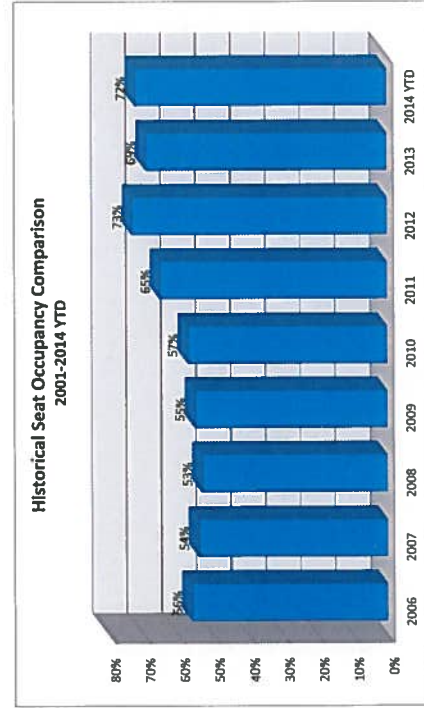


ATCT Operations Change (current month vs. same month last year)				
	2014	2013	% Change	
Air Taxi	396	574	-31%	
Air Carrier	110	2	5400%	
General Aviation	1,194	1,214	-2%	
Military	0	4	-100%	
Civil	60	80	-25%	
Total	1760	1874	-6.08%	

Month	2014 Enplanements														
	Alaska Airlines					Delta Airlines					United Airlines				
	Revenue	Non- Revenue	Total	Prior Year Month	M-T-M %	Revenue	Non- Revenue	Total	Prior Year Month	M-T-M %	Revenue	Non- Revenue	Total	Prior Year Month	M-T-M %
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%
Mar-14	3,187	98	3,285	3,717	-12%	3,275	119	3,394	3,185	7%	1,097	28	1,125	0	0%
Apr-14	514	16	530	0	0%	2,011	107	2,118	2,114	0%	0	0	0	0	0%
May-14	0	0	0	0	0%	792	31	823	1,925	-57%	0	0	0	0	0%
Jun-14	1,437	66	1,503	1,173	28%	3,368	97	3,465	2,847	22%	0	0	0	0	0%
Jul-14	3,413	66	3,479	3,405	2%	4,144	115	4,259	4,014	6%	2,217	60	2,277	0	0%
Aug-14	3,534	88	3,622	2,608	39%	4,486	110	4,596	3,062	50%	2,658	52	2,710	0	0%
Sep-14	2,264	69	2,333	1,832	27%	3,781	117	3,898	3,214	21%	859	41	900	0	0%
Oct-14	509	15	524	0	0%	3,465	108	3,573	2,844	26%	0	0	0	0	0%
Totals	20,720	561	21,281	19,259	10%	30,054	968	31,022	27,684	12%	8,637	221	8,858	0	0%
Legend for Chart:															
Y-T-D = Year-To-Date															
Y-T-Y = Year-To-Year															

Friedman Memorial Airport
October 2014

2014 Seat Occupancy																			
Month	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	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%	
Feb-14	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%	
Mar-14	50	3,800	3,285	86%	71	4,899	3,394	69%	24	1,584	1,125	71%	20,551	17,905	15%	75%	74%	1%	
Apr-14	9	684	530	77%	48	3,312	2,118	64%	0	0	0	0%	23,199	20,019	16%	74%	74%	0%	
May-14	0	0	0	0%	20	1,380	823	60%	0	0	0	0%	24,022	21,944	9.5%	73%	74%	-1%	
Jun-14	34	2,312	1,503	65%	80	5,520	3,465	63%	0	0	0	0%	28,990	25,964	11.7%	72%	71%	1%	
Jul-14	62	4,216	3,479	83%	88	6,072	4,259	70%	60	4,200	2,277	54%	39,005	33,383	17%	71%	71%	0%	
Aug-14	60	4,080	3,622	89%	86	5,934	4,596	77%	57	3,990	2,710	68%	49,933	39,053	28%	73%	69%	4%	
Sep-14	49	3,332	2,333	70%	84	5,796	3,898	67%	32	2,112	900	43%	57,064	44,099	29%	71%	69%	2%	
Oct-14	9	684	524	77%	62	4,278	3,573	84%	0	0	0	0%	61,161	46,943	23%	72%	70%	2%	
Totals	369	26,404	21,281	81%	667	44,307	31,022	70%	217	14,790	8,858	60%							
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 from Jan. - June Total of 70 Seats starting in July				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																			



AIR TRANSPORT

operation Program. Chinese controllers are heavily punished for permitting aircraft to fly too close, with no allowance for minor breaches of the separation standards. Crucially, they have no incentive to direct aircraft to

fly as close to the minimum as possible. For example, there are no bonuses for talented controllers who achieve high traffic flow rates.

So although China can allow aircraft to fly as close as 6 km apart, barely

more than the U.S. standard of 5.6 km (3 nm) under instrument flight rules, in practice they aim for 10-12 km, Tymczyszyn says. Especially in Chinese government culture, managers may be punished for the mistakes of subordi-

Regional Giant



SkyWest strives to make its size an advantage rather than a handicap

Adrian Schofield St. George, Utah

To the vast majority of U.S. travelers, SkyWest is the biggest carrier they have never heard of. But that is exactly the way the airline likes it. The more anonymous it remains, the greater its success in supporting the brands of its major partners.

SkyWest Inc.—which owns SkyWest Airlines and ExpressJet—accounts for about 4,000 departures a day, making it among the busiest operators in the world. The combined fleet of nearly 760 aircraft is entirely devoted to flying regional routes on behalf of U.S. mainline carriers, at times filling more than half of their daily timetables.

Despite the carrier's dominance of the U.S. regional airline landscape, SkyWest Inc. President Russell "Chip" Childs downplays the importance of size. The airline's focus is not on being the biggest, but on ensuring it delivers what its partners want in terms of regional product. "If that's size, great, [but] if it's not size, then we have to evolve and adapt and make sure we're meeting their needs," he says.

The carrier is currently going through just such a period of evolution. It is transforming its massive fleet to reflect changing demand patterns, and is working to get its ExpressJet acqui-

sition performing to expectations.

SkyWest works with most of the major players in the U.S. airline industry—primarily United Airlines and Delta Air Lines, but also American Airlines, US Airways and Alaska Airlines—and has a presence at almost every domestic hub. Such a diverse and complex operation can present unique challenges in terms of maintaining quality.

However, Childs notes there are some areas where scale does give it an edge. SkyWest benefits from stronger purchasing power, and also has the workforce, capital and order backlog to support business opportunities that call for it to invest in new aircraft.

"If there are situations where we can utilize our capital base or our asset base, that is a huge advantage to us," says Childs. "But we're not oblivious that [size advantage] is short-lived unless you're delivering top-notch product."

One aspect of customer require-

SkyWest plans to shift its fleet more toward larger, dual-class regional jets like the Embraer 175s it operates for United Airlines.

ments that has changed is the importance of a common product across mainline and regional services, particularly in premium class. This is now a much higher priority for the major carriers than it was 10 years ago, says Childs. "They want to know that when they put one of their premier passengers on our aircraft, it is seamless compared to what they have seen in mainline."

This means an increased demand for dual-class regional jets, which is one of the factors behind the push from mainline carriers for larger regional aircraft seating 70-90 passengers.

The greater emphasis on seamless service increases the pressure on SkyWest. The carrier pays a lot of attention to staff training to ensure it has a model "that we can adapt to four or five different [customer] platforms, and deliver exactly what they want," says Childs.

Each airline partner also has its own approach to scheduling and aircraft use. Childs notes that accommodating a range of often significantly different scheduling strategies is more complicated than if SkyWest had a single approach applied across the board.

The wave of consolidation among the U.S. major carriers over the past decade—most recently the American Airlines-US Airways

merger—has meant big changes for the regional carriers like SkyWest.

A reduced number of potential customers means the pie is smaller for the regional industry. "There is no question that it's more competitive for us than it has been in the past, but that's part

SkyWest's Combined Fleet*

CRJ200	250
ERJ 145	242
CRJ700	139
CRJ900	64
EMB-120	45
ERJ 135	9
E175	8
TOTAL	757

* as of June 30
Source: SkyWest

nates, so even if a skilled and diligent controller wanted to squeeze spacing down toward the safety standard, he or she would probably be rebuked. The CAAC seems not to have any set any organizational objectives for achieving

fast traffic flow, or at least none that are very effective.

Chinese airline punctuality dropped below 80% of flights in 2010 and has not recovered. A run of bad weather in that time was partly responsible, say

Liu, but he says delays are also caused by poor ground facilities, and congestion is exacerbated by the bunching of flights around peak hours and airlines' preference for hub operations, instead of direct flights. ☐

The Bombardier CRJ900 is among the aircraft operated by SkyWest on behalf of Delta Air Lines.

of being in this industry—you've got to adapt," says Childs. "Consolidation has enabled [the majors] to demand a better product, and we like that."

While some partners are restrained from further regional expansion by scope clauses in their pilot contracts, others are still ironing out what mergers mean for their regional needs. However, growth opportunities definitely exist, particularly with the larger dual-class regional jets. "The market is very ripe for a fair amount more of these aircraft," Childs says.

Consolidation among mainline airlines has some positive aspects for SkyWest, Childs notes. The primary benefit is that its partner carriers are a lot healthier financially. Also, having a smaller number of majors to work with will help simplify training and other operational needs.

The regional industry itself has gone through significant consolidation in recent years. SkyWest has played a leading role in this, but the trend has plateaued for the time being, Childs asserts. He does not believe that the regional industry is primed for more consolidation, "and certainly we're not interested in it at this point."

In many regards, SkyWest is still digesting its 2010 acquisition of ExpressJet, Childs says. While the unit has good leadership, network and partners, SkyWest is still trying to lift ExpressJet's financial performance and return it to profitability.

SkyWest has already made significant operational improvements at ExpressJet, and is attempting to improve contract terms with some carriers. Although declining to discuss specific negotiations, Childs does say aircraft utilization rate is one aspect.

ExpressJet has high use of its fleet compared to SkyWest Airlines and the rest of the regional industry, and the company is holding discussions with

partners about whether the balance is right. "I think we need to take a look at [that] and be a little more reasonable about what we can accomplish given the size and volume" of the operation, says Childs.

The continuing struggles of ExpressJet are dragging down the financial performance of SkyWest Inc. The parent company reported a net loss of \$14.7 million for the second quarter, compared to a profit of \$20.7 million a year earlier. While the SkyWest Airlines unit contributed an operating profit of \$31.3 million, ExpressJet recorded a \$34 million operating loss.

The company notes that it is going through a transition phase in 2014 and the first half of 2015. A major part of this transition involves the fleet, as the company introduces more large regional jets and phases out a significant number of its unprofitable 50-seat aircraft such as Embraer ERJ 145s and Bombardier CRJ200s. Retiring 50-seaters is particularly important to the ExpressJet unit, which has a higher proportion of them.

SkyWest expects to return 56 of its combined 50-seat aircraft fleet to lessors in the second half of the year after their flying contracts expire. Another 101 of these aircraft are due to be removed from service by the end of 2015.

Meanwhile, the company will take delivery of 21 76-seat Embraer 175s this year, and another 19 by August 2015.

Most of SkyWest's discussions regarding new business involve the larger jets, Childs says, and its orderbook also reflects this. The carrier ordered 100 E175s, but only the first 40 have been contracted by an airline partner. Deals with major airlines must be in hand before the remaining 60 orders are confirmed.

The company has also planned for

longer-term fleet needs. It has ordered 100 of Embraer's next-generation 175-E2 jets and 100 Mitsubishi MRJ90s, with 100 options for each type. Again, the orders are "structured to be contingent upon us having a flying partner for them," Childs says.

SkyWest's orderbook is healthy enough that the company does not expect to have to go back to the manufacturers for another order for a long time, says Childs. "I think our existing orders pretty much give us the bandwidth we need to respond to what we see could be potential opportunities."

Despite the carrier's shift toward larger jets, smaller aircraft will still play a role. This is even true for the 30-seat Embraer EMB-120 Brasilia turboprops it operates. While costs for the EMB-120s are rising, "they just keep producing," says Childs. The aircraft are well-suited to certain markets, particularly on the West Coast and in Northern California. However, he says "we're watching costs and reliability very closely, and what our partners' needs are, to make sure we can sustain that [fleet]."

As for the much-maligned 50-seaters, their role in the fleet is indeed shrinking, says Childs. However, they are still a good match for some services, and airlines with restrictive scope clauses will also need them. So SkyWest is not yet considering a complete phase-out of these aircraft.

Childs says is difficult to know what the optimum number of 50-seaters will be. "With some partners, I can tell you we won't have any 50-seaters" in the long-term. But with others, "given their scope profiles, we're probably still going to have a fair amount of 50-seaters." SkyWest's aim with its fleet and orders is to "just make sure we are prepared to go in whichever direction the major partners want us to." ☐



SKYWEST AIRLINES

Rick Baird

From: Ronald McNeill <ron.mcneill@meadhunt.com>
Sent: Friday, October 17, 2014 5:22 PM
To: Carol Waller (carol@flysunvalleyalliance.com); dfenton@mdfrealtors.com; Rick Baird; 'Eric Seder'; Sibbach, Jack <jsibbach@sunvalley.com> (jsibbach@sunvalley.com)
Subject: Vail article

Looks like Vail is still trying to build community support for air service efforts.

Vail Daily column: Myths (and truths) about air service in the Vail Valley

The EGE Air Alliance is a 501(c)(6) nonprofit public-private partnership that provides the funding to make Eagle County Regional Airport a vital part of the Eagle County economy. Formed in 2002, the EGE Air Alliance partnership includes government entities and private business stakeholders throughout local towns across Eagle County.

In 2002, when the EGE Air Alliance began, a small group of business leaders and several local government entities made it possible to sign an agreement with American Airlines to add daily nonstop service from Dallas/Fort Worth in the summer months. That agreement was the EGE Air Alliance's first success. Fall flights from Dallas were quickly added to our schedule, allowing locals and visitors to have connections through the fall season.

EGE Air Alliance efforts have resulted in additional air service successes. In 2013, Air Canada began a nonstop flight from Toronto to the Eagle Airport. In 2013, nonstop summer flights between Houston, Texas and Eagle Airport began running and continue today. Another EGE Air Alliance success.

However, there are a number of myths in the community regarding the development of our flight program and increasing air service to Eagle County Regional Airport.

Myth No. 1: "Vail and Beaver Creek are the center of the ski resort universe so airlines will make flights available without additional funding from EGE."

Truth: Airlines have options, other than Eagle County Regional Airport, that may be more profitable to them. They will not add flights or make additional seats available into Eagle County Regional Airport without additional funding.

Myth No. 2: "Airlines want to fly to Eagle Airport and are willing to do so at their own cost."

Truth: Airlines need to be courted and educated about the opportunities at Eagle Airport. By using visitor data and other demographic airline data, some deals with airlines can take years to put together.

Myth No. 3: "Denver/DIA is the airport we use when we fly, not the Eagle Airport, so we don't need to fund the Eagle Airport."

Truth: The fact is, visitors that use the Eagle Airport stay longer, spend more dollars than other visitors and are more likely to be repeat guests. All of which benefits the Eagle County economy.

Myth No. 4: “The Eagle Airport can pay for service or reduce their costs to make it financially possible for the airlines to bring new service.”

Truth: Any and all revenues generated by the Eagle Airport must be reinvested back into the airport in such a way that benefits all airlines equally, such as infrastructure upgrades, but not providing concessions to any one airline by providing a subsidy for service.

Myth No. 5: “A tax is not needed for airline funding, private enterprise should fund this.”

Truth: The current funding structure for Eagle Airport is both unreliable and insufficient because it relies upon annual “variable” public and private funds, making it very difficult to capitalize on all of the potential opportunities for Eagle Airport.

While many myths are out there about how rural resort airports truly work, it is comforting to know that a huge majority (94 percent!) of people in Eagle County recognize that the Eagle County Regional Airport is a vital connection to our continued economic success.

Interested in learning more about air service to the Eagle County Regional Airport? Learn more at www.egeairalliance.com and stay tuned for details on an upcoming public meeting.

Chris Romer is president and CEO of the Vail Valley Partnership.

<http://www.vaildaily.com/opinion/13277307-113/eagle-airport-county-service>

Ron McNeill | Senior Consultant

Mead & Hunt | 152 Ginger Hill Court | Glen Carbon, IL 62034

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U.S. Department
of Transportation

**Federal Aviation
Administration**

November 3, 2014

Mr. Richard Baird
Airport Manager
Friedman Memorial Airport
P.O. Box 929
Hailey, Idaho 83333

Northwest Mountain Region
Colorado, Idaho, Montana
Oregon, Utah, Washington,
Wyoming

1601 Lind Avenue, S. W.
Renton, Washington 98057



Friedman Memorial Airport
FILE ORIGINAL / COPY

Received: _____ 2014

C: RB RC

RE: PFC amendment to application: 12-08-C-00-SUN

Dear Mr. Baird:

In accordance with section 158.37 of the Federal Aviation Regulations (14 CFR 158), the Federal Aviation Administration (FAA) has reviewed and approved your amendment request to the approved application to impose and use passenger facility charge (PFC) at Friedman Memorial Airport. For future reference regarding this application, please modify your records to reflect an amended application number of 12-08-C-01-SUN.

Procedural History:

Date of Public Notice: Not Applicable

Date of Written Notice to Air Carriers: Not Applicable

Date of Consultation Meeting With Air Carriers: Not Applicable

Date Amendment Application Received by FAA: October 27, 2014

This amendment represents the following revisions:

<u>Num.</u>	<u>Project Title</u>	<u>PFC Level</u>	<u>Type</u>	<u>Status</u>	<u>Previous Approved Amount</u>	<u>Amended Amount</u>
001	Modify Snow Removal Equipment (SRE) Building.	\$4.50	C	Approved	\$300,000	\$300,000
002	Acquire Broom Truck – SRE.	\$4.50	C	Approved	\$209,000	\$209,000
003	Relocate Power Line for SRE Building.	\$4.50	C	Approved	\$18,500	\$17,722
					\$527,500	\$526,722

This amendment does not change the PFC level or the pay-as-you-go financing. The net change in this amendment is a decrease of \$778. The total approved collection authority for this application is \$526,722. The charge-expiration date remains July 1, 2014.

If you have any questions, please contact Mr. Jason Garwood, of the Helena Airports District Office, at (406) 449-5078.

Sincerely,

Bill Watson
Manager, Planning, Environmental
and Financial Programs Branch
Northwest Mountain Region



U.S. Department
of Transportation

**Federal Aviation
Administration**

November 7, 2014

Mr. Richard Baird
Airport Manager
Friedman Memorial Airport
1616 Airport Circle
Hailey, Idaho 83333

Northwest Mountain Region
Colorado, Idaho, Montana
Oregon, Utah, Washington,
Wyoming

1601 Lind Avenue, S. W.
Renton, Washington 98057

RECEIVED

NOV 10 2014

FRIEDMAN MEMORIAL
AIRPORT

cc: RB, RC

RE: PFC Close Out of Application: 12-08-C-01-SUN

Dear Mr. Baird:

The Federal Aviation Administration (FAA) acknowledges receipt of the passenger facility charge (PFC) public agency certifications received as part of your close out submittal. The final project information is as follows:

<u>Num.</u>	<u>Project Title</u>	<u>PFC Level</u>	<u>Project Status</u>	<u>Approved PFC</u>	<u>Disbursements</u>
001	Modify Snow Removal Equipment (SRE) Building.	\$4.50	Completed	\$300,000	\$300,000
002	Acquire Broom Truck – SRE.	\$4.50	Completed	\$209,000	\$209,000
003	Relocate Power Line for SRE Building.	\$4.50	Completed	<u>\$17,722</u>	<u>\$17,722</u>
Total:				\$526,722	\$526,722

Based on the information submitted by the public agency, shown above, the final project costs equal the amount of PFC revenue collected and disbursed for each approved project. This application is closed. Please notify the airlines of this action.

If you have any questions, please contact Mr. Jason Garwood, of the Helena Airports District Office, at (406) 449-5271.

Sincerely,

W h Watson

Bill Watson
Manager, Airports Planning, Environmental, and Financial Programs
Northwest Mountain Region

By Jim Parsons

Airline Consolidations Creating Uncertainty

After a wave of mergers, airports adjust to changed terrain



ROUTINE After major projects complete, Denver International will focus on lower-profile improvements.

With the last of the most recent spate of airline mergers now complete, the nation's airports are sorting out how the realigned marketplace will affect their immediate and long-term facility and operational needs.

Though some mergers have yet to fully play out, Christopher Oswald, vice president of safety and technical operations for the Airports Council International-North America, sums up the consequences of the consolidations as a "tale of two airport types."

Oswald's "winners" are the megahubs that will gain traffic or, at least, not lose flights. He cites as examples Atlanta, Dallas-Fort Worth, Denver and Seattle. Hartsfield-Jackson Atlanta International Airport already is looking ahead, having recently begun master-planning for a sixth runway, estimated at \$1.1 billion.

On the other hand, there are the mini-hubs and medium-sized airports where

service may be reduced as the merged major carriers eliminate redundant flights.

"The same issues they were dealing with during the recession are carried over," Oswald says. "With a larger probability of reduced service in the long term, how do you reconcile the facilities you have with what you will be providing in the future? Adapting will be a long-term process."

Among the airports dealing with these uncertainties is San Antonio International, which is served by the newly merged American Airlines and U.S. Airways and recently completed a \$35.6 million renovation to its Terminal A.

"A few years ago, airports were looking at the need to deliver more space—counters, gates and so forth," says Frank Miller, aviation director for the city of San Antonio. "Now, with the mergers, we have space becoming available. So, we're deferring the building of new gates and

looking at things like common use to make better use of our existing facilities."

Upgrades to Existing Facilities

Because of the long planning arc of airport construction projects, there are still many major capital programs underway across the country, though the focus is mainly on freshening up existing facilities. Los Angeles International continued its multibillion-dollar upgrade effort in September with the start of the \$508-million modernization of Terminal 1, which includes a new 12-lane security screening checkpoint, a refurbished arrivals and baggage claim area, new and expanded dining and retail areas, replacement of boarding bridges, a relocated entrance and facade improvements.

Seattle-Tacoma International Airport is performing a \$230-million renovation of its 40-year-old North Satellite Terminal, while Dallas-Ft. Worth International Airport is halfway through its seven-year, \$2.3-billion program to update its four 40-year-old terminals.

Also at the halfway point is Charleston (S.C.) International's \$189-million expansion and renovation program, which is adding five new gates, a consolidated security checkpoint center, offices and a two-story glass wall, which will overlook the taxiways and runways and allow more natural light into the building.

Additionally, Austin-Bergstrom International Airport in Texas has a \$150-million, 1.6-million-sq-ft consolidated rental-car complex and a \$62-million Terminal East expansion-renovation project underway, while Fort Lauderdale-Hollywood has undertaken a total rebuilding of its Terminal 4 to make room for more international flights.

Denver International Airport is building a 519-room onsite hotel and conference center as well as a public transit center, which will include a commuter rail station connecting the airport with downtown Denver. But as those projects wrap up over the next two years and although passenger traffic is predicted to increase, precedence will be given to lower-profile improvements to existing

PHOTO COURTESY OF DENVER INTERNATIONAL AIRPORT

assets, from mechanical systems to passenger loading bridges.

"The airport turns 20 [years old] in February, and all the major systems are at the end of their life cycle," explains Somer Shindler, senior director of airport infrastructure management and development. "Because everything was built at once, there's very little we can shut down. We don't have a lot of empty gates to shift airlines around. We'll have to be very careful in how we phase this work."

Alternative Approaches

Efficiency also will guide how these projects are delivered. While Airport Improvement Program-funded air-side projects, such as runway and taxiway improvements, remain largely design-bid-build efforts due to Federal Aviation Administration contracting preferences, Oswald expects project-delivery methods, such as construction manager-at-risk, will be used more widely.

"They're not viewed as alternative anymore," he says. "As long as there are no legal or regulatory restrictions, it's just a matter of determining when and where to use them."

Public-private partnerships may also play a larger role. The Port Authority of New York & New Jersey is searching for a developer to handle the \$3.6-billion redevelopment of LaGuardia Airport's Central Terminal, bearing most of the cost in exchange for a share of the airline and concession revenue.

San Antonio International is using a P3 to build a new general aviation facility with SkyPlace, a Mexico-based fixed-base operator. "The design is 60% complete, and we hope to get started on construction early in 2015," Miller says. "We're always open to P3 opportunities if they help us stretch our financial resources."

Similarly, airports also are stressing life-cycle costs in their capital facilities programs. Shindler says that's one reason

why building information modeling has been required for Denver International's capital facilities program since 2010. "It's very important to us," she says. "We want it not only for filling design gaps but also for transferring that data to asset management."

Perhaps the biggest issue on airports' collective radar is the reauthorization of Federal Aviation Administration funding, which comes before Congress next year. Airports are hoping for an increase in the ceiling for passenger facility charges (PFCs), which have stayed at \$4.50 since 2000, with subsequent increases indexed for inflation.

"There's been talk of a 'transformative' reauthorization bill, though no one's quite sure what that means," Oswald says. "A sufficient and appropriately indexed PFC would give airports more security and stability to commit to capital projects and stretch the buying power of their AIP grants." ■

THE TOP 25 AIRPORT PROJECTS IN PLANNING OR DESIGN PHASE REPORTED BY DODGE

RANK	PROJECT	PROJECT TYPE	VALUE (\$ MIL)	PROJECT OWNER
1	TAXIWAY AND TAXIWAY BRIDGE	NEW	\$176,000	PIEDMONT TRIAD AIRPORT AUTHORITY
2	H/DOT KAHULUI RUNWAY 5-23 AND 2-20	ALTERATIONS, RENOVATIONS	\$150,000	STATE OF HAWAII DOT HIGHWAYS DIVISION
3	FALCON FIELD EXPANSION (MASTER REPORT)	NEW	\$75,000	CITY OF MESA
4	RUNWAY 16C-34C RECONSTRUCTION	NEW	\$75,000	PORT OF SEATTLE
5	GREATER CUMBERLAND REGIONAL AIRPORT RUNWAY REHAB	ADDITIONS	\$59,000	POTOMAC HIGHLANDS AIRPORT AUTHORITY
6	MCKINNEY NATIONAL AIRPORT (EXPANSION) MASTER REPORT B	ALTERATIONS, RENOVATIONS, NEW	\$48,000	COLLIN COUNTY REGIONAL AIRPORT
7	PRIMARY CROSSWIND RUNWAY 5-23 EXTENSION	ALTERATIONS, RENOVATIONS	\$45,000	RHODE ISLAND AIRPORT CORP.
8	AIRSIDE RAMP (REPLACEMENT)	ALTERATIONS, RENOVATIONS	\$45,000	CITY OF CHICAGO DEPT. OF PURCHASES
9	PSHIA TERMINAL 4 APRON RECONSTRUCTION MASTER REPORT	ALTERATIONS, RENOVATIONS	\$45,000	CITY OF PHOENIX
10	LAX RUNWAY 7L-25R SAFETY AREA, 25L PAVEMENT REHAB	ALTERATIONS, RENOVATIONS	\$45,000	LAWA—AIRPORTS DEVELOPMENT GROUP
11	CONCOURSE B GATE PAVEMENT REHABILITATION	ALTERATIONS, RENOVATIONS	\$42,000	CITY, COUNTY OF DENVER—DEPT. OF AVIATION
12	AIRCRAFT DE-ICING PAD (S) FACILITY	ALTERATIONS, RENOVATIONS, ADD.	\$40,000	MEMPHIS SHELBY COUNTY AIRPORT AUTHORITY
13	RELOCATE TAXIWAY B SAN DIEGO	ALTERATIONS, RENOVATIONS	\$39,224	SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
14	RECONSTRUCT TAXIWAYS (PROJECT 651)	ALTERATIONS, RENOVATIONS	\$38,000	CITY OF HOUSTON
15	ARKDOT: HOOPER BAY AIRPORT IMPROVEMENTS, SRE BUILDING	ALTERATIONS, RENOVATIONS	\$35,000	STATE OF ARKANSAS DOT & PUB FACILITIES—CENTRAL REG.
16	FRIEDMAN MEMORIAL AIRPORT (REPLACEMENT) (MASTER REPORT)	ALTERATIONS, RENOVATIONS, NEW	\$34,000	FRIEDMAN MEMORIAL AIRPORT AUTHORITY
17	CAT III INSTRUMENT LANDING SYSTEM & TAXIWAY IMPR.	ALTERATIONS, RENOVATIONS	\$32,000	MASSACHUSETTS PORT AUTHORITY—CAPITAL PROGRAMS
18	H/DOT HNL TAXIWAY Z—STRUCTURAL IMPROVEMENTS	ALTERATIONS, RENOVATIONS	\$30,713	STATE OF HAWAII DOT HIGHWAYS DIVISION
19	TAXIWAY J BRIDGE RECONSTRUCTION	ALTERATIONS/RENOVATIONS	\$30,700	HILLSBOROUGH COUNTY AVIATION AUTHORITY
20	RUNWAY 17L-35R COMPLEX PAVEMENT AND LIGHTING	ALTERATIONS/RENOVATIONS	\$30,560	CITY & COUNTY OF DENVER—DEPT. OF AVIATION
21	ARKDOT: ANGOON NEW AIRPORT	NEW	\$30,000	GARY CHICAGO AIRPORT AUTHORITY
22	GARY-CHICAGO INT'L AIRPORT RUNWAY EXTENSION	ALTERATIONS/RENOVATIONS, ADD.	\$30,000	STATE OF ARKANSAS DOT AND PUB FACILITIES-SOUTHEAST REG.
23	NORTH AIRFIELD PAVEMENT AND REHABILITATION	ALTERATIONS/RENOVATIONS	\$27,800	BROWARD COUNTY BOARD OF COMMISSIONERS
24	RUNWAY 9 DISPLACED THRESHOLD RELOCATION	ALTERATIONS/RENOVATIONS	\$26,043	SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
25	PSHIA TERMINAL 4 NORTH APRON RECONSTRUCTION	ALTERATIONS/RENOVATIONS	\$26,000	CITY OF PHOENIX

SOURCE: MCGRAW HILL CONSTRUCTION DODGE DATA

BOISE METRO CONNECTION

NOVEMBER 2014

A publication of the Boise Metro Chamber of Commerce Vol. 66 No. 11

2014 ECONOMIC SUMMIT - 11.18.14

Join us for the most important economic event you'll attend this year! The Economic Summit, presented by **Alliance Title & Escrow Corporation** and **Thornton Oliver Keller Commercial Real Estate**, is Tuesday, November 18th from 8:00-10:00 a.m. at the **Boise Centre**, 850 W. Front St., Boise.

The event is sponsored by **Moffatt Thomas** and **U.S. Bank**, and co-sponsored by **Intermountain Gas Company** and **Northwest Nazarene University (NNU)**. Special sponsor of the Keynote Speaker, **Roy Whitehead**, Chairman, President & CEO, **Washington Federal, Inc.** (see bio on page 4), is **Washington Federal**. A list of all speakers is noted below.

Cost is \$35 for members and \$45 for nonmembers and includes breakfast. Table sponsorship is \$600 and includes a table for ten, breakfast, your company name in the event program, table signage, and preferred placement. Register online at www.boisechamber.org or contact Nick Souba at 208.472.5237 or nsouba@boisechamber.org.



FEATURED SPEAKERS:

Agri-Business in the Metro Area | Celia Gould, Director, Idaho Department of Agriculture

Worldwide Distribution | Jim Cleary, President & CEO, MWI Veterinary Supply, Inc.

Healthy Foods | Jessica Rolph, Founding Partner & COO, HappyFamily

New Investment in the Valley | John George, Industrial Director, Materne North America-GoGo squeeZ

BVEP Update | Clark Krause, Executive Director, Boise Valley Economic Partnership (BVEP)

CHAMBER LEADS AIR SERVICE GRANT INITIATIVE RESULTING IN \$700,000 AWARD



The **Boise Airport** has been selected for a grant award of \$700,000 as part of the U.S. Department of Transportation's (DOT) Small Community Air Service Development (SCASD) Program. In support of the DOT grant application, the Boise Metro Chamber of Commerce secured a local match of \$273,500 from Treasure Valley businesses and organizations to bolster this effort. The DOT SCASD

grant recipients are selected through a competitive process. This year, 16 applications were selected for funding from over 50 submittals.

The grant funds will be used to recruit nonstop flight service from Boise to Atlanta with **Delta Air Lines**. Prior to tapping into the community cash commitments, the airport would have to secure the new flight and see the route fall short of its revenue goal.

"What makes this grant remarkable is not just the opportunity it creates to bring more connectivity and greater economic activity to Boise, but the fact that it was won through a community-wide effort by the Chamber, local businesses, the City, and the Boise Airport pooling together to expand our reach and make good things happen," Mayor David Bieter said. "Boise and its Airport are on a roll. I look forward to winning this route and continuing the good news."

"This is a substantial step for the Boise Airport in securing nonstop flights to the Eastern United States," said Airport Director Rebecca Hupp. "It has been a goal of ours to improve connections from Boise to the East Coast, and this grant is essential in attracting the new route."

CHAMBER MEMBER SUPPORTERS

\$50,000: Idaho Department of Commerce, Idaho Tourism
\$25,000: City of Boise
\$20,000: Boise Convention and Visitors Bureau
Boise Metro Chamber of Commerce
Gardner Company
Greater Boise Auditorium District (GBAD)
Micron Technology, Inc.
MWI Veterinary Supply, Inc.
\$10,000: A10 Capital, LLC
BMC
City of Caldwell
Idaho Power Company
Intermountain Gas Company
\$5,000: Boise Valley Economic Partnership (BVEP)
Idaho Statesman
POWER Engineers, Inc.
Regence BlueShield of Idaho
United Heritage Insurance
\$2,500: Block 22 (Centurylink Arena, Grove Hotel)
\$1,000: Clearview Cleaning

Rick Baird

From: Barbara Cook <barbara.cook@aaae.org>
Sent: Friday, November 07, 2014 6:06 PM
To: Rick Baird
Subject: Airport Report Today, November 10, 2014



Upcoming Events Positions Open Business Opportunities Video News Staff Directory

 **DELIVERING THE NEWS YOU NEED**  **AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES**  **NOVEMBER 10, 2014**

TOP STORIES IN THIS ISSUE

VOL. V, NUMBER 88

Major Construction To Begin At Tampa International	Highlight Veterans' Day Publishing Schedule
FAA Issues Final Policy On Fuel Tax Use	Airport Security Module Update
Holiday Air Travel Projected To Increase	Customer Service Conference Held
San Francisco Opens Secure Connector	Principato Named To Head NASAO
Reno-Tahoe To Gain London Gatwick Flights	Digicast Offers ARFF Training
DOT Reports One Lengthy Tarmac Delay In September	Did You Know

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Major Construction To Begin At Tampa International

Tampa International officials announced that passengers and guests will experience major changes at the airport in the coming weeks as construction on the airport's \$1 billion master plan expansion commences. Key elements of the master plan are a consolidated rental car center connected to the main terminal by a people mover and an expansion of the main terminal.

"We're going to do everything in our power to minimize the impacts of this construction effort," said airport CEO Joe Lopano. "Customer satisfaction has always been the highest priority at Tampa, and that's especially true as the airport expands to meet its future needs."

In early December, the airport will close the ground transportation centers on the east side of the terminal and move all commercial vehicle operations to allow crews to begin the expansion of the main terminal to the east.

Construction on the third floor of the main terminal is scheduled to begin in early January. Construction in the main terminal will hit its peak in August 2015 and is expected to

HIGHLIGHT

VETERANS' DAY PUBLISHING SCHEDULE

Airport Report Today will not publish on Veterans' Day, Nov. 11. The next issue will be dated Nov. 17.

FEATURED MEETING

26th Annual AAAE/Southeast Chapter AAAE Airport Finance & Administration Conference
February 8 - 10, 2015 | Miami, FL

UPCOMING EVENTS

AAAE/South Central Chapter AAAE Loretta Scott, A.A.E. Accreditation/Certification Academy
November 16 - 22, 2014 | Dallas, TX

conclude by the winter of 2017, according to the announcement.

FAA Issues Final Policy On Fuel Tax Use

FAA has issued a final policy, effective Dec. 6, that requires proceeds from state or local taxes on aviation fuel to be used for airport-related purposes or for state aviation programs.

One of the primary objections expressed by AAAE concerned FAA's initial proposal to essentially hold airport operators responsible for the actions of state and local governments by placing their AIP funds in jeopardy.

In the final policy, FAA agreed that it would be unfair to penalize airport sponsors for taxes imposed by another entity. The agency revised the language to acknowledge the differences in taxes that are not controlled by the airport sponsor. For taxes within the airport sponsor's direct control, the airport sponsor must comply with revenue use requirements. For taxes imposed by a non-sponsor state or local government, the airport sponsor will be expected to advise those entities of federal requirements for use of aviation fuel tax revenues.

* Holiday Air Travel Projected To Increase

Nearly 25 million persons will fly on U.S. airlines during the 12-day Thanksgiving holiday travel period, Airlines for America (A4A) predicted.

The Thanksgiving air travel period extends from Friday, Nov. 21, through Tuesday, Dec. 2. A4A forecast that the number of air travelers during this time will increase 1.5 percent from the 24.2 million estimated 2013 Thanksgiving air travelers, averaging an additional 31,000 passengers per day.

Daily passenger volumes will range from 1.36 million to 2.61 million, with the busiest travel days in ranked order expected to be Sunday, Nov. 30; Monday, Dec. 1; and Wednesday, Nov. 26. The lightest travel days are expected to be Thursday, Nov. 27, and Friday, Nov. 28.

San Francisco Opens Secure Connector

The new Secure Connector at San Francisco International opened Nov. 4, allowing passengers who have passed through security to move freely between Terminals 1 and 2.

The more than 500-foot-long elevated structure is designed to create views of the airfield to the east through a continuous line of windows. Access to power and Wi-Fi have been provided, along with intermittent seating areas to give passengers a place to recharge and take in the views.

Reno-Tahoe To Gain London Gatwick Flights

Reno-Tahoe International announced that it will have new nonstop service to London's Gatwick Airport, beginning Dec. 19, 2015. In partnership with Ski Lake Tahoe and the gaming community, the airport will offer twice-a-week service on Thomas Cook Airlines.

AAAE Unmanned Aircraft Systems (UAS) Workshop

November 16 - 18, 2014 | Reno, NV

Regional ACE Lighting Maintenance Review Course

November 17 - 20, 2014 | Phoenix, AZ

Regulatory Affairs Webinar: Runway Safety - FOD and Beyond

November 20, 2014 | Web based,

AAAE Airport Law Enforcement Officers Training School

December 2 - 4, 2014 | Alexandria, VA

AAAE Certified Member (C.M.) Prep Webinar Series - Part 8

December 2, 2014 | Web based,

AAAE Military/Civilian Joint Use Issues Training Workshop

December 7 - 9, 2014 | Killeen, TX

AAAE Runway Safety Summit

December 8 - 10, 2014 | Salt Lake City, UT

AAAE/FAA Advanced Airport Safety and Operations Specialist (ASOS) School

December 9 - 10, 2014 | Alexandria, VA

Regional ACE Security Training Course - SFO

December 9 - 12, 2014 | San Francisco, CA

Rick Baird

From: Barbara Cook <barbara.cook@aaae.org>
Sent: Tuesday, November 18, 2014 7:23 PM
To: Rick Baird
Subject: Airport Report Today, November 19, 2014



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AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES
2014



NOVEMBER 19,

TOP STORIES IN THIS ISSUE

VOL. V, NUMBER 90

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SkyWest To Transition To All-Jet Fleet	Phil Johnson Named To Policy Review Committee
Miami International Airport Bonds Rated	Digicast Offers ARFF Training
Allegiant To Add Service From New Orleans	Did You Know
U.S. Airline Traffic Increases In August	

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House Panel Discusses Structure Of ATC System

During a packed hearing before the House Transportation and Infrastructure Committee on Tuesday, lawmakers and aviation stakeholders discussed air traffic control modernization and proposals to change how the U.S. system is financed. ATC reform is expected to be a contentious topic that will be debated in the next FAA reauthorization bill.

House Transportation and Infrastructure Committee Chairman Bill Shuster (R-Pa.) criticized FAA, saying the agency wasted a billion dollars on modernization programs. He said that FAA must be structured correctly to ensure that taxpayer money is not being wasted. He went on to say that his committee has reviewed how other countries finance air traffic control services as his committee prepares for the next FAA bill.

DOT Inspector General Calvin Scovel painted a bleak picture of FAA and suggested that the agency has failed to "fully adopt sound management practices, make knowledge-based decisions, and assign clear accountability for productivity and results." Scovel also described FAA as an agency plagued with project delays and cost overruns. He told lawmakers that between 1996 and 2004 FAA acquisitions

HIGHLIGHT

CHARLES BARCLAY ACCEPTS ENGEN TROPHY OF EXCELLENCE

Former AAAE President and CEO Charles Barclay on Tuesday accepted the Donald D. Engen Washington Aero Club Trophy of Excellence.

Among many other achievements on the public policy front, Barclay played a key role in developing the historic 1978 airline deregulation act, which helped advance the economic viability of the U.S. aviation industry and made the promise of safe, efficient, and affordable air travel a reality to millions of Americans. His recognized achievements at AAAE included leading efforts to develop and deploy innovative

averaged 38 percent over budget and 25 percent behind schedule.

John Engler, president of the Business Roundtable, described the U.S. air traffic system as the "world's largest and safest." However, he warned that it may not be the "world's most effective." He called for a more modern and more efficient air traffic control system, and he argued that the NavCanada model delivers air traffic services at a lower cost. He pointed out that, "More than 50 countries have separated their air traffic control systems from their transport ministries."

Other lawmakers and witnesses expressed concerns about fundamentally changing how the nation's air traffic control system is funded. Rep. Rick Larsen (D-Wash.), ranking member of the aviation subcommittee, warned that air traffic reform shouldn't be treated as a "science experiment," adding that lawmakers and stakeholders should examine the issue methodically instead.

Larsen agreed that FAA needs to implement technology benefits on time without wasting taxpayer dollars. However, he made the case that the agency has made "significant progress" in the past year due, in part, to the oversight provided by the Transportation and Infrastructure Committee.

Witnesses from the labor community seemed simultaneously to express caution and open minds on air traffic control reform. National Air Traffic Controllers Association President Paul Rinaldi called the U.S. air traffic control system the "gold standard." However, he suggested that change may be necessary to create stable and predictable funding.

Rinaldi noted that the first round of budget cuts last year caused controller furloughs and the closure of 149 contract towers. He pointed out that sequestration is slated to return in fiscal year 2016 and warned that the U.S. aviation system can't afford to absorb those cuts again.

Captain Lee Moak, president of the Air Line Pilots Association, said that FAA's current financing system isn't perfect but it works well. He also warned that the NavCanada model needs a "thorough examination" because it might not translate well in the larger U.S. Moak went on to say that lawmakers and aviation stakeholders should "proceed cautiously" before discarding the current system.

Nicholas Calio, president and CEO of Airlines for America (A4A), said that it doesn't make sense to fund FAA's capital system in the annual appropriations process. He said that A4A also is keeping an open mind on calls for ATC reform. He told lawmakers that the airline association is in the process of evaluating U.S., Canadian and European ATC models.

SkyWest To Transition To All-Jet Fleet

SkyWest Inc. announced that SkyWest Airlines, its wholly owned subsidiary, will transition to an all-jet fleet by removing all remaining 30-seat Embraer 120 Brasilia turboprop aircraft from service by summer 2015.

The EMB 120 fleet retirement comes, in part, in response to increased costs and additional challenges associated with new FAR 117 flight and duty rules

approaches to training and security that enhanced safety and professionalism to the benefit of airport executives and the broader aviation industry.

In his acceptance speech, Barclay noted that several major issues concerning the structure of the aviation system have been resolved, beginning with the deregulation act. However, he expressed the wish that today's aviation leaders will reform the structure of the nation's air traffic control system to retain federal oversight but with separate operational and financing governance.

Past recipients of the Engen award include Herb Kelleher, Sen. Wendell Ford, Robert Crandall and Jane Garvey.

FEATURED MEETING

Ninth Annual ARFF Training Alliance/AAAE Joint ARFF Chief's & Leadership School
January 27 - 30, 2015 | Ft. Lauderdale, FL

UPCOMING EVENTS

AAAE Airport Law Enforcement Officers Training School
December 2 - 4, 2014 | Alexandria, VA

AAAE Certified Member (C.M.) Prep Webinar Series - Part 8
December 2, 2014 | Web based,

AAAE Military/Civilian Joint Use Issues Training Workshop
December 7 - 9, 2014 | Killeen, TX

AAAE Runway Safety Summit
December 8 - 10, 2014 | Salt Lake City, UT

AAAE/FAA Advanced Airport Safety and Operations Specialist (ASOS) School
December 9 - 10, 2014 | Alexandria, VA

Regional ACE Security Training Course - SFO
December 9 - 12, 2014 | San Francisco, CA

USTDA Latin America & Caribbean Airport Resiliency Workshop
December 15 - 17, 2014 | Miami, FL

Regulatory Affairs Webinar: Strategic Business Planning at GA Airports
December 16, 2014 | ,

AAAE Certified Member (C.M.) Prep Webinar Series - Part 9
December 16, 2014 | Web based,

AAAE Certified Member (C.M.) Prep Webinar Series - Part 10

implemented in January 2014, the company said.

Separately, SkyWest announced that ExpressJet, its wholly owned subsidiary, has executed an agreement with United to reduce the term of the existing 50-seat ERJ145 contract from November 2020 to December 2017, subject to certain extension rights by United.

Miami International Airport Bonds Rated

Standard & Poor's has assigned its A long-term rating to Miami-Dade County, Florida's, series 2014A (alternative minimum tax) and 2014B (non-alternative minimum tax) aviation revenue refunding bonds issued for Miami International.

At the same time, S&P affirmed its A rating on the county's aviation revenue bonds issued for the airport. The outlook is stable.

"The rating reflects our assessment of a large connecting hub airport with a niche market dominance that has produced steady financial results despite having a high debt load and high airline cost structure," said S&P credit analyst Joseph Pezzimenti.

Allegiant To Add Service From New Orleans

Allegiant announced new nonstop, jet service to New Orleans, with seasonal service from Cincinnati, Columbus and Indianapolis, and year-round service from Orlando. Flights will begin in early February.

U.S. Airline Traffic Increases In August

U.S. airlines carried 69.3 million systemwide (domestic and international) scheduled service passengers in August, 2.4 percent more than in August 2013, DOT reported.

The systemwide total was the result of a 2.5 percent increase in the number of passengers on domestic flights (59.6 million) and a 1.6 percent increase in passengers on U.S. airlines' international flights (9.8 million).

For the first eight months of this year, U.S. airlines carried 514.4 million systemwide scheduled service passengers, 2.3 percent more than during the same period in 2013, the department said.


During the first eight months of this year, more total systemwide passengers boarded U.S. planes at Atlanta Hartsfield-Jackson International than at any other U.S. airport. More domestic passengers boarded planes at Atlanta than any other U.S. airport, while more international passengers boarded U.S. carriers at Miami International.

Phil Johnson Named To Policy Review Committee

Phil Johnson, A.A.E., deputy executive director of Michigan's Gerald R. Ford International, has been named to AAAE's Policy Review Committee (PRC).

Rick Baird

From: Barbara Cook <barbara.cook@aaa.org>
Sent: Friday, November 21, 2014 6:11 PM
To: Rick Baird
Subject: Airport Report Today, November 24, 2014

<div> <small>Image cannot be displayed. Your computer may not have enough memory to open the image, or the image may have been moved. Restart your computer, and open the file again. If the red x still appears, you may have to delete the image and then insert it again.</small></div>				
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NOVEMBER 24, 2014

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FAA Implements North Texas Metroplex NextGen Project	Highlight NAC 2015 Program Committee Now Being Formed
U.S., Mexico Reach New Aviation Agreement	FAA Proposes Fine For Hazmat Violations
Delta Orders 50 Airbus Planes	FAA Seeks Fine For Maintenance Violations
Fitch: Airport Sector Ratings Stable	Airport Guide For International Travelers Planned
San Antonio Adds Avatars In Security Lines	Digicast Offers ARFF Training
Airline Ticket Sales Increase In October	Did You Know
U.S. Carriers Increase Work Force	

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FAA Implements North Texas Metroplex NextGen Project

FAA announced that it successfully has implemented the North Texas Metroplex NextGen project. The airspace improvements will reduce miles flown by as much as 1 million nautical miles annually, based on flight plans. This will save up to 4.1 million gallons of fuel and reduce carbon emissions by as much as 41,000 metric tons each year, the agency said.

As part of the program, FAA said it developed 80 new procedures to take advantage of the precision of Global Positioning System (GPS) technology.

The strategies included:

- Creating Optimized Profile Descent (OPD) procedures into Dallas-Fort Worth International and Dallas Love Field. OPDs allow pilots to almost idle the engines while the aircraft descends at a constant rate. Previous airspace procedures required planes to level off at certain points to allow for coordination between air

HIGHLIGHT

NAC 2015 PROGRAM COMMITTEE NOW BEING FORMED

AAAE invites members interested in participating in the program planning committee for the 2015 National Airports Conference, scheduled for Sept. 20-22 in Savannah, Georgia, to send an email to [Barbara Cook at barbara.cook@aaa.org](mailto:barbara.cook@aaa.org).

Committee work is conducted during monthly conference phone calls. One in-person meeting will be held during AAAE's annual conference in Philadelphia, June 7-10, 2015.

traffic controllers. OPDs reduce fuel consumption and carbon emissions

- Developing similarly efficient alternative routes that can be used when weather affects normal arrival and departure paths.
- Establishing departure and arrival routes that align airplanes on preferred paths, reducing the number of miles flown.
- Establishing a dedicated arrival route from the northwest into Love Field, eliminating congestion in the airspace above DFW.
- Creating GPS-based arrival and departure paths for Love Field, resulting in more precise flight paths over neighborhoods near the airport.
- Developing satellite-based departure procedures that provide predictable, repeatable flight paths that enable planes to climb steadily without leveling off from time to time, allowing them to reach a cruising altitude sooner.

U.S., Mexico Reach New Aviation Agreement

The U.S. has reached a new aviation agreement with Mexico that will expand opportunities for passenger and cargo service, effective Jan. 1, 2016, DOT announced.

The new agreement removes existing limits on the number of airlines that may provide passenger service in all U.S.-Mexico city pairs and allows pricing flexibility. Cargo airlines, for the first time, will have expanded opportunities to provide service to new destinations that were not available under the current agreement, and to offer services from the U.S. to Mexico and beyond Mexico to other countries, DOT said.

Delta Orders 50 Airbus Planes

Delta said it has ordered 25 A350-900 and 25 advanced A330-900neo aircraft to replace its Boeing 747 and 767 equipment, starting in 2017 and 2019, respectively.

The carrier said the order fits within the company's existing capacity and capital expenditure plan and continues its focus on making "prudent, cost-effective" investments in its fleet.

The long-range A350-900 will continue Delta's optimization of its Pacific network, operating primarily on long-range routes between the U.S. and Asia, the company said. The widebody A330-900neo will be deployed on medium-haul transatlantic markets, as well as on select routes connecting the U.S. West Coast and Asia.

In other news, the carrier said it will launch daily nonstop service next spring from Seattle-Tacoma International to five new destinations in the continued expansion of its West Coast hub. New service will include flights to Denver, Sacramento, Boise, and Ketchikan and Sitka, Alaska.

Fitch: Airport Sector Ratings Stable

FEATURED MEETING

29th Annual Aviation Issues Conference
January 11 - 15, 2015 | Kohala Coast, HI

UPCOMING EVENTS

AAAE Airport Law Enforcement Officers Training School

December 2 - 4, 2014 | Alexandria, VA

AAAE Certified Member (C.M.) Prep Webinar Series - Part 8

December 2, 2014 | Web based,

AAAE Military/Civilian Joint Use Issues Training Workshop

December 7 - 9, 2014 | Killeen, TX

AAAE Runway Safety Summit

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Regional ACE Security Training Course - SFO

December 9 - 12, 2014 | San Francisco, CA

USTDA Latin America & Caribbean Airport Resiliency Workshop

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Regulatory Affairs Webinar: Strategic Business Planning at GA Airports

December 16, 2014 | ,

AAAE Certified Member (C.M.) Prep Webinar Series - Part 9

December 16, 2014 | Web based,

AAAE Certified Member (C.M.) Prep Webinar Series - Part 10

December 18, 2014 | Web based,

Airports that serve as domestic and international gateways, including New York, Los Angeles, Boston and San Francisco, continue to be among the highest rated airports, according to Fitch Ratings' third annual airport peer review.

"Nearly 95 percent of airport sector ratings are stable, up from 90 percent in 2013, owing to mostly flat enplanement size, share of originations and destinations, and financial metrics since last year," stated Seth Lehman, senior director in Fitch's Global Infrastructure Group.

Since the publication of the 2013 Airport Peer Review, Fitch has taken five positive and 10 negative rating actions or outlook revisions. Revenue risk was the primary driver of ratings adjustments, while changes to capital programs, debt refunding or restructurings, and other factors also contributed, the company said.

San Antonio Adds Avatars In Security Lines

San Antonio International has added avatars to the airport's security lines to help expedite the TSA process and facilitate customer readiness for security check.

Similar to a hologram, the avatar is a projected video image that is activated when a customer approaches or passes. SAT has two avatars in its Terminal A security lines — one each in general boarding and PreCheck lines. Messages are tailored appropriately to general boarding and PreCheck passengers. Avatar messages include information about proper identification, divesting, items to be placed in bins and prohibited items. Each avatar's messages are scripted in English and in Spanish and alternate when activated.

"The avatars are another customer service tool to enhance security checkpoint experience," commented San Antonio Aviation Director Frank Miller, A.A.E.



Airline Ticket Sales Increase In October

The sale of domestic airfares in October rose 0.8 percent to reach \$3.3 billion, the Airlines Reporting Corp. (ARC) said. ARC handles the banking of agency sales for the airline industry.

For the year through October, domestic airfare sales are ahead of last year by 4.9 percent, ARC said.

On international routes, ticket sales rose 2.3 percent in October. For the year through October, sales are 2.7 percent ahead of last year.

U.S. Carriers Increase Work Force

U.S. scheduled passenger airlines employed 384,439 workers in September, 1.1 percent more than in September 2013, DOT reported.

September was the 10th consecutive month that full-time equivalent employment for U.S. scheduled passenger airlines was higher than the same month of the previous year, the department said.

Rick Baird

From: Carol Waller <carol@flysunvalleyalliance.com>
Sent: Tuesday, November 25, 2014 6:23 AM
To: Eric Seder; dfenton@mdfrealtors.com; 'Jack Sibbach'; Rick Baird
Cc: Ron McNeill
Subject: FW: RELEASE: Alaska Airlines Expands Partnership with SkyWest, adds New Routes

From: Alaska Airlines News [mailto:news.alerts@alaskaair.com]
Sent: Tuesday, November 25, 2014 5:59 AM
To: Alaska Airlines News
Subject: RELEASE: Alaska Airlines Expands Partnership with SkyWest, adds New Routes

Alaska Airlines Expands Partnership with SkyWest, adds New Routes

11/25/2014 4:56:10 AM

SEATTLE – Alaska Airlines announced it is expanding its partnership with SkyWest Airlines with the addition of three new destinations from Alaska's Northwest hubs. Flying on new Embraer E175 jets, Alaska will begin offering daily nonstop service starting July 1 between Seattle and Milwaukee, Wisconsin; Seattle and Oklahoma City, Oklahoma; and Portland, Oregon and St. Louis.

The 76-seat E175 jet will feature 12 seats in first class and 64 in coach, and boasts cabin dimensions on par with a 737. Onboard amenities include Wi-Fi Internet access, streaming inflight entertainment and 110 volt power in every first class seat. Food and beverage will include hot meals and picnic packs for purchase, in addition to Northwest microbrews and wine.

SkyWest has purchased seven E175 aircraft to fly on behalf of Alaska under a capacity purchase agreement (CPA). The first three aircraft will arrive in the summer of 2015, and the remaining four will be delivered in Q1 2016.

"The E175 is new for the Alaska brand and fills a specific need to serve 'long, thin routes' – destinations that are too distant for our regional aircraft, but currently don't have enough customer demand to fill a mainline jet," said Andrew Harrison, senior vice president of planning and revenue management for Alaska Airlines. "The smaller, but spacious, E175 jet will not only open up new cities, but provide feed traffic to our Northwest hubs, while giving customers a comfortable experience on these longer flights."

Summary of new service:

Start date	City pair	Departs	Arrives	Frequency
July 1	Seattle-Milwaukee	9:35 a.m.	3:10 p.m.	Daily
July 1	Milwaukee-Seattle	3:50 p.m.	5:55 p.m.	Daily
July 1	Seattle-Oklahoma City	10:30 a.m.	4 p.m.	Daily
July 1	Oklahoma City-Seattle	4:40 p.m.	6:30 p.m.	Daily

July 1	Portland-St. Louis	10:15 a.m.	3:55 p.m.	Daily
July 1	St. Louis-Portland	4:35 p.m.	6:45 p.m.	Daily

All times based on local time zones

"We're excited to enhance our Alaska partnership and bring the Alaska product to the airline's customers in the Midwest," said Russell "Chip" Childs, SkyWest, Inc. president. "The addition of the E175 to our Alaska portfolio is an excellent addition to an outstanding partnership."

One-way introductory fares on the new routes are available for \$119.* Tickets must be purchased by Dec.1 and travel completed between July 8 and Sept. 30, 2015. To book, and for complete fare rules, visit alaskaair.com or call 1-800-ALASKAAIR (800-252-7522 or Hearing & Speech Impaired (TTY): Dial 711 for Relay Services). Alaska Airlines Mileage Plan members flying on SkyWest-operated flights will continue to earn Mileage Plan credit.

Today, SkyWest flies 40 flights a day between 14 cities for Alaska Airlines and by August 2016, that will increase to 52 flights a day to 17 cities.

Alaska Airlines has been growing its Seattle hub, this year launching service to six new cities from which include Albuquerque, Baltimore, Cancun, Detroit, New Orleans and Tampa. With the addition of these new SkyWest-operated flights, next summer Alaska will offer 298 peak-day departures to 81 destinations from Seattle – three times any other carrier. From Portland, starting in July Alaska Airlines will offer 125 peak-day departures to 44 destinations – more than any other carrier.

About Alaska Airlines

Alaska Airlines, a subsidiary of Alaska Air Group (NYSE: ALK), together with its partner regional airlines, serves more than 100 cities through an expansive network in Alaska, the Lower 48, Hawaii, Canada and Mexico. Alaska Airlines ranked "Highest in Customer Satisfaction Among Traditional Network Carriers" in the J.D. Power and Associates for seven consecutive years from 2008 to 2014. Alaska Airlines' Mileage Plan also ranked highest in the 2014 Airline Loyalty/Rewards Program Satisfaction Report. For reservations, visit www.alaskaair.com. For more news and information, visit the Alaska Airlines Newsroom at www.alaskaair.com/newsroom.

About SkyWest Airlines

As a leading air service provider offering global access to millions of people each month, SkyWest Airlines partners with the world's largest network carriers including United Airlines, Delta Air Lines, US Airways, American Airlines and Alaska Airlines. With a fleet of 350 aircraft, SkyWest's more than 10,500 aviation professionals operate nearly 1,700 flights each day to 189 destinations throughout North America. SkyWest is known for its industry-leading workforce, exceptional leadership team, and continued solid operational and economic performance. The airline is headquartered in St. George, Utah.

***General terms and conditions for introductory fare sale:** Seats are limited and may not be available on all flights or all days. Fares are nonrefundable, are priced in U.S. dollars, and include all applicable taxes, fees and charges based on one-way travel. A ticket purchased at an Alaska Airlines airport location or through one of our reservation call centers will cost \$15.00 more per person than the advertised fare. Differences in fare and taxes, fees and charges apply to any changes made after ticketing. A \$125 change fee per person applies to changes made within 60 days of ticketed travel. Other restrictions— such as day of week, blackout dates and advance purchase requirements — may apply. These flights are operated by SkyWest. Additional U.S. taxes may apply to itineraries involving more than one stopover or a stopover lasting more than 12 hours. Bag fees apply for checked baggage. See alaskaair.com or call Alaska Airlines reservations at 1-800-ALASKAAIR for complete fare rules, checked baggage policies and more information.

This story is also posted online at <http://www.alaskaair.com/newsroom/>. To unsubscribe to these news alerts, [click here](#) or visit http://www.alaskasworld.com/newsroom/change_unsubscribe.asp

Have questions?

If you need assistance, please call or e-mail 206-392-5134 or newsroom@alaskaair.com

ATTACHMENT #8

To whom it may concern:

On behalf of Horizon Air I would like to nominate Chelsey Gough Horizon Air Passenger Service Agent/Trainer for the Friedman Memorial Airport employee of the quarter for the 2nd quarter of 2014. Chelsey goes above and beyond to make sure the passengers have a great experience traveling through our airport. She devotes her time to also making sure our agents are trained properly and always work safely. She is a leader and a role model for our new agents.

Sincerely,

Shawn J Schlosser
Passenger Services Supervisor
SUN-QX

Professional Services Agreement, Work Order 14-05
RSA Improvements, Project 5
December 2, 2014

Work Order 14-06
Friedman Memorial Airport (SUN)
Hailey, Idaho
RSA Improvements – Project 6

**Relocate Taxiway B, Relocate and Reconfigure Connecting Taxiways, Remove Taxiway
A, Runway Safety Area Grading, Construct North Apron and Taxilane**

This Work Order shall be attached to, made a part of, and incorporated by reference into a Master Professional Services Agreement between the Friedman Memorial Airport Authority and T-O Engineers, Inc., dated October 14, 2013.

SCOPE OF WORK

The Scope of Work, dated November 20, 2014 for this effort is attached as Exhibit A. This document describes the anticipated work effort and schedule in detail.

FEES

Fees for services provided under this Work Order will be determined and billed as follows:

• Tasks 1-4, Lump Sum Method:	\$380,090
• <u>Tasks 5-8, Time and Materials Method:</u>	<u>\$515,175</u>
• Total Fee:	\$895,265

Fees for the phases of work will be calculated with the methods listed above, as defined in the Agreement. Fees have been calculated using Consultant's current Fee Schedule. A detailed Fee Proposal, dated November 7, 2014 is attached as Exhibit B.





IN WITNESS WHEREOF, Client and Consultant have made and executed this WORK ORDER 14-04 to the AGREEMENT the day and year first above written.

FOR: FRIEDMAN MEMORIAL AIRPORT AUTHORITY

By: _____
Ronald E. Fairfax

Title: _____
Chairman

Date: _____

FOR: T-O ENGINEERS, INC.

By: _____
David A. Mitchell, P.E.

Title: _____
Aviation Services Manager/Vice President

Date: _____



WORK ORDER 14-06

EXHIBIT A – Scope of Work

Friedman Memorial Airport (SUN)

Hailey, Idaho

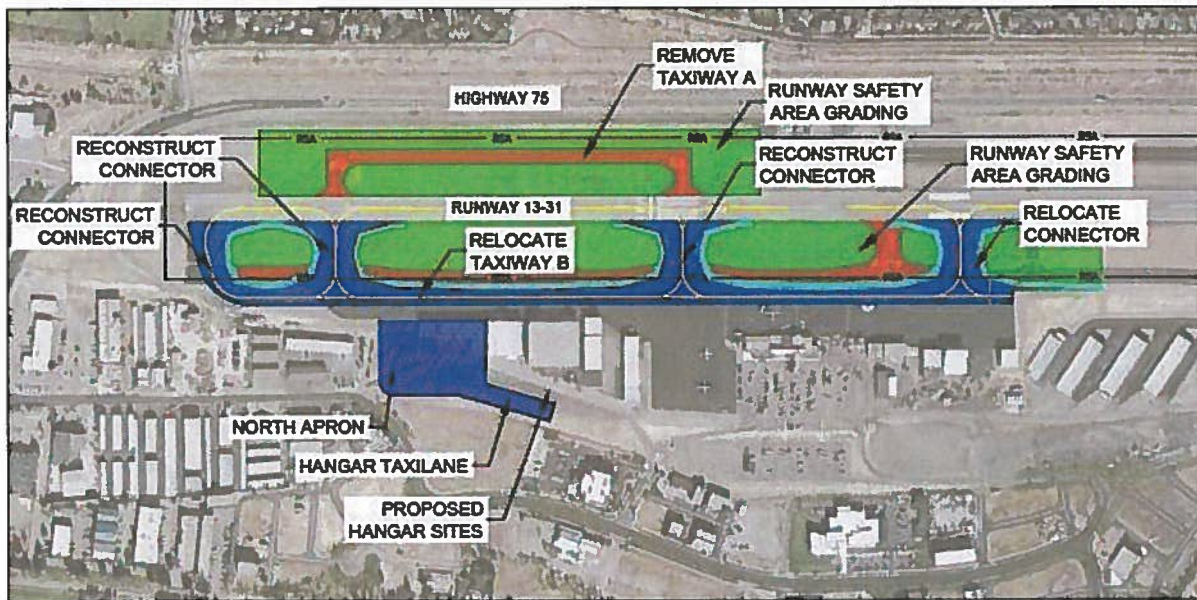
RSA Improvements – Project 6

Relocate Taxiway B, Relocate and Reconfigure Connecting Taxiways, Remove Taxiway A, Runway Safety Area Grading, Construct North Apron and Taxilane

This Scope of Work describes professional services to be provided in support of the project identified above. Proposed project work is part of an ongoing effort to improve the Runway Safety Area at SUN. This project will include the following generally described physical improvements to Airport Facilities:

1. Relocate the north half of Taxiway B to a runway-parallel taxiway separation of 320 feet. This will require reconstruction of apron areas, relocation of existing airfield lighting and signs and various other improvements.
2. Relocate Taxiway B-4 to a new location south of the existing location. Taxiways B-1, B-2 and B-3 are not being relocated, but will require grading modifications and extensions in order to connect with the new Taxiway B location.
3. Remove the north half of Taxiway A.
4. Grade the north half of the Runway Safety Area (RSA). The RSA will need to be re-graded following the removal of Taxiway A and relocation of Taxiway B to provide a smooth surface and improve drainage.
5. Construct a new apron at the north end of the airport. This apron will provide space for cargo aircraft displaced by other elements of the RSA improvement program, as well as providing space for a bypass apron and for overflow aircraft parking.
6. Construct a new taxilane adjacent to the north apron, to provide access to new hangar sites in that area of the airfield.

The proposed improvements are illustrated in the following graphic:



INTRODUCTION:

The Friedman Memorial Airport is located in Hailey, Idaho. This airport serves the Wood River Valley region of Idaho, including the Sun Valley resort area. The Airport is currently served by two commercial service air carriers (SkyWest and Horizon Air), with service by United scheduled to begin in December 2013. A large number of corporate jets and other general aviation aircraft also use the airfield for business, recreation and travel to and from the large number of second homes in the area. The Friedman Memorial Airport Authority (FMAA) governs and manages the airport under a joint powers agreement between the City of Hailey and Blaine County, who co-sponsor the airport.

The airport does not meet current FAA design standards 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 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.

At the direction of the FAA, 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. Minimum runway to parallel taxiway separation of 320'.
3. All aircraft parking outside of the Runway OFA.

In order to accomplish this, a large amount of construction must be done, including relocation and extension of the primary parallel taxiway 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 multiple hangars 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. This study resulted in refinements of Alternative 6, as shown on the attached exhibit.

Extensive construction has been completed and is about to begin in 2014 that will complete large portions of the RSA improvements, including relocating the south half of Taxiway B, relocating the terminal apron, reconfiguring the terminal and constructing a new ARFF/SRE building. This project is the last major step to completing the program, with one smaller project planned to follow this effort.

PROJECT APPROACH:

The project will complete all of the proposed construction elements in a manner that minimizes the impact to the operation of the airport.

The relocation of northern portion of Taxiway B includes several challenging elements. Most of the taxiway is contiguous with large apron areas, requiring special attention to grading design along the entire length of the taxiway. Portions of the apron will likely require reconstruction in order to meet grading requirements and provide positive drainage. The north end of the taxiway will require a significant amount of fill, as the existing grade in that area is much lower than the finished profile for the taxiway. A retaining wall may be necessary in this area, due to the close proximity of the fence to the taxiway in that area.

Connecting Taxiway B-4 will be relocated from its current location south to a more optimal location for aircraft landing on the runway. The existing taxiway will be removed completely. Taxiway B-1 will require extensive analysis during design, as the airport property line in this area does not leave enough space to design the connector to be constructed with a 90 degree angle and meet full FAA standards. Therefore, several configurations will be evaluated and coordinated with FAA to determine which is best for this situation. Taxiways B-2 and B-3 will remain in their current locations, but will be analyzed for horizontal and vertical geometry and will be designed to extend to the new Taxiway B location. All taxiways will be designed in accordance with current design guidance in FAA AC 150/5300-13A.

The north of half of Taxiway A will be removed completely, including lights and signs.

Once Taxiway A is removed and Taxiway B is relocated, the Runway Safety Area will be graded to improve drainage, meet RSA smoothness requirements and generate fill for construction of other project elements. RSA transverse grading will likely not meet FAA grading requirements, in that the finished



grade may be flatter in some areas than the 1.5% minimum required by AC 150/5300-13A. The airport has an approved Modification of Standards for approving this deviation from standards.

Currently, all of the storm drainage from the airfield is disposed of in a series of swales in the southwest corner of the airport, where the taxiway extension will be constructed. As this will reduce capacity of the swales, a general analysis of the overall storm drainage system was completed during the project formulation study. This analysis will be further refined and the appropriate changes to the storm drainage system designed to ensure proper disposal of the storm drainage. Significant changes to the storm drainage system on the airport will be necessary.

In addition to removing Taxiway A and relocating Taxiway B, grading improvements are necessary so that the RSA will meet FAA standards. FAA grading standards in the RSA permit grades of 1% to 3% for airports with aircraft traffic like SUN's (Runway Design Code C-III). The airport has an approved Modification of Standards that permits grading flatter than 1%. On the west side of the runway, existing grades between the runway and Taxiway B are as high as 5%, and this area will be re-graded to meet standards. On the east side of the runway, some areas are actually higher than the runway, and, after Taxiway A is removed, these areas will be graded to improve drainage away from the runway and meet the minimum grading standards to the extent possible. Material cut on the east side will be used to fill the west side. Limited area is available on the airport to dispose of excess cut, therefore the design will carefully consider excavation disposal and attempt to balance earthwork to avoid importing or exporting fill.

One of the primary challenges in the design and construction of this project is construction phasing. All work within the Runway Safety Area will be completed with the airport closed. Some phases of the work will be completed when the runway is open, however, and significant analysis will be necessary to determine the phasing details.

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 \$6.7 million.

Professional services shall be provided during all elements 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.

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

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/Administration



- Closeout
- Coordination of all elements of the Project with the Owner and the FAA.

CONTRACTS AND BIDDING:

The bidding and construction documents will be structured with one bid schedule and at least four construction phases, as described below:

1. RSA Grading/Taxiway B Relocation/Taxiway A Removal (airport completely closed)
2. Taxiway B Relocation (partial closure)
3. North Apron Construction (partial closure)
4. Final Markings/Seeding (partial closure)

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 spring and summer of 2015. The project will be funded primarily with discretionary funds. The planned airport closure is scheduled for April and May of 2015. Funding with discretionary and this planned closure both drive bidding early in 2015. Due to this early bidding period, a very aggressive design schedule will be necessary.

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, with one 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, multiple resident project representatives will be required, due to extended work hours and a very aggressive construction schedule.

AVAILABLE INFORMATION:

- Previous Airport Layout Plan (ALP) drawings, most recently updated by T-O Engineers in 2010.
- 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).
- 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 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, along with supplemental survey data gathered on several other occasions to design the project. Analyze the data in the areas of this project and prepare base drawings and digital terrain models for use in the analysis and design. Base drawings shall include all topographic information plus known underground utilities, structures, NAVAIDs, etc.
- 2.3 Review and summarize geotechnical information gathered in December 2013 for the areas applicable to this project. It is anticipated that collection of additional data will not be necessary for this project. However, analysis of the available data relative to pavement, grading and drainage design will be included in this task. Services of a qualified geotechnical subconsultant will be required to evaluate construction of retaining walls in the area of the north apron and taxiway area (see Task 8 – Additional Services).



- 2.4 Refine the taxiway, apron and grading geometry prepared during the previous project formulation effort. This will consist of checking the proposed horizontal geometry, profiles and connections to existing runway and apron pavements.
- 2.5 With the assistance of a qualified structural subconsultant, design retaining walls along the northern and western edges of the cargo apron and north hangar taxilane, as required to construct these areas. The maximum height of wall anticipated is approximately 12 feet, and walls will be designed using modular blocks or similar construction techniques, if feasible.
- 2.6 Design a de-icing pad with the north apron. This pad will be designed with rigid (Portland cement concrete) pavement and will be graded to collect drainage from de-icing activities separately from drainage on the rest of the apron. The design shall include collection of the de-icing drainage for treatment.
- 2.7 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. Consider the possibility of utilizing a displaced threshold to allow aircraft operations during portions of the closure period. This will include analysis of the displaced threshold for cost, schedule and safety impacts.
- 2.8 Identify utilities that must be relocated and coordinate with various public utilities responsible. Significant effort has been expended on utility relocations during previous projects, and this task will only include final refinement of the utilities required to be moved. It is anticipated that utilities requiring relocation will include underground power and associated transformer(s), telephone, natural gas, water and sewer. Coordination with individual utilities and City of Hailey is included in Task 8 – Additional Services.
- 2.9 Prepare a preliminary surface and subsurface drainage design for disposal of storm drainage from the project areas and modifications to the existing storm drainage system. It is assumed the existing storm drainage system will be modified to remove storm water from the area adjacent to pavements and transported to swales for pretreatment in grassy swales and disposal in drywells.
- 2.10 Based on aircraft traffic on the airport, design a recommended pavement section. Design analysis shall be based on the current version of FAA AC 150/5320-6. Prepare a report for inclusion in the Engineer's Design Report. Utilize pavement design prepared under a previous project for Taxiway B and north apron pavements. Prepare a separate pavement design for the north hangar taxilane, which will be designed for smaller aircraft only. This new pavement design shall include preparation of an FAA Form 5100-1 and design output from FAA's pavement design program, FAARFIELD.
- 2.11 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.
- 2.12 Prepare preliminary drawings for the project, which will be limited to: Cover Sheet; Construction Layout Plan; Safety and Phasing Sheets, Plan and Profile Sheets and Grading and Drainage Sheets (estimated 22 sheets, total).



- 2.13 Prepare preliminary opinions of construction cost and construction time required to complete construction of the various elements of the project.
- 2.14 Meet with Owner in Hailey to discuss preliminary design, including review of preliminary plans. This meeting is anticipated to take place at the airport, with three members of the project team (Principal, Project Manager and Engineer in Training) in attendance.
- 2.15 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. This meeting will be attended by Principal and Project Manager. This will also include one meeting at the Airports District Office in Helena, Montana, which will be attended by the project Principal.
- 2.16 Coordinate internally with T-O staff during this phase of the project as necessary.
- 2.17 Travel time required for Task 2.

TASK 3 – 65% DESIGN

The 65% design services shall commence upon completion of Phase 2 tasks. Preliminary design phase services shall include:

- 3.1 Finalize grading design for the project area.
- 3.2 Finalize surface and subsurface drainage design for disposal of storm drainage from the project areas. Prepare a report for inclusion in the Engineer's Design Report.
- 3.3 Develop an erosion and sediment control plan for the project, to be included in the bidding and construction drawings. This plan shall apply approved Best Management Practices for the State of Idaho.
- 3.4 Develop a pavement marking plan and submit to FAA for review.
- 3.5 Design airfield lighting modifications required for the project. This will include removal of taxiway lights and signs on Taxiway A and reconfiguring the lighting circuit on that side of the runway, along with removal and reinstallation of lights on the west side of the runway for Taxiway B and the associated connecting taxiways. With the assistance of a qualified subconsultant, verify that no changes to the lighting circuit will be necessary due to the changes to the system (the project will result in a net loss of total fixtures and signs). Prepare a preliminary lighting and signage plan and submit to FAA for review.
- 3.6 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.
- 3.7 Prepare a preliminary design and construction plan set to a completion level of approximately 65%. The anticipated number of sheets in this submittal is 50 sheets. Submit two sets to Owner for review and comment. Meet with Owner in Hailey to review the plans and obtain additional direction for completion of the design and construction plans. This meeting will be held in Hailey with three members of the project team (Principal, Project Manager and Specifier) in attendance.



- 3.8 Revise preliminary cost estimates, based on preliminary design.
- 3.9 Coordinate internally with T-O staff during this phase of the project to discuss key aspects of the design.
- 3.10 Coordinate with the Owner and FAA during this phase of the project, including a separate visit to discuss the design revisions and progress.
- 3.11 Travel time required for Task 3.

TASK 4 - FINAL DESIGN

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

- 4.1 Revise design to reflect comments from Owner at the 65% design review phase.
- 4.2 Prepare 95% design and construction plans. Total number of sheets is anticipated to be 60.
- 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 Northwest Mountain Region.
- 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 in Task 2.5, 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 three members of the design team (Principal, Project Manager and Specifier) 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.
- 4.11 Travel time required for Task 4.

TASK 5 - BIDDING

Assist the Owner in the competitive sealed bid and contractor selection process. The Owner completed a pre-qualification process for contractors interested in bidding on this project, and bidding for this project will be limited to contractors pre-qualified under that process. This Task also includes services to prepare and process contract award and construction agreement documents for the Owner. Bidding phase services shall include the following tasks:



- 5.1 Administer the public bid advertisement process including bid document reproduction and distribution of documents to plan rooms, contractors and suppliers. Prepare notice inviting bids and distribute to pre-qualified contractors. Maintain a “bidders list” and distribute plans as requested. Assist Owner in promoting subcontractor bidder interest in an appropriate geographic area for project work tasks.
- 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 two additional staff members 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 (Project Manager) 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.
- 5.9 Travel time required for 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 very aggressive schedule, in order to limit closure times and associated impact on operations and safety. Permitted work hours for this project will be 7 days per week at 14 hours per day on weekdays and 12 hours per day on weekends. Due to the size of the project and aggressiveness of the schedule, multiple field representatives will be required at all times. The total number of working days for this project is anticipated to be 65. 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, both project managers and three Resident Project Representatives 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' material submittals (including review of compliance with Buy American requirements), particularly Work Schedule, Operational Safety Plan, Quality Control Plan, mix designs for all materials and material and equipment materials. Assist Contractor as required, clarifying specification and documenting submittal requirements. Coordinate construction activity schedule with Owner.
- 6.4 Provide at least three experienced Resident Project Representatives 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 (FAA Form 5370-1); and maintain a project diary. During paving operations, an additional experienced staff member will also be onsite.
- 6.5 Organize and conduct two weekly construction meetings 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 18 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. Prepare a letter requesting grant reimbursement up to 97.5% following substantial completion.
- 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 required for 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.
 - 8.1.1 Prepare a Grant Application for submittal to FAA. Update the Grant Application for FAA-AIP funding assistance based on project bid results. Assist Owner in coordination of Grant Application submittal and process.
 - 8.1.2 Assist the Owner to prepare and process required certifications for submittal to the FAA.
 - 8.1.3 Provide periodic project budget updates to Owner during prosecution of the work.
- 8.2 Assist the Owner with Disadvantaged Business Enterprise (DBE) reporting. Development of DBE goals is 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 2015 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 in the following areas:
- 8.3.1 Design: Geotechnical subconsultant services for this project shall be limited to evaluation of the retaining wall adjacent to the north apron and taxiway. Consultant's services for this task shall include providing all applicable information and coordination with the subconsultant.
- 8.3.2 Construction: Provide testing necessary for quality assurance testing during construction, specifically for P-501, P-401 and P-209. Consultant's services will include coordination with the subconsultant to ensure that appropriate testing is completed.
- 8.4 Utility Coordination: Coordinate with Idaho Power regarding relocation of power lines and transformer(s) in the area of the North Apron. Idaho Power will design and complete this work under a separate agreement with the airport. Coordinate with CenturyLink regarding relocation of telephone service lines in the area of the North Apron. Coordinate with Intermountain Gas regarding existing gas lines in the location of the apron and determine if relocation is necessary. Coordinate with City of Hailey regarding existing water and sewer lines in the area of the North Apron, and to discuss any required relocations of these utilities.
- 8.5 Environmental Coordination: Coordinate environmental clearance for the project with the FAA to ensure no further coordination is necessary. This project was included in an approved categorical exclusion checklist completed in Fall 2013.
- 8.6 Coordinate with electrical subconsultant to assist with calculations of airfield lighting loads and verification of airfield lighting layout and design.
- 8.7 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.
- 8.8 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.
- 8.9 Prepare for and participate in a Safety Risk Management panel to evaluate the safety of the proposed construction project. Preparation will include graphics (in PowerPoint and/or mounted on display boards) and a narrative description of the project. Participation will include travel to and from Hailey by Principal or Project Manager and participation in the panel as an observer.
- 8.10 Prepare and submit the following FAA forms related to the work included in this project:
- FAA Form 7460-1s for the construction project.
 - FAA Form 7480-1s for the removal of Taxiway A and the Taxiways B and B4 relocations.
 - FAA Form 5010 (Airport Master Record) to reflect construction changes, including a graphic to be published in the Facilities Directory.
 - Prepare and submit Strategic Interruptions Service Level Agreement form no less than 45 days prior to closure of the runway.



PROJECT SCHEDULE

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

ACTIVITY	COMPLETION
Preliminary Scope of Work Approval	September 2, 2014
Complete Independent Fee Estimate Review	November 15, 2014
Work Order Negotiation Complete	November 15, 2014
Initiate Design	November 15, 2014
Preliminary Design Complete	December 1, 2014
65% Design Complete	December 12, 2014
95% Design Complete	January 23, 2015
Final Design Complete/Advertise for Bids	February 9, 2015
Bid Opening	March 1, 2015
Award Project	April 1, 2015
Begin Phase 1 (Airport Closed)	April 26, 2015
Phase 1 Complete	May 20, 2015
Construction Complete	June 30, 2015
Closeout	December 2015

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

EXHIBIT B

**Friedman Memorial Airport
Work Order # 14-06**

**RSA Improvements - Project 6
Relocate Taxiway B, Connecting Taxiways.
Remove Taxiway A, RSA Grading,
Construct North Apron and Taxilane**

Fee Summary

November 7, 2014

Tasks 1-4, Lump Sum

1. Personnel Costs

Classification	Title	Hours	Rate/Hour	Cost
Prin	Principal	317	\$170.00	\$53,890.00
PM	Project Manager	452	\$135.00	\$61,020.00
SP	Senior Planner	18	\$140.00	\$2,520.00
CM	Construction Manager/Specifier	334	\$120.00	\$40,080.00
SV	Surveyor	0	\$130.00	\$0.00
DE	Design Engineer	434	\$120.00	\$52,080.00
EIT	Engineer-In-Training	1872	\$75.00	\$140,400.00
EIT (OT)	Engineer-In-Training (Overtime)	0	\$97.50	\$0.00
Insp	Inspector	0	\$90.00	\$0.00
Insp (OT)	Inspector (Overtime)	0	\$117.00	\$0.00
Adm.	Administrative Assistant	36	\$65.00	\$2,340.00
Totals:		3463		\$352,330.00

2. Subconsultant Fees

Structural		\$15,000.00
Electrical		\$5,000.00
Mark-up	10.0%	\$2,000.00
Subtotal, Subconsultant Fees:		\$22,000.00

3. Reimbursable Expenses

Description	Number	Unit Cost	Cost
Vehicle Travel (Per Mile)	2,400	\$0.60	\$1,440.00
Airline Travel (Per Trip)	1	\$1,200.00	\$1,200.00
Rental Vehicles - (Per Day, incl. fuel)		\$120.00	\$0.00
Lodging (Per Night)	6	\$120.00	\$720.00
Meals (Day Trips - Lump Sum)	1	\$400.00	\$400.00
Per Diem (On Site Personnel - Per Day)	0	\$0.00	\$0.00
Document Reproduction (Lump Sum)	1	\$1,500.00	\$1,500.00
Telephone, Fax, Postage, Misc. (Lump Sum)	1	\$500.00	\$500.00
Subtotal, Reimbursable Expenses			\$5,760.00

TOTAL FEE, TASKS 1-4 (1+2+3):

\$380,090.00

EXHIBIT B

**Friedman Memorial Airport
Work Order # 14-01**

**RSA Improvements - Project 2
Relocate Taxiway B, Connecting Taxiways.
Remove Taxiway A, RSA Grading,
Construct North Apron and Taxilane**

Fee Summary

November 7, 2014

Tasks 5-8, Time and Materials

4. Personnel Costs

Classification	Title	Hours	Rate/Hour	Cost
Prin	Principal	168	\$170.00	\$28,560.00
PM	Project Manager	612	\$130.00	\$79,560.00
SP	Senior Planner	14	\$140.00	\$1,960.00
CM	Construction Manager/Specifier	430	\$120.00	\$51,600.00
SV	Surveyor	0	\$130.00	\$0.00
DE	Design Engineer	34	\$120.00	\$4,080.00
EIT	Engineer-In-Training	1220	\$75.00	\$91,500.00
EIT (OT)	Engineer-In-Training (Overtime)	470	\$97.50	\$45,825.00
Insp	Inspector	780	\$90.00	\$70,200.00
Insp (OT)	Inspector (Overtime)	360	\$117.00	\$42,120.00
Adm.	Administrative Assistant	38	\$65.00	\$2,470.00
Totals:		4126		\$417,875.00

5. Subconsultant Fees

Geotechnical Engineering		\$40,000.00
Electrical		\$2,000.00
Mark-up	10.0%	\$4,200.00
Subtotal, Subconsultant Fees:		\$46,200.00

6. Reimbursable Expenses

Description	Number	Unit Cost	Cost
Vehicle Travel (Per Mile)	12,000	\$0.60	\$7,200.00
Rental Vehicles - (Per Month, incl. fuel)	4	\$1,650.00	\$6,600.00
Lodging (Per Night)	200	\$110.00	\$22,000.00
Meals (Day Trips - Lump Sum)	1	\$1,000.00	\$1,000.00
Per Diem (On Site Personnel - Per Day)	180	\$60.00	\$10,800.00
Document Reproduction (Lump Sum)	1	\$2,000.00	\$2,000.00
Telephone, Fax, Postage, Misc. (Lump Sum)	1	\$1,500.00	\$1,500.00
Subtotal, Reimbursable Expenses			\$51,100.00

TOTAL FEE, TASKS 5-8 (4+5+6):

\$515,175.00

TOTAL FEE, ALL TASKS:

\$895,265.00

EXHIBIT B

Friedman Memorial Airport Work Order # 14-06										RSA Improvements - Project 6 Relocate Taxiway B, Connecting Taxiways, Remove Taxiway A Runway Safety Area Grading, Construct North Apron and Taxilane				
Labor Worksheet										November 7, 2014				
Task	Description	Personnel Hours												Fee
		Prin	PM	SP	CM	SV	DE	EIT	EIT	Insp	Insp	Adm.	Total	
		DM	NC	CP	CS	SV	DS	BF/MJ	(OT)	DB	(OT)	SV	Hours	
		\$170	\$130	\$140	\$120	\$130	\$120	\$75	\$98	\$90	\$117	\$65		
Task 1 - Administration														
1.1	Project Approach	4	4										8	\$1,200
1.2	Work Order	16	4									4	24	\$3,500
1.3	IFE Coordination	4											4	\$680
1.4	FAA/Owner Coordination	6	2										8	\$1,280
1.5	Project Management/Admin.	60	20									16	96	\$13,840
Subtotal, Task 1		90	30	0	0	0	0	0	0	0	0	20	140	\$20,500
Task 2 - 35% Design														
2.1	Pre-design Conference	2	2										4	\$600
2.2	Survey Data/Base Drawings		4				4	12					20	\$1,900
2.3	Review Geotech Data		2					4					6	\$560
2.4	Refine Geometry	4	16	12			8	40					80	\$8,400
2.5	Retaining Wall Design	2	8		16		24	80					130	\$12,180
2.6	De-Icing Pad Design	2	12				12	80					106	\$9,340
2.7	Preliminary CSPP	4	8		12			40					64	\$6,160
2.8	Identify Utility Relocations	2	4					4					10	\$1,160
2.9	Preliminary Drainage Design	2	12		6		24	100					144	\$13,000
2.10	Pavement Design	2	4		2			8					16	\$1,700
2.11	Specs/Bid Documents Table of Contents	1	2		16								19	\$2,350
2.12	Preliminary Drawings	8	20		8		20	240					296	\$25,320
2.13	Preliminary Cost and Time Estimates	1	4		16		8	16					45	\$4,770
2.14	On-Site Review Meeting	4	4				4						12	\$1,680
2.15	FAA/Owner Coordination	24	10	2									36	\$5,660
2.16	Internal Coordination	8	8		8		8	8				4	44	\$5,180
2.17	Travel Time	20	12		6		6						44	\$6,400

EXHIBIT B

Friedman Memorial Airport							RSA Improvements - Project 6							
Work Order # 14-06							Relocate Taxiway B, Connecting Taxiways, Remove Taxiway A Runway Safety Area Grading, Construct North Apron and Taxilane							
Labor Worksheet							November 7, 2014							
Task	Description	Personnel Hours												Fee
		Prin DM	PM NC	SP CP	CM CS	SV	DE DS	EIT BF/MJ	EIT (OT)	Insp DB	Insp (OT)	Adm. SV	Total	
		\$170	\$130	\$140	\$120	\$130	\$120	\$75	\$98	\$90	\$117	\$65	Hours	
Subtotal, Task 2		86	132	14	90	0	118	632	0	0	0	4	1076	\$106,360
Task 3 - 65% Design														
3.1	Finalize Grading Design	3	16				20	60					99	\$9,490
3.2	Finalize Drainage Design	3	16				20	60					99	\$9,490
3.3	Erosion and Sediment Control Plan	1	12		2		24	80					119	\$10,850
3.4	Pavement Marking Plan	1	4				12	40					57	\$5,130
3.5	Lighting and Signage Design/Plan	1	10		4		20	100					135	\$11,850
3.6	Preliminary Specs/Bid Documents	8	12		44								64	\$8,200
3.7	65% Plans	8	40		16		60	340					464	\$41,180
3.8	Revise Estimates		8		12		4	12					36	\$3,860
3.9	Internal Coordination	8	8	2	8		8	8				4	46	\$5,460
3.10	FAA/Owner Coordination	24	8				8						40	\$6,080
3.11	Travel Time	12	6				6						24	\$3,540
Subtotal, Task 3		69	140	2	86	0	182	700	0	0	0	4	1183	\$115,130
Task 4 - Final Design														
4.1	Revise Design	2	12		4		12	60					90	\$8,320
4.2	95% Plans	8	40		16		20	240					324	\$28,880
4.3	95% Specs/Bid Documents	4	12		60		12						88	\$10,880
4.4	Final Estimates		8		16		8	12					44	\$4,820
4.5	Stand-Alone Safety/Phasing Plan	2	8		24		12	60				4	110	\$10,460
4.6	Engineer's Design Report	4	24		8		24	80				4	144	\$13,900
4.7	95% Design Submittal	4	8		8		4						24	\$3,160
4.8	100% Design Revisions	4	16		8		20	80					128	\$12,120
4.9	Internal Coordination	8	8	2	8		8	8					42	\$5,200
4.10	FAA/Owner Coordination	24	8				8						40	\$6,080
4.11	Travel Time	12	6		6		6						30	\$4,260
Subtotal, Task 4		72	150	2	158	0	134	540	0	0	0	8	1064	\$108,080
SUBTOTAL, TASKS 1-4		317	452	18	334	0	434	1872	0	0	0	36	3463	\$350,070

EXHIBIT B

Friedman Memorial Airport														RSA Improvements - Project 6	
Work Order # 14-06														Relocate Taxiway B, Connecting Taxiways, Remove Taxiway A Runway Safety Area Grading, Construct North Apron and Taxilane	
Labor Worksheet														November 7, 2014	
Task	Description	Personnel Hours												Fee	
		Prin	PM	SP	CM	SV	DE	EIT	EIT	Insp	Insp	Adm.	Total		
		DM	NC	CP	CS		DS	BF/MJ	(OT)	DB	(OT)	SV	Hours		
		\$170	\$130	\$140	\$120	\$130	\$120	\$75	\$98	\$90	\$117	\$65			
Task 5 - Bidding															
5.1	Pre-Bid Administration	1	8		8			8				4	29	\$3,030	
5.2	Pre-Bid Conference	2	8		8		8	12					38	\$4,200	
5.3	Questions/Addenda	1	12		24		12	24				4	77	\$8,110	
5.4	Bid Opening		4					2					6	\$670	
5.5	Bid Tabulations	1	2		4			8				2	17	\$1,640	
5.6	Bid Analysis/Recommendation of Award	1	4		8			8				2	23	\$2,380	
5.7	Award Documents	1	2		8			8				2	21	\$2,120	
5.8	FAA/Owner Coordination	8	8										16	\$2,400	
5.9	Travel Time	6	12		6		6						30	\$4,020	
Subtotal, Task 5		21	60	0	66	0	26	70	0	0	0	14	257	\$28,570	
Task 6 - Construction															
6.1	Pre-Construction Coordination	8	16	8	16			20		80		12	160	\$15,960	
6.2	Construction Management Plan	1	4		12			16		40		4	77	\$7,190	
6.3	Submittal Review	2	12		40			16		32			102	\$10,780	
6.4	On-Site Observation (65 Days)		80		80			800	350	380	300		1990	\$183,425	
6.5	Meetings (2/Week)	12	36					24		36			108	\$11,760	
6.6	Office Administration/Support	24	100		80							8	212	\$27,200	
6.7	Pay Requests		12		12					24			48	\$5,160	
6.8	Quality Control/Assurance		2		16					12			30	\$3,260	
6.9	Substantial/Final Completion Inspections	4	8							8			20	\$2,440	
6.10	Contractor Wage/EEO Review		16		4			24		8			52	\$5,080	
6.11	Change Orders/Supplemental Agreements	4	16		12			16		16			64	\$6,840	
6.12	FAA/Owner Coordination	20	40										60	\$8,600	
6.13	Travel Time	18	100		36				120		60		334	\$39,100	
Subtotal, Task 6		93	442	8	308	0	0	916	470	636	360	24	3257	\$326,795	

EXHIBIT B

Friedman Memorial Airport Work Order # 14-06										RSA Improvements - Project 6 Relocate Taxiway B, Connecting Taxiways, Remove Taxiway A Runway Safety Area Grading, Construct North Apron and Taxilane						
Labor Worksheet										November 7, 2014						
Task	Description	Personnel Hours												Fee		
		Prin DM	PM NC	SP CP	CM CS	SV	DE DS	EIT BF/MJ	EIT (OT)	Insp DB	Insp (OT)	Adm. SV	Total			
		\$170	\$130	\$140	\$120	\$130	\$120	\$75	\$98	\$90	\$117	\$65	Hours			
Task 7 - Closeout/Documentation																
7.1	As-Constructed Drawings	2	12					100					114	\$9,400		
7.2	As-Constructed ALP	1	4	4				24					33	\$3,050		
7.3	Final Construction Report	4	8		12			40		80			144	\$13,360		
7.4	Final Payment Coordination	2	6		4					12			24	\$2,680		
7.5	Closeout Documentation Support	2	8		8			2					20	\$2,490		
Subtotal, Task 7		11	38	4	24	0	0	166	0	92	0	0	335	\$30,980		
Task 8 - Additional Services																
8.1	Grant Administration															
8.1.1	AIP Grant Application	2	4					8					14	\$1,460		
8.1.2	Certifications	2	4		4								10	\$1,340		
8.1.3	Periodic Budget Updates	6	6		4								16	\$2,280		
8.2	DBE Documentation	1	4		12								17	\$2,130		
8.3	Geotechnical															
8.3.1	Design		2										2	\$260		
8.3.2	Construction		8							24			32	\$3,200		
8.4	Utility Coordination	4	8							16			28	\$3,160		
8.5	Environmental Coordination	2	2	2									6	\$880		
8.6	Electrical Coordination	2	8					16					26	\$2,580		
8.7	A-133 Audit Assistance	2	4		8								14	\$1,820		
8.8	SWPPP Coordination	2	2				8	12		12			36	\$3,540		
8.9	Safety Risk Management Panel	16	8					8					32	\$4,360		
8.10	FAA Forms	4	12		4			24					44	\$4,520		
Subtotal, Task 8		43	72	2	32	0	8	68	0	52	0	0	277	\$31,530		
SUBTOTAL, TASKS 5-8		168	612	14	430	0	34	1220	470	780	360	38	4126	\$417,875		
TOTAL, ALL TASKS														\$767,945		



FLY SUN VALLEY ALLIANCE BOARD MEETING MINUTES

Thursday, October 16, 2014

Board Members Present: , Jack Sibbach, Peter Scheurmier, Dick Fenton , Arlene Schieven, Wally Huffman, Rick Baird, Baird Gourlay, Jacob Greenberg. Staff: Carol Waller.

Board Members Absent:, Eric Seder, Michelle Griffith, Deb Fox, Tim Silva, Walt Denekas, Martha Burke, Patrick Buchanan, Maurice Charlat

TOPIC DISCUSSED:

Consent Items:

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

Reports:

Funding

- **1% LOT/Air Service Board**
 - The latest report, showing Jan-July 1% LOT collections and disbursements, was not yet available.
 - Next ASB meeting schedule for Dec 3, 2pm, Sun Valley City Hall.
- **Fundraising –**

Carol noted that nearly \$270K had been raised by FSVA from private sector in FY14 for air service, which was a tremendous show of support and investment from the local business community.

 - **Realtors for Air:** All commitments for FY14 were collected - \$54,895 raised from this program last year! FY15 Program has been launched with \$28,400 in commitments received to date from 7 offices.
 - **Air Support Business Ski Pass Program:** FY15 Ski Pass sales hit sales cap, had to turn down some businesses.
 - **Ski for Air Service Day:** Will run one more year on Jan 25, 2015.

Air Service Initiatives/Research/Promotions:

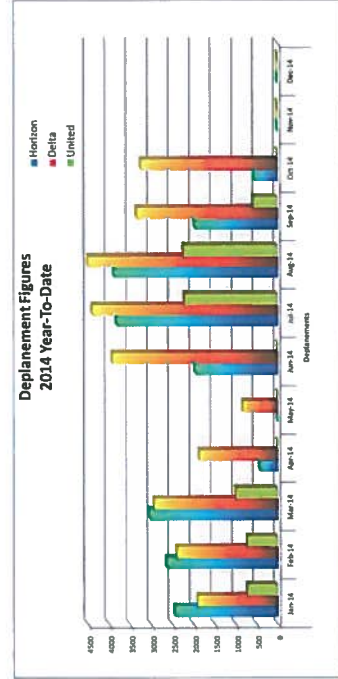
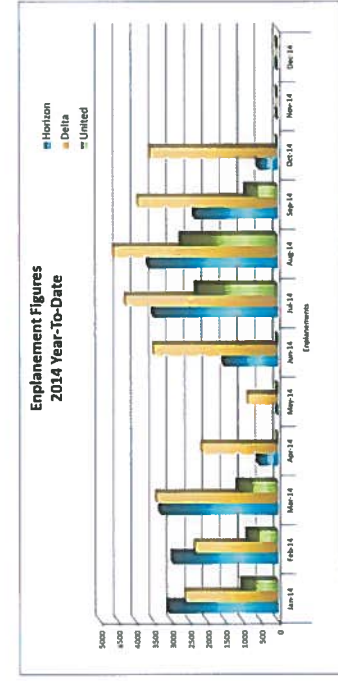
- **Air Service Reports:** Summer/fall YTD AS and UA booking report was provided and reviewed. September bookings weak, but October bookings for the 9 weekend SEA flights very strong. MRG totals for season will be known by late Nov.
- **Enplanement & Seat Occupancy Reports:** Sept YTD FMA reports provided and reviewed.
- **Diversion Bussing:** Contract for SVE Enhanced Diversion Busing: Dick moved, Wally seconded: VOTE; all in favor. Service will start Nov 1 and run through end of March. Carol will work with SVE to monitor, train staff as needed, etc.
- **Research:** FSVA Summer SUN Air Passenger Survey underway, 974 collected thru Sept, will continue through Oct 19. Carol working with RRC to get results asap. Carol will also look into opportunity for electronic data capture for future surveys for more timely data reporting.
- **Air Service Marketing**
 - **Local Air Service Marketing (FSVA/FMAA):** Jack noted that Carol's presentation at recent SVED Economic Forum was excellent and we should make sure we are sharing the successes as much as possible. Carol noted that City of Ketchum would be sharing the presentation electronically through their enewsletter going out Oct 16, it will be share in FSVA Enews and SVED enews next week and she would look into other advertising/PR options in November.
 - **External Air Service Marketing:** SVC and SVMA joint winter marketing is underway. SVMA will prepare consolidated community winter marketing plan for FSVA to share with each airline (and FSVA) by Nov.
- **SUN Airport Update:** Rick gave update on airport projects.
 - FSVA is working on collecting historical and projected data on visitor/lodging, airline seats, etc. for projected commercial air service over next 5 years to assist FMAA Master Planning team with their Airport Aviation Forecast part of the plan. Carol met with MP team lead Evan Barrett of Mead&Hunt last week, and a conference call will be set up with FSVA and M&H in early November to review initial draft of the section.
 - New leakage analysis has been completed and will be shared with Carol once reviewed by airport staff
 - Improvement projects still all on track
 - Working with FAA on reliability system improvements, expect some positive news soon with improvements likely for the 2015/16 winter season.
- **Monthly Directors Report:** Provided for review.
- **Executive Session:** FSVA Director contract for FY15 approved.

Respectfully Submitted, Carol Waller, FSVA Director

Friedman Memorial Airport
October 2014

Month	2014 Enplanements									
	Alaska Airlines					Delta Airlines				
	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change
Jan-14	2,991	67	3,058	3,150	-3%	2,483	102	2,585	2,113	22%
Feb-14	2,871	76	2,947	3,374	-13%	2,249	62	2,311	2,366	-2%
Mar-14	3,187	98	3,285	3,717	-12%	3,275	119	3,394	3,185	7%
Apr-14	514	16	530	0	530%	2,011	107	2,118	2,114	0%
May-14	0	0	0	0	0%	792	31	823	1,925	-57%
Jun-14	1,437	66	1,503	1,173	28%	3,368	97	3,465	2,847	22%
Jul-14	3,413	66	3,479	3,405	2%	4,144	110	4,254	4,014	6%
Aug-14	3,534	88	3,622	2,608	39%	4,486	110	4,596	3,062	50%
Sep-14	2,264	69	2,333	1,832	27%	3,781	117	3,898	3,214	21%
Oct-14	509	15	524	0	0%	3,465	108	3,573	2,844	26%
Totals	20,720	561	21,281	19,259	10%	30,054	968	31,022	27,684	12%
Legend for Chart:										
Month	2014 Enplanements									
	Alaska Airlines					Delta Airlines				
	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change
Jan-14	2,366	66	2,432	2,398	1%	1,820	81	1,901	1,632	16%
Feb-14	2,543	88	2,631	3,294	-20%	2,334	52	2,386	2,360	1%
Mar-14	2,940	91	3,031	3,355	-10%	2,815	111	2,926	2,891	1%
Apr-14	408	17	425	0	425%	1,768	99	1,867	1,806	3%
May-14	0	0	0	0	0%	805	28	833	2,086	-60%
Jun-14	1,888	70	1,958	1,662	18%	3,832	96	3,928	3,242	21%
Jul-14	3,738	77	3,815	3,819	0%	4,308	87	4,395	4,137	6%
Aug-14	3,775	104	3,879	3,013	29%	4,395	104	4,499	3,250	38%
Sep-14	1,906	65	1,971	1,611	22%	3,226	111	3,337	2,685	25%
Oct-14	544	18	562	0	0%	3,145	94	3,239	2,458	32%
Totals	20,108	596	20,704	19,152	8%	28,448	863	29,311	26,527	10%
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Mar-14	3,187	98	3,285	3,717	-12%	3,275	119	3,394	3,185	7%
Apr-14	514	16	530	0	530%	2,011	107	2,118	2,114	0%
May-14	0	0	0	0	0%	792	31	823	1,925	-57%
Jun-14	1,437	66	1,503	1,173	28%	3,368	97	3,465	2,847	22%
Jul-14	3,413	66	3,479	3,405	2%	4,144	110	4,254	4,014	6%
Aug-14	3,534	88	3,622	2,608	39%	4,486	110	4,596	3,062	50%
Sep-14	2,264	69	2,333	1,832	27%	3,781	117	3,898	3,214	21%
Oct-14	509	15	524	0	0%	3,465	108	3,573	2,844	26%
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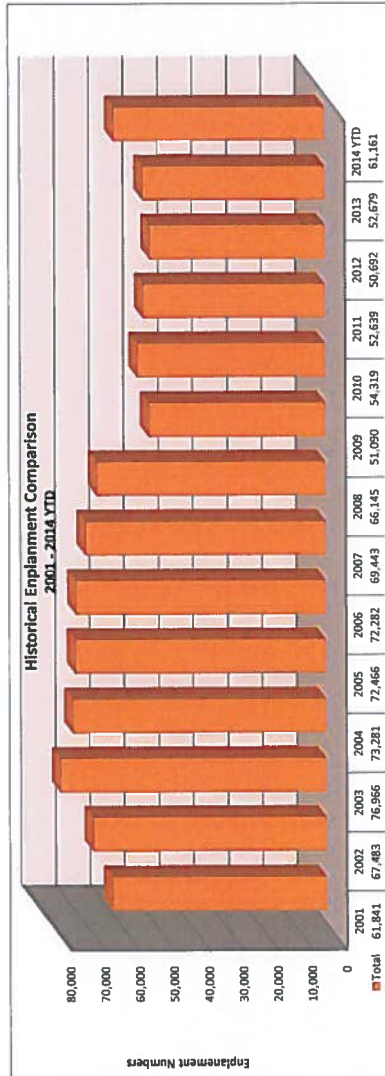
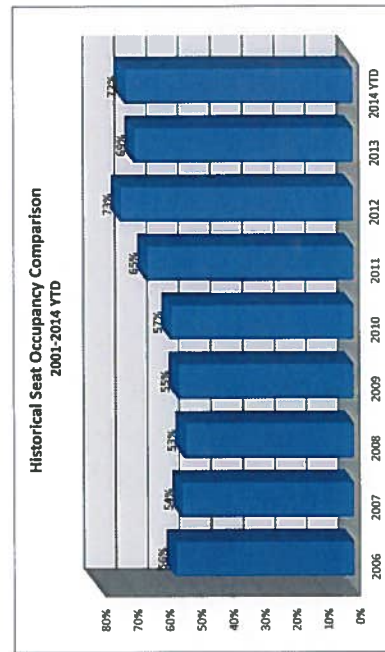
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	Alaska Airlines					Delta Airlines				
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Feb-14	2,543	88	2,631	3,294	-20%	2,334	52	2,386	2,360	1%
Mar-14	2,940	91	3,031	3,355	-10%	2,815	111	2,926	2,891	1%
Apr-14	408	17	425	0	425%	1,768	99	1,867	1,806	3%
May-14	0	0	0	0	0%	805	28	833	2,086	-60%
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Jul-14	3,738	77	3,815	3,819	0%	4,308	87	4,395	4,137	6%
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Feb-14	2,543	88	2,631	3,294	-20%	2,334	52	2,386	2,360	1%
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Jul-14	3,738	77	3,815	3,819	0%	4,308	87	4,395	4,137	6%
Aug-14	3,775	104	3,879	3,013	29%	4,395	104	4,499	3,250	38%
Sep-14	1,906	65	1,971	1,611	22%	3,226	111	3,337	2,685	25%
Oct-14	544	18	562	0	0%	3,145	94	3,239	2,458	32%
Totals	20,108	596	20,704	19,152	8%	28,448	863	29,311	26,527	10%








Friedman Memorial Airport
October 2014

2014 Seat Occupancy															
Month	Alaska Airlines				Delta Airlines				United Airlines				Seat Occupancy Totals		
	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 Available	Total Seats Occupied	Total Percent Occupied
Jan-14	52	3,952	3,058	77%	74	3,390	2,585	76%	25	1,850	992	60%	8,992	6,635	74%
Feb-14	44	3,344	2,947	88%	54	3,726	2,311	62%	19	1,254	854	68%	8,324	6,112	73%
Mar-14	50	3,800	3,285	86%	71	4,899	3,394	69%	24	1,584	1,125	71%	10,283	7,804	76%
Apr-14	9	684	530	77%	48	3,312	2,118	64%	0	0	0	0%	3,996	2,648	66%
May-14	0	0	0	0%	20	1,380	823	60%	0	0	0	0%	1,380	823	59.6%
Jun-14	34	2,312	1,503	65%	80	5,520	3,465	63%	0	0	0	0%	7,832	4,968	63.4%
Jul-14	62	4,216	3,479	83%	88	6,072	4,259	70%	60	4,200	2,277	54%	14,488	10,015	69%
Aug-14	60	4,080	3,622	89%	86	5,934	4,596	77%	57	3,990	2,710	68%	14,004	10,928	78%
Sep-14	49	3,332	2,333	70%	84	5,796	3,898	67%	32	2,112	900	43%	11,240	7,131	63%
Oct-14	9	684	524	77%	62	4,278	3,573	84%	0	0	0	0%	4,962	4,097	83%
Totals	369	28,404	21,281	80.6%	667	44,307	31,022	70%	217	14,790	8,858	60%	85,501	61,161	72%
Total of 66 Seats Available on aircraft from Jan - June Total of 70 Seats starting in July Total of 69 Seats Available on aircraft Total of 76 Seats Available on aircraft for winter months															

*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



WINTER 2014-15 SUN VALLEY (SUN) NON-STOP FLIGHT SCHEDULE

AIRLINE	CITY	AIRPORT	PLANE	DEPARTS CITY	ARRIVES SUN	DEPARTS SUN	ARRIVES CITY	FREQUENCY	DATES
 www.alaskaair.com	Los Angeles	LAX	Q400	1:30pm	4:55pm	11:20am	12:50pm	Daily	Dec 15-Jan 11
								5x week (no Tues/Wed)	Jan 12-Jan 25
								Daily	Jan 26-March 29
 DELTA www.delta.com	Seattle	SEA	Q400	8:05am	10:45am	5:30pm	6:20pm	Daily	Dec 13-Jan 11
								5x week (no Tues/Wed)	Jan 12-Jan 25
								Daily	Jan 26-March 29
 UNITED www.united.com	Salt Lake City	SLC	CRJ700	11:10am	12:25pm	6:50am	7:50am	Daily	Year-round
				9:45pm	10:55pm	1:00pm	2:00pm	Daily	Year-round
				4:15pm	5:25pm	6:00pm	7:00pm	Daily	Dec 20-23, 26-30, Jan 2-4
				4:50pm	6:00pm	6:25pm	7:25pm	6x week (no Sat)	March 2-April 6
 UNITED www.united.com	Denver	DEN	CRJ700	11:15am	1:00pm	1:40pm	3:20pm	Daily	Dec 18-Jan 5
								Sat	Jan 10-Feb 7
								Wed/Sat	Feb 11-March 28
 UNITED www.united.com	San Francisco	SFO	CRJ700	10:40am	1:30pm	2:10pm	3:05pm	Daily	Dec 18-Jan 5
								5x week (no Tues/Wed)	Jan 6-Feb 11 (will operate on Jan 20)
								Daily	Feb 12-March 29

Flight times and dates are approximate and subject to change.

Airline and independent booking resources should be checked for accurate flight schedules and times.



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- New lower fares – more flight options
- New SUN airport improvements, including Passenger Terminal Reconfiguration Project (completed in June 2015)



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REALTORS FOR AIR **SUN VALLEY** SUPPORTING OUR COMMUNITY

100% SUPPORTERS OF AIR SERVICE

Fly Sun Valley Alliance and the Sun Valley Board of Realtors would like to recognize these local real estate companies that are enthusiastically and generously contributing to the Realtors for Air program to help support commercial air service at SUN by having 100% participation within their offices.

John Alan Partners

McCann Daech Fenton

Paul Kenny & Matt Bogue Commercial Real Estate

Sun Valley Associates

Sun Valley Real Estate/Christie's International

Sun Valley Sotheby's International Realty

The Brokerage Real Estate LLC

The Kirk Group



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Monthly Report OCTOBER 2014

AIR SERVICE

AIR SERVICE RETENTION, IMPROVEMENT, DEVELOPMENT

- Reviewed/monitored weekly booking stats & MRG projection reports for Alaska, United summer 2014 and winter 2014-15 flights; fares, etc
- Historical analysis of seats and load factors by season by market; for SUN and competitive markets
- Continued discussions regarding potential enhancements to diversion bussing operation with bus operator and Horizon and SkyWest station managers. Confirmed partnership with SVE for enhanced service effective Nov 1.
- Ongoing communication/meetings with airlines, M&H consultant, FMAA, customers, stakeholders.
- Met with ID Department of Commerce Director to discuss progress, successes, future strategies for air service
- Began research work to provide input and data for FMAA Master Plan Aviation Activity Forecast – met with M&H MP team lead to discuss data and other information needs.

LOCAL AIR MARKETING/COMMUNITY OUTREACH

- Provided information via monthly FSVA Enews and ongoing social media postings; updated website as needed
- Updated Winter Flight Schedule Chart and shared with all relevant partners (FMAA, SVR, VSV, Hailey Chamber, lodging properties, etc.)
- Implemented ongoing local area marketing/advertising for air service; created new winter advertising & PR campaign plan in partnership with FMA.

RESEARCH/OTHER

- Managed 2014 SUN Summer/Fall Air Passenger survey program – completed final survey collections in October. Collected total of 1095 surveys June-October. Survey results are expected in November.
- Continued work on compiling/tracking relevant comparative data and information of air service

FUNDING

REALTORS FOR AIR PROGRAM

- RFA FY15 program – collected commitments, processed benefits, created new recognition ads
FY15 Results YTD: 7 offices as 100% offices: \$28,000 committed as of 9/30

AIR SUPPORT BUSINESS SUPPORT SKI PASS PROGRAM

- FY15 Program – continued follow-up as needed. FY15 Results to Date: \$150,000 in passes sold as of 9/30

AIR SERVICE BOARD:

- Prepared/presented updated FY14 progress report, FY15 budget to Air Service Board, monthly invoicing & reports
- Formulated revised projected contractor funding based on FY15 ASB revenue projections and budget.

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 FY15 projected budget, tracked 1% LOT income projections; cash flow analysis, revised as necessary



FLY SUN VALLEY ALLIANCE BOARD OF DIRECTORS MEETING

Thursday, November 20, 2014 **8:00am – 10:00am**

SUN VALLEY RESORT – BOILER ROOM (adjacent to Konditorei)

AGENDA:

1. Consent Items:

- **October Meeting Minutes:** review/approve *(attached)*
- **October YTD financials & payables:** review/approve *(to be distributed)*
- **Dissolution of "Friends of Fly Sun Valley Alliance":** review/approve *(attached)*
- **Board meetings discussion – Eric**

2. Reports/Funding:

- **Air Service Board:**
 - YTD 1% LOT collections and distribution report *(to be distributed if available)*
 - Next meeting: Dec 3, 2pm, Sun Valley City Hall
 - Strategic planning meeting with SVMA board – pre/post seasons
- **FSVA Fundraising/Private Sector Support:**
 - **Realtors for Air:** \$28,650 commitments secured to date for FY15.
 - **Air Support Business Ski Pass Program:** hit sales cap for FY15
 - **Ski for Air Service Day:** Jan 25, 2015

3. Air Service Development/Research/Promotion

- **Airline Booking & MRG Report:** final for summer & winter YTD *(to be distributed)*
- **SUN 2014 Enplanement & Seat Occupancy Reports:** October YTD *(attached)*
- **New 2014/15 Winter Flight Schedule:** *(attached)*
- **Diversion Bussing:** update
- **Research:** Summer air passenger summary surveys results report *(to be distributed if available)*
- **Local Air Marketing/Communications (FSVA/FMA):**
 - Winter marketing & communications outreach – joint campaign with FMA (print, digital, tv)
 - Alaska fare sale ads (print, digital, tv) – FSVA only - as needed
- **External Air Service Marketing (SVR, VSV):** update
- **FMAA Airport:** update
- **Other – FSVA Monthly Report**

CHAPTER A **Inventory**

CHAPTER A

Inventory of Existing Conditions**Introduction**

The focus of this Master Plan document is on the total Friedman Memorial Airport facility and its environs, with the overall planning goal being the development of an aviation facility that will allow air services to survive and thrive. This initial *Inventory of Existing Conditions* chapter examines three basic elements involved with the existing and future development of Friedman Memorial Airport. These elements are: 1) airport facilities (runways, taxiways, aircraft parking aprons, terminal buildings, hangars, maintenance facilities, ground access, etc.); 2) the relationship to the overall airport and airspace systems; and, 3) the airport environs. Subsequent chapters detail the Airport's forecast of aviation activity, the ability of airport facilities to safely and efficiently meet the needs associated with the projected aviation activity, the compatibility of the Airport with surrounding lands uses, and recommended future development within and around airport property. The Inventory chapter consists of the following sections:

- Airport Background
- Previous Planning Studies
- Airport Role
- Airport Facilities
- Airspace Systems and NAVAIDS
- Airport Environs
- Environmental Review

Airport Background

As illustrated in Figure A1, *AIRPORT LOCATION MAP*, and Figure A2, *AIRPORT VICINITY MAP*, the Friedman Memorial Airport is located in Blaine County, and 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.

In 1931, the Friedman family deeded a portion of their land to the City of Hailey for use as an airport, with the condition that if the land should ever cease to be used as an airport, the property would revert back to the Friedman heirs. In the years since the Airport has expanded and grown its facilities and traffic through investment from the City of Hailey, Blaine County, the State of Idaho, and the Federal Aviation Administration (FAA). Commercial passenger service at the Airport began in 1960, and since then passenger service has thrived. In 1994, the Friedman Memorial Airport Authority (FMAA) was formed, replacing the Blaine County Airport Commission.

The Airport currently 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.

In 2005, the United States Congress passed a law that states “not later than December 31, 2015, the owner and operator of an airport certificated under 49 U.S.C. 44706 shall improve the airport’s runway safety areas to comply with the Federal Aviation Administration design standards required by 14 CFR Part 139.” Partially because the runway safety area at the Airport does not meet FAA design standards, the FMAA has spent the last decade developing actionable plans for meeting the safety area standard, either at the existing site or an alternate site.

An Airport Master Plan completed in 2004 resulted in the Authority approving a study for determining alternative airport locations and possible new airport sites. In 2006, a Site Selection and Feasibility Study concluded that the current airport site was no longer a viable option for future airport operations. Based on the results of these and previous planning studies, the Federal Aviation Administration (FAA) issued a Notice of Intent (NOI) to Prepare an EIS for a Replacement Airport Near Hailey, ID, in November 2007. As of August 2011, the FAA suspended indefinitely any further work on the EIS, citing increased anticipated costs of the project and potential impacts to wildlife.

Following suspension of the replacement airport EIS process in 2011, the FMAA led an 18-month public process to determine the appropriate path forward for the airport. In January 2013, Airport Alternatives Technical Analysis, Alternative 6, *Less Than Full Compliance, No Land Acquisition* was selected as the path forward for achieving temporary compliance with FAA standards at the existing site through the end of 2015. Six Modification of Airport Design Standards (MOS) were approved by the FAA in November 2013, stipulating specific airfield improvements while imposing restrictions on aircraft types and operating procedures. The stipulations included a limit of airport use to aircraft less than 95,000 pounds gross weight, and with wingspans less than 100 feet (unless an FAA-approved operational procedure is put into place to mitigate impacts related to wingspans greater than 100 feet).

The recent public process resulted in the adoption of a “dual path” approach for future Airport facility planning. The FAA is in support of this approach, which is focused on satisfying the operational requirements of existing and potential future airport users, whether at the existing Airport site or at a replacement site. Given the renewed focus upon the existing Airport site, along with additional changes that have transpired within the aviation industry on a local, regional, and national level that impact aviation facilities services at the Airport, the FMAA has identified the need to update its Master Plan. This Airport Master Plan Update is a means of analyzing current and forecasted operational characteristics and facilities, to further evaluate the ability of the existing Airport site to meet the needs of its users.

SOURCE: Google Maps, 2014.

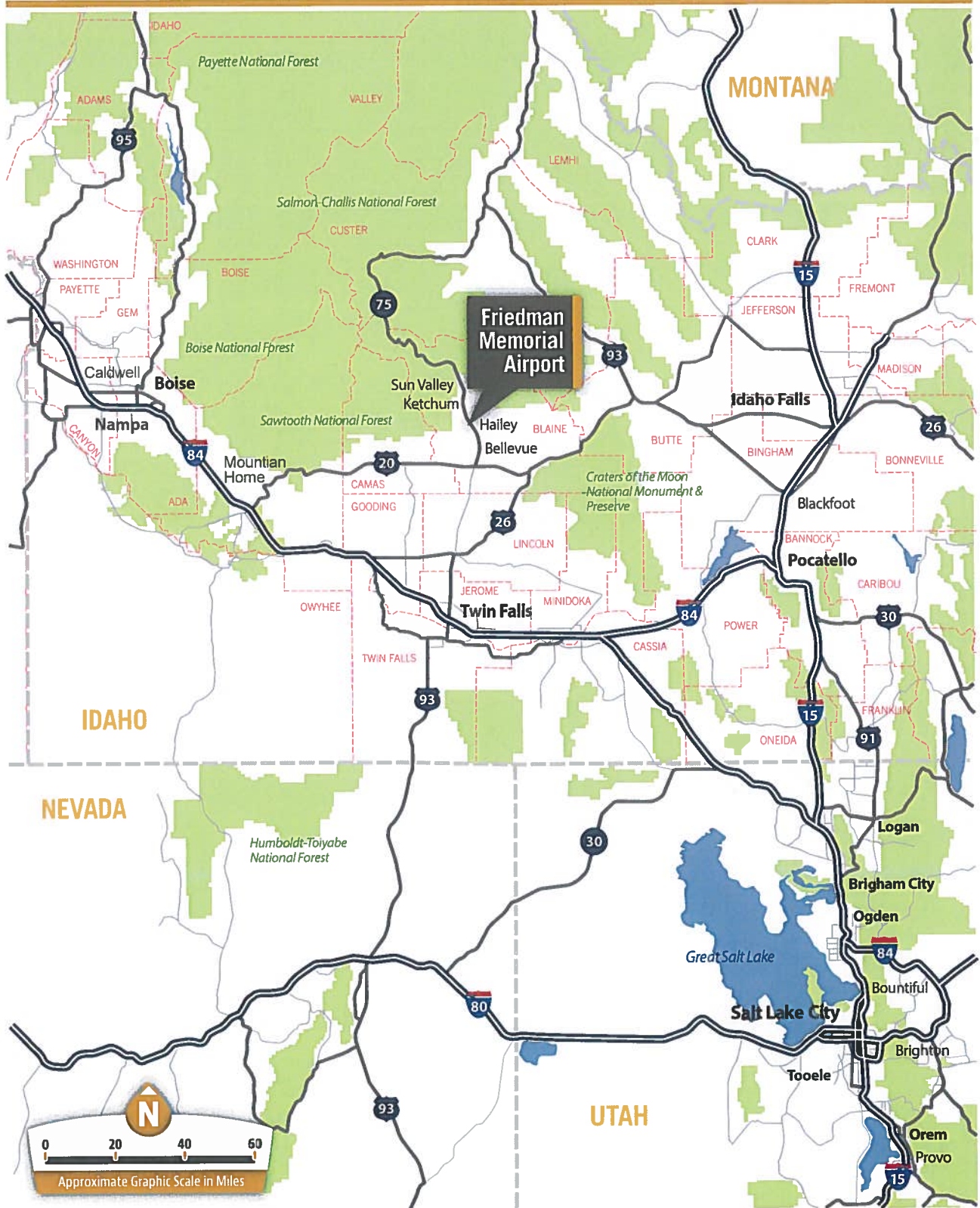


FIGURE A1 Airport Location Map

Friedman Memorial Airport Master Plan Update

SOURCE Google Maps, 2014.

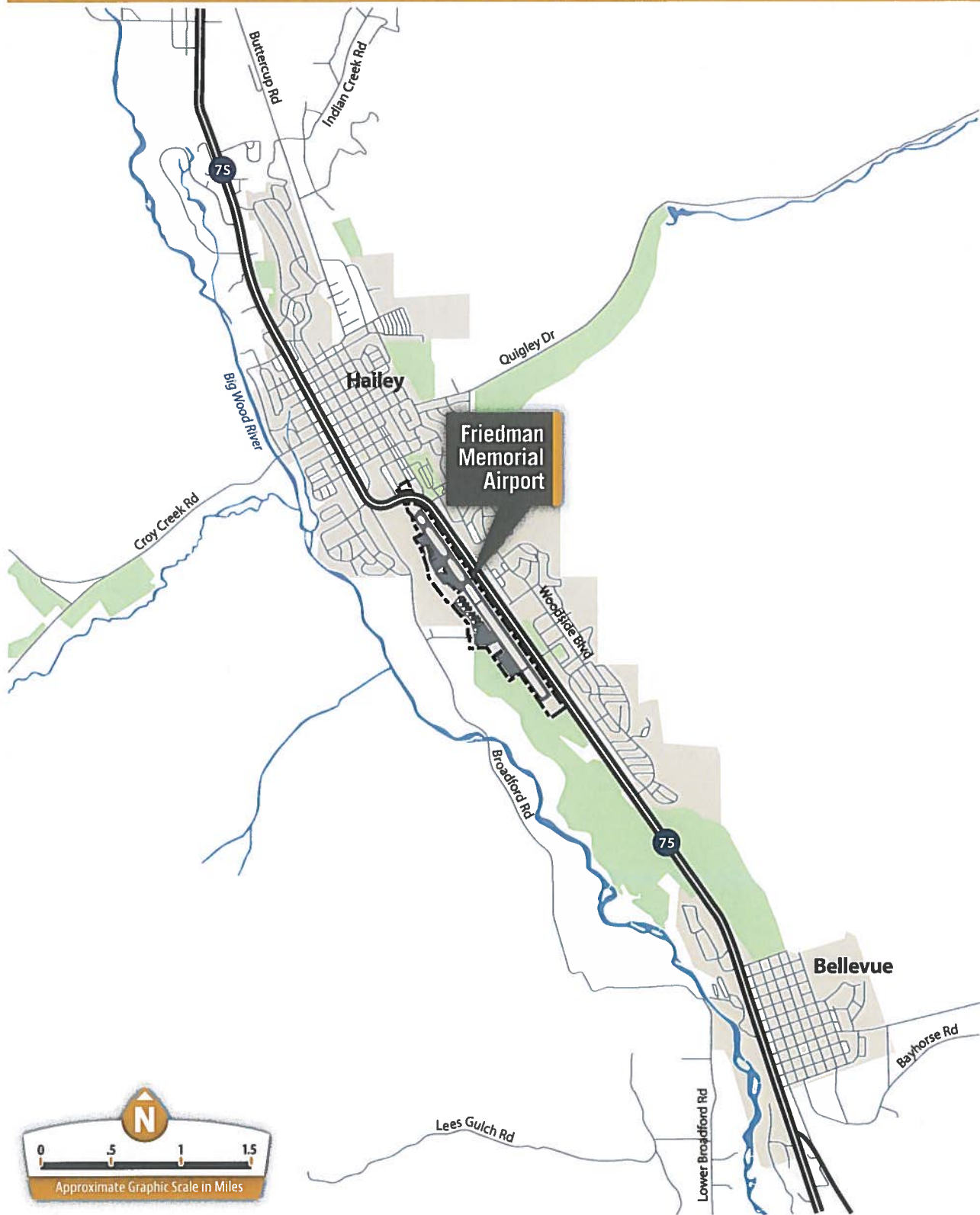


FIGURE A2 Airport Vicinity Map

Previous Planning Studies

A number of studies and planning documents have been completed over time relating to the growth, development, and operation of the Friedman Memorial Airport. Listed below is a summary of some of the more recent planning studies.

2004 Airport Master Plan Update

The 2004 Master Plan Update explored both short-term and long-term alternatives to rectify the Airport's deviations from FAA design standards. The Airport Authority opted to initiate required short-term improvements, but due to the combination of high cost, negative community reaction to required land acquisition, and lack of resolution for long-term airport growth requirements, the Authority also approved a study for investigating alternative airport locations and selection of a new airport site.

2006 Wood River Region Airport Site Selection and Feasibility Study

This 2006 Study was conducted as a result of the findings and conclusions reached by the *2004 FMA Master Plan Update*. The goal of the study was to identify alternate airport locations, select a preferred site from these locations, and conduct a conceptual level financial feasibility analysis for the new airport. This study confirmed that the current airport site was no longer a viable option to pursue when considering how to correct deficiencies with FAA standards for current and future airport operations. The Study evaluated 16 potential sites for a replacement airport in Blaine County. The study involved 25 stakeholder groups, ranging from local and state officials, to business and community leaders. At the conclusion of this Study, the FMAA Board selected a preferred site in southern Blaine County, south of U.S. Highway 20 and east of State Highway 75. Since the publication of the 2006 study, this preferred site has been referred to as Site 10A.

Replacement Airport Environmental Impact Statement (EIS)

The purpose of the EIS was to consider the siting and construction of a replacement airport. The EIS provided detailed analysis of 17 potential sites for a replacement airport. The intent of the EIS process was to determine and identify all impacts to the environment associated with each of the three options, such as, but not limited to, noise, air quality, water quality, wetlands, fish, wildlife, plants, farmlands, floodplains, historic/tribal resources, hazardous wastes, socioeconomics, and economic factors. In August 2011, the FAA announced the indefinite suspension of the EIS, as a result of increased anticipated costs of the project and potential impacts to wildlife. On March 13, 2013, the FMAA Board requested that the FAA formally terminate the replacement airport EIS.

2013 Airport Alternatives Technical Analysis

The purpose of this technical analysis was to investigate alternatives that could provide an increased level of safety at the airport for the type and size of aircraft that utilize the facility. The conclusion of the community and the FAA was that Alternative 6, as identified by the analysis, would be pursued. A phasing and funding plan was then developed to implement the projects from Alternative 6 that are necessary to achieve a standard Runway Safety Area (RSA). The community and FAA also concluded that Alternative 7, as identified by the analysis, should be used as a basis for future facility planning as part of this Master Plan.

Alternative 6 or Less Than Full Compliance – No Land Acquisition, results in a reconfiguration of Taxiway B on the west of Runway 13/31. Alternative 6 contains no land acquisition, nor runway extension or runway shift, and leaves State Highway 75 in its current location. To accommodate the relocated Taxiway B Object Free Area (TOFA), the commercial terminal aircraft apron will be shifted from the east side of the building to the north side of the building. Also, the existing taxiway that provides access to the general aviation hangar complex will be relocated. This will result in the removal/relocation of four existing general aviation hangars, and a building owned by the United States Forest Service. Modifications of Standards (MOS) are necessary for Alternative 6, including MOS for the Runway OFA Clearing, Runway RSA Grading, Runway to Parallel Taxiway Separation, Taxiway OFA, and Runway Centerline to Aircraft Parking Separation.

Alternative 7, Less Than Full Compliance – Modest Land Acquisition, calls for the acquisition of 41 acres of land adjacent to the airport, south and west of the existing FBO. The land acquisition on the south end of the Airport would provide an area to relocate displaced aircraft parking and structures due to the shift of Taxiway B. Alternative 7 also calls for the relocation of Highway 75 to the east, but still within the existing right-of-way. Alternative 7 will be re-evaluated and will form the basis for future facility configuration planning in subsequent chapters of this Master Plan.

Airport Role

The Friedman Memorial Airport is a publicly owned airport, and is jointly owned by the City of Hailey and Blaine County. The Airport is operated by the Friedman Memorial Airport Authority (FMAA) Board. The Board is comprised of three representatives appointed by the City of Hailey, three appointed by Blaine County, and a seventh member unanimously agreed upon by the six appointed members. The Airport Manager provides the primary staff support to the Friedman Memorial Airport Authority, managing and supervising airport personnel, and maintaining a safe, legal, efficient, and profitable operation.

The Airport encompasses 209 acres and is located 5,320 feet above mean sea level. The Federal Aviation Administration (FAA) categorizes the Airport as a non-hub commercial service airport (FAA Site Number 04206). The Airport Reference Point (ARP) is Latitude 43° 30' 13.6"N and Longitude 114° 17' 44.0"W.

Currently, the Airport is served by three airlines on a daily basis during the peak tourist season: Delta Airlines, Alaska Airlines, and United Airlines. These three airlines provide non-stop flights to Denver, Los Angeles, Seattle, San Francisco, and Salt Lake City (see Chapter 2, *Aviation Activity Forecasts*, for additional information regarding commercial service).

Friedman Memorial Airport is part of the National Plan of Integrated Airport Systems (NPIAS), a national airport system plan developed by the Federal Aviation Administration (FAA), which identifies nearly 3,400 existing and proposed airports that are significant to national air transportation and thus eligible to receive Federal grants under the Airport Improvement Program (AIP). The NPIAS also includes estimates of the amount of AIP money needed to fund infrastructure development projects.

The current NPIAS report, *National Plan of Integrated Airport Systems (NPIAS) 2015-2019*, lists Friedman Memorial Airport as a Nonhub Primary Airport. Commercial service airports that enplane less than 0.05 percent of all commercial passengers enplanements but have more than 10,000 annual enplanements are categorized as nonhub primary airports. There are 251 nonhub primary airports nationwide that together account of 3 percent of total national enplanements. These airports are also heavily used by general aviation aircraft, with an average of 88 based aircraft per airport.

Friedman Memorial Airport is also part of and classified by the Idaho Airport System Plan (IASP). The latest IASP was published in 2010, and defined Friedman Memorial as a Commercial Service Airport. According to the plan a Commercial Service Airport accommodates scheduled major/national or regional/commuter commercial air carrier service in addition to air cargo, business aviation, and all types of general aviation. Friedman Memorial is one of seven airports that are classified as Commercial Service Airports within the State of Idaho.

As part of the latest IASP, the Idaho Transportation Department Division of Aeronautics commissioned an Economic Impact Analysis report for each of Idaho's 75 public-use airports. The IASP estimated that 1,550 local jobs and \$120 million in annual economic output were attributable to the Friedman Memorial Airport in 2007, making it the second-largest airport in the State in terms of economic impact. According to Sun Valley Economic Development (SVED), a 501(c)6 non-profit public-private partnership focused on Blaine County economic issues (formerly known as Sustain Blaine), this represented nearly 20 percent of the total Blaine County economy in 2007.

In 2011, Sustain Blaine reviewed the findings of the IASP Economic Impact Analysis and found that the analysis was based on key financial assumptions that were overly conservative when considering the Wood River Valley economy compared to other Idaho communities. By modifying a few of these assumptions to reflect unique local circumstances, Sustain Blaine found that the IASP may have underestimated economic impacts related to visitor spending, general aviation spending, and average payroll per employee, and estimated that \$143 million in annual economic output in 2010 was attributable to the airport when using the IASP methodology and modifying these key assumptions. This was substantially higher than the IASP estimate, even though the Sustain Blaine analysis accounted for the severe economic recession that began between 2007 and 2010.

Sustain Blaine has also promoted an alternate methodology for estimating the airport's economic impact based on a sector-by-sector GDP allocation analysis of the Blaine County economy. This methodology accounts for the local economy's focus on sectors such as real estate and tourism that are "heavily reliant" on air service provided by the Airport. This alternate methodology found that the Airport's economic impact may have been as high as \$345 million in economic output in 2010, representing almost half of Blaine County GDP.

Airport Facilities Inventory

The Friedman Memorial Airport is operated with one runway, along with parallel and connecting taxiways which serve the runway and provide access to the terminal and other landside facilities on the Airport. Figure A3, *EXISTING AIRPORT LAYOUT*, provides a graphic representation of the existing airport facilities. The following narrative is a description of Alternative 6 from the 2013 *Airport Alternatives Technical Analysis*, as at the time of the writing of this chapter improvements identified by Alternative 6 are under construction and are anticipated to be completed by the end of 2015.

Friedman Memorial Airport is surrounded by rising terrain to the north, east, and west. As a result, a majority of operations are conducted in a "head-to-head" fashion, meaning that most departures utilize Runway 13, while most arrivals utilize Runway 31. Not all operations at Friedman Memorial Airport are conducted in this fashion, as occasionally aircraft land from and depart to the north. All operations are coordinated by Air Traffic Control Tower (ATCT) personnel while the tower is open.

SOURCE: AERIAL: Google Maps, 2014, CAD: Mead & Hunt ALP, 2014.

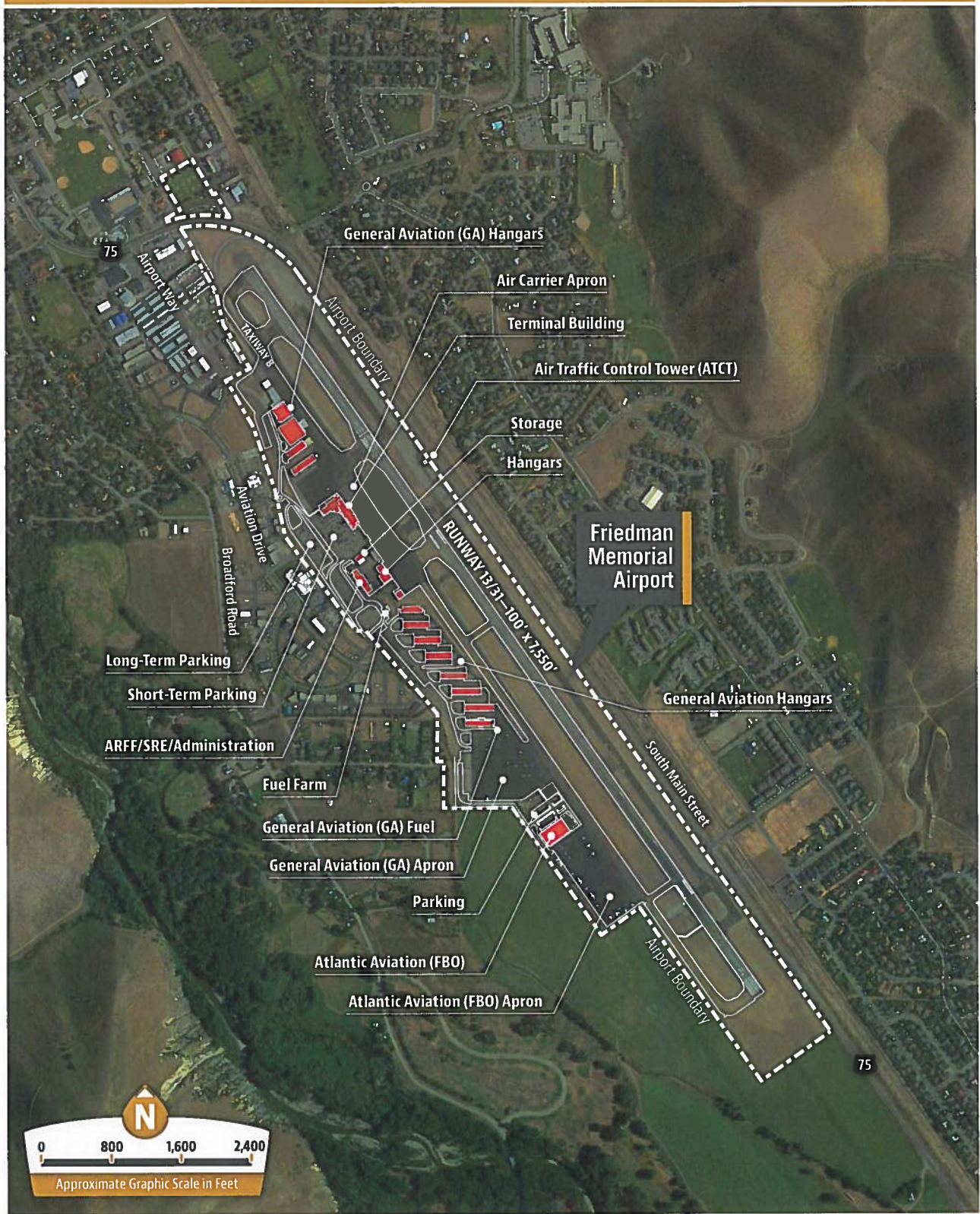


FIGURE A3 Existing Airport Layout

Friedman Memorial Airport Master Plan Update

Airfield Layout

The arrangement and interaction of airfield components (runway, taxiways, and ramp entrances) refers to the layout or “design” of the airfield. Friedman Memorial Airport is served by one runway, Runway 13/31, which has a full length parallel taxiway with seven exit taxiways.

The majority of the Airport’s existing landside facilities are located west of Runway 13/31, and include the commercial passenger terminal, the Fixed Based Operator (FBO), the general aviation hangars and apron, and other services.

Environmental Conditions

Climatological conditions specific to the location of an airport not only influence the layout of the airfield, but also affect the use of the runway system. Surface wind conditions have a direct effect on operations at an airport; runways not oriented to take fullest advantage of prevailing winds will restrict the capacity of an airport to varying degrees. When landing and taking off, aircraft are able to operate properly on a runway as long as the wind component perpendicular to the direction of travel (defined as a crosswind) is not excessive.

Wind Coverage. Surface wind conditions (i.e., direction and speed) generally determine the desired alignment and configuration of the runway system. Wind conditions affect all airplanes to varying degrees; however, the ability to land and takeoff in crosswind conditions varies according to pilot proficiency and aircraft type. Generally, the smaller the aircraft, the more it is affected by crosswinds.

The allowable crosswind component is dependent upon the Runway Design Code (RDC) for the type of aircraft that utilize the Airport on a regular basis. The current RDC for Runway 13/31 is C-III, resulting in a 16-knot crosswind component. Runway is not only utilized by C-III aircraft, but by aircraft in larger and smaller RDC classifications, therefore all crosswind components are displayed. Table A1, *CROSSWIND COMPONENT PER RUNWAY DESIGN CODE (RDC)*, illustrates the crosswind component standard per Runway Design Code classification.

Table A1 **CROSSWIND COMPONENT PER RUNWAY DESIGN CODE (RDC)**

RDC	Crosswind Component
A-I and B-I	10.5-Knots
A-II and B-II	13-Knots
A-III, B-III, C-I through C-III, D-I through D-III	16-Knots
A-IV and B-IV, C-IV through C-VI, D-IV through D-VI	20-Knots
E-I through E-VI	20-Knots

SOURCE: FAA AC 150/5300-13A, *Airport Design*, Change 1. Table 3-1

To determine wind velocity and direction at Friedman Memorial Airport, wind data was obtained for the years 2004-2013 from observations taken at the Airport. There were 139,100 periodic observations recorded during this time period. Figure A4, *ALL-WEATHER WIND ROSE*, illustrates the all-weather wind coverage provided at Friedman Memorial Airport. The desirable wind coverage for an airport is 95 percent, based on the total number of weather observations during the recorded period. This means that the runway orientation and configuration should be such that the maximum crosswind component is not exceeded more than five percent of the time.

Table A2, *ALL-WEATHER WIND COVERAGE SUMMARY*, quantifies the wind coverage offered by the Airport's existing runway system, including the coverage for each runway end. Based on the all-weather wind analysis for Friedman Memorial Airport, utilizing the Wind Rose File Generator and Wind Analysis Tool on the FAA Airports GIS Program website, the existing runway configuration provides the following all-weather wind coverage: 99.97 percent for the 20-knot crosswind component, 99.92 percent for the 16-knot crosswind component, 99.61 percent for the 13-knot crosswind component, and 99.22 percent of the 10.5-knot crosswind component.

Table A3, *VFR-WEATHER WIND COVERAGE SUMMARY*, and Table A4, *IFR-WEATHER WIND COVERAGE SUMMARY*, quantify the wind coverage under Visual Flight Rules (VFR) conditions, and wind coverage under Instrument Flight Rules (IFR) conditions, respectively. Visual Flight Rules (VFR) conditions occur whenever the cloud ceiling is at least 1,000 feet above the ground level and the visibility is at least three statute miles. Instrument Flight Rules (IFR) conditions occur when the reported cloud ceiling is less than 1,000 feet and visibility is less than three miles. As illustrated in the following tables, local wind conditions at Friedman Memorial Airport favor the utilization of Runway 31 during all-weather and VFR conditions, while local wind conditions favor Runway 13 during IFR conditions. Further analysis of the wind coverage and the impacts on the Airport's capacity and operations will be developed in the *Facility Requirements* Chapter.

Table A2 ALL-WEATHER WIND COVERAGE SUMMARY

Wind Coverage Provided Under All-Weather Conditions				
	10.5-Knot	13-Knot	16-Knot	20-Knot
Runway 13/31	99.25%	99.63%	99.94%	99.99%
Runway 13	52.29%	52.57%	52.82%	52.87%
Runway 31	90.51%	90.77%	91.01%	91.05%

SOURCE: National Oceanic and Atmospheric, National Climatic Data Center, Station 725865, Friedman Memorial Airport, Hailey, ID. Period of Reporting 2004-2013; 139,100 Total Observations, and tailwind component of 5-knots.

Table A3 VFR-WEATHER WIND COVERAGE SUMMARY

Wind Coverage Provided Under VFR-Weather Conditions				
	10.5-Knot	13-Knot	16-Knot	20-Knot
Runway 13/31	99.24%	99.62%	99.93%	99.99%
Runway 13	50.81%	51.08%	51.35%	51.39%
Runway 31	90.80%	91.07%	91.31%	91.35%

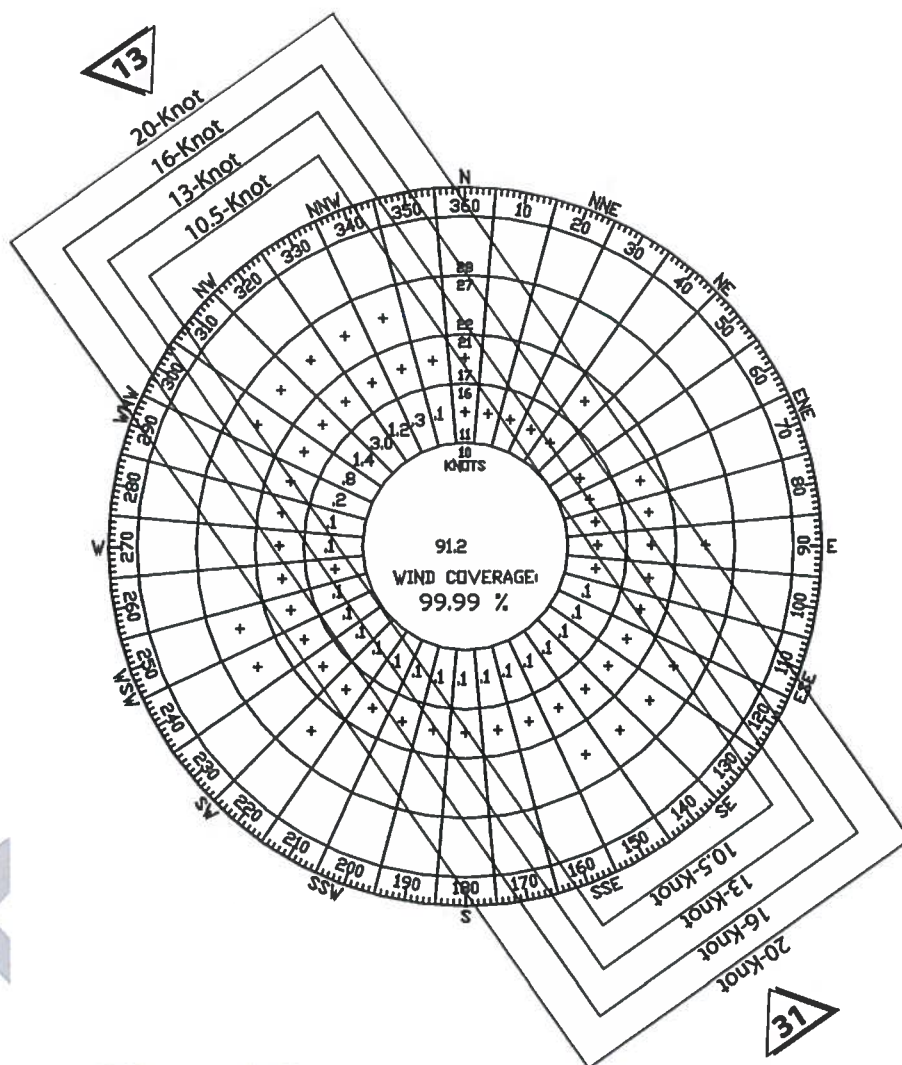
SOURCE: National Oceanic and Atmospheric, National Climatic Data Center, Station 725865, Friedman Memorial Airport, Hailey, ID. Period of Reporting 2004-2013; 132,940 Total Observations, and tailwind component of 5-knots.

Table A4 IFR-WEATHER WIND COVERAGE SUMMARY

Wind Coverage Provided Under IFR-Weather Conditions				
	10.5-Knot	13-Knot	16-Knot	20-Knot
Runway 13/31	99.66%	99.83%	99.99%	100.00%
Runway 13	85.99%	86.13%	86.27%	86.28%
Runway 31	84.02%	84.15%	84.28%	84.30%

SOURCE: National Oceanic and Atmospheric, National Climatic Data Center, Station 725865, Friedman Memorial Airport, Hailey, ID. Period of Reporting 2004-2013; 6,224 Total Observations, and tailwind component of 5-knots.

Figure A4
All-Weather Wind Rose



Airside Facilities

Runway. Runway 13/31 is 7,550 feet long and 100 feet wide. The runway is constructed of grooved asphalt, in good condition, and has a gross weight bearing capacity of 65,000 pounds single wheel, 95,000 pounds double wheel, and 150,000 pounds double tandem wheel landing gear. The runway is equipped with High Intensity Runway Lights (HIRL), and a four-light Precision Approach Path Indicator (PAPI) on Runway 31.

Runway 13 is marked with nonprecision instrument approach markings, in good condition, while Runway 31 is marked with precision instrument approach markings, considered to be in fair condition. Runway 31 is served by RNAV GPS and RNP approaches, and Runway 13/31 is served by a circling NDB/DME instrument approach. Due to the topography of the Wood River Valley, availability of instrument approach and departure procedures, and access to the en-route navigational system, nearly 95 percent of operations land on Runway 31 and depart on Runway 13.

Friedman Memorial Airport currently has declared distances in place for Runway 13/31. Declared distances are distances the Airport declares and the FAA approves as available for an airplane's takeoff run, takeoff distance, accelerate-stop distance, and landing distance requirements. These distances are defined as follows:

- Takeoff run available (TORA) – the runway length declared available and suitable for the ground run of an airplane taking off;
- Takeoff distance available (TODA) – the TORA plus the length of any remaining runway or clearway beyond the far end of the TORA;
- Accelerate-stop distance available (ASDA) – the runway plus stopway (area beyond the takeoff runway capable of supporting aircraft during an aborted takeoff) length declared available and suitable for the acceleration and deceleration of an airplane aborting a takeoff; and
- Landing distance available (LDA) – the runway length declared available and suitable for a landing airplane.

According to FAA guidance Advisory Circular 150/5300-13A, *Airport Design*, Change 1, "Declared distances may be used to obtain additional RSA and/or ROFA prior to the runway's threshold (the start of the LDA) and/or beyond the stop end of the LDA and ASDA, to mitigate unacceptable incompatible land uses in the runway protection zone (RPZ), to meet runway approach and/or departure surface clearance requirements, in accordance with airport design standards, or to mitigate environmental impacts. Declared distances may also be used as an incremental improvement technique when it is not practical to fully meet these requirements. However, declared distances may only be used for these purposes where it is impracticable to meet the airport design standards or to mitigate the environmental impacts by other means, and the use of declared distances is practical."

Table A5, *RUNWAY 13/31 DECLARED DISTANCES*, summarizes the declared distances in use at Friedman Memorial Airport. These distances are depicted in Figure A5, *MOS AND DECLARED DISTANCES*.

Table A5 RUNWAY 13/31 DECLARED DISTANCES

Runway	Take Off Run Available (TORA)	Take Off Distance Available (TODA)	Accelerate Stop Distance Available (ASDS)	Landing Distance Available (LDA)
Runway 31	5,850 Feet	7,550 Feet	6,631 Feet	6,631 Feet
Runway 13	7,150 Feet	7,550 Feet	7,150 Feet	5,400 Feet

SOURCE: FAA, Airport/Facility Directory, 2014.

Taxiways. In addition to the runway, Friedman Memorial Airport has several taxiways that provide access to the terminal area and other aviation facilities. Taxiway B is a 50 foot wide full parallel taxiway serving the west side and both ends of Runway 13/31, and is connected to Runway 13/31 by connector taxiways, B1, B2, B3, B4, B5, B6, and B7. Taxiway edge lights at Friedman Memorial Airport are Medium Intensity Taxiway Lights (MITL).

Central Bypass Taxiway. The relocation of connector B4 to the south will impact the existing central bypass taxiway. The central bypass taxiway is critical to operations at the airport as it allows simultaneous operation of opposite flow traffic on Taxiway B. To mitigate this conflict, the central bypass taxiway has been moved approximately 250 feet to the north. To mitigate direct access to the runway from the apron adjacent to the connector B4, the addition of a surface painted “No Taxi” island is included to reduce runway incursions.

Modifications of Standards. Currently Friedman Memorial Airport has six Modification of Standards (MOS), including:

- MOS 1 – Runway Centerline to Parallel Taxiway Centerline
 - This MOS is to allow a Runway Centerline to Parallel Taxiway Centerline of 320 feet, while the standard is 400 feet, for a proposed full length parallel taxiway, due to man-made constraint’s including hangars, the Terminal Building, and airplane parking.
- MOS 2 – Parallel Taxiway Object Free Area (TOFA) Width
 - This MOS is to allow a TOFA width of 160 feet, while the standard is 186 feet, due to man-made constraints including hangars, the Terminal Building, and airplane parking.
- MOS 3 – Runway Object Free Area (ROFA) Width
 - This MOS is to allow the following structure to remain in the ROFA: State Highway 75, Perimeter Fence, and Off Airport Buildings.
 - Existing objects in the ROFA that are planned to be removed, include: Aircraft Parking, Hangars, Portions of the Airport Perimeter Fence, Air Traffic Control Tower and Facilities.
- MOS 4 – Runway Safety Area (RSA) Grading
 - This MOS is to allow the existing RSA transverse grades of 0% to 1%, while the standard is 1.5% to 3%.
- MOS 5 – Runway Centerline to Aircraft Parking Area
 - This MOS is to allow a Runway Centerline to Aircraft Parking Area separation of 400 feet, while the standard is 500 feet.
- MOS 8 – Taxiway Width
 - This MOS is to allow a parallel taxiway width of 50 feet plus 10 foot paved shoulders, while the standard is 75 feet with a taxiway edge safety margin of 15 feet.

The Modifications of Standards will be re-evaluated by the FAA a minimum of every five (5) years, and are depicted in Figure A5, *MOS AND DECLARED DISTANCES*.

SOURCE: AERIAL: Google Maps, 2014, CAD: Toothman-Orton Engineers/Mead & Hunt.

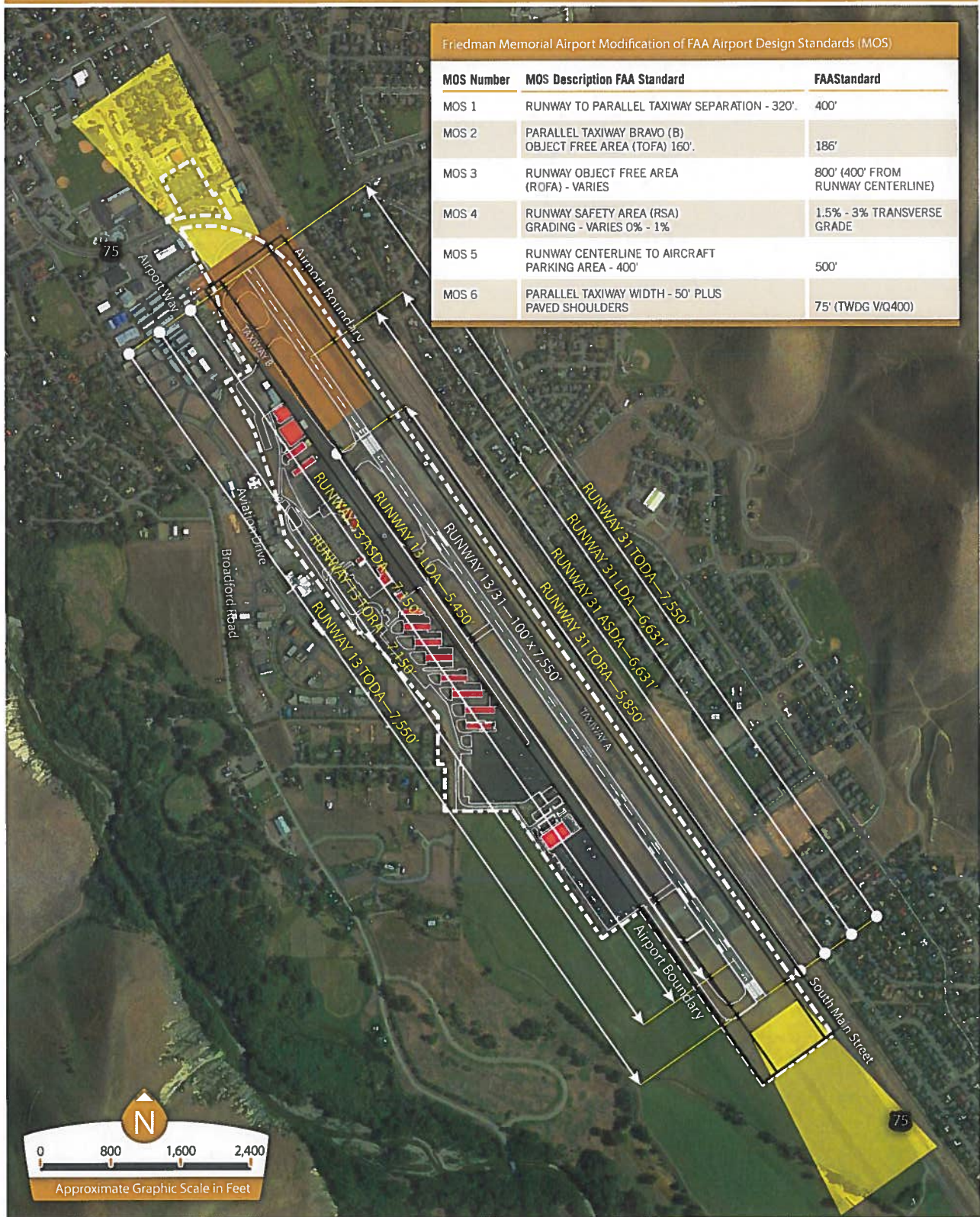


FIGURE A5 MOS and Declared Distances

Landside Facilities

Landside development at the Friedman Memorial Airport includes commercial passenger terminal facilities, general aviation facilities, aircraft storage facilities, aircraft parking aprons, Fixed Based Operator (FBO) facilities, fuel storage facilities, and access roadways.

Commercial Passenger Terminal Facilities. During development of Alternative 6, it was determined that Commercial Terminal aircraft parking apron would need to be relocated to the north side of the building, to remove the parked aircraft from Taxiway B TOFA. Relocating the commercial aircraft parking apron from the east side of the building to the north side of the building required a new means for the travelling public to get to and from the aircraft. Investigation of the Terminal Building determined that a reconfiguration of the then existing Terminal Building would pose significant challenges to the independent movement of ramp vehicle, baggage, and passengers. It was also determine that a configuration would result in a non-compliance issue with the current Transportation Security Administration's (TSA) passenger handling requirements. These factors resulted in reconfiguration and expansion of the Commercial Passenger Terminal Building.

The new Commercial Passenger Terminal Building is designed to accommodate (1) Dash-8 Q400 and (2) CRJ-700 departures within a peak period. At 76 seats for the Q400 and 70 seats for the CRJ-700 aircraft, there will be 216 departing seats during the peak period. At a 90% load factor during the peak travel season, the terminal will be designed to accommodate a peak period departing passenger demand of 194 departing passengers.

The Terminal will be designed to meet this peak period demand while accommodating the traveling public's needs. The security checkpoint, secured holdroom, baggage claim, ticketing counter, and public restrooms will be sized to accommodate peak period departing passengers. Figure A6, *COMMERCIAL TERMINAL BUILDING*, depicts the expected layout of the Commercial Passenger Terminal Building as of December 31, 2015.

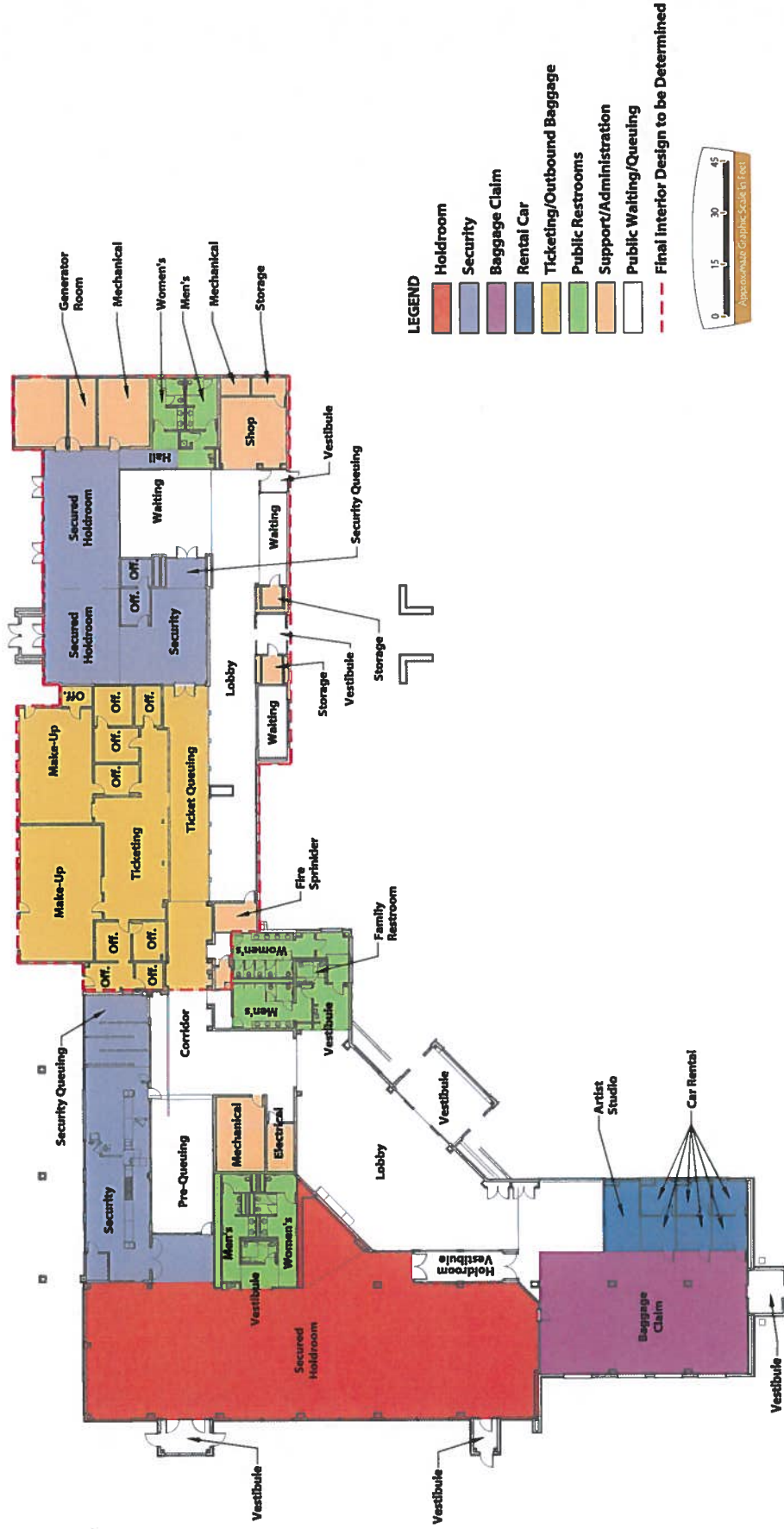


FIGURE A6 Commercial Terminal Building

Friedman Memorial Airport Master Plan Update

Fixed Base Operator (FBO) Facilities. Friedman Memorial Airport has one full service Fixed Based Operator (FBO), Atlantic Aviation, which offers aircraft maintenance, fuel service, aircraft rental, and hangar and tie-down storage. Additional services offered through the FBO include flight instruction, aircraft sales, and aviation charter service.

Aprons. There are four primary apron areas at Friedman Memorial Airport. The apron areas include the air carrier apron, the general aviation apron, cargo apron, and the Fixed Based Operator (FBO) apron. The FBO apron located at the southern end of the Airport is approximately 272,000 square feet and accommodates many different general aviation aircraft. The general aviation apron located north of the FBO, and south of the general aviation hangars is approximately 327,000 square feet and has tie-down locations for 81 aircraft. The commercial service apron is located north of the commercial terminal building, is approximately 124,000 square feet, and can accommodate three commercial aircraft. The commercial apron was relocated from the east side to the north side of the terminal building in 2014, and the number of available commercial aircraft parking positions was reduced from four to three due to improvements to the airfield that were completed at the same time. The new cargo apron located on the north side of the field near Taxiway B2, will accommodate Fed Ex and UPS freight aircraft operations.

Air Traffic Control Tower (ATCT). The FAA Air Traffic Control Tower (ATCT) is located on the east side of and approximately midway along Runway 13/31, across the Airport from the Commercial Passenger Terminal Facilities. The ATCT is operated under the FAA Contract Tower Program and is open daily from 7:00 AM until 11:00 PM. The ATCT is a three-story building with an interior gross area of 840 square feet, not including the catwalk area. An ATCT Concept and Budget Report completed in 2004 found that the tower has several deficiencies, including its location within the Runway Object Free Area, and it is dated, worn, and cramped facilities. The 2004 study recommended relocating and upgrading the ATCT, and identified eight alternative sites throughout the Airport property, three of which were studied in detail. The findings and recommendations of the 2004 study will be re-evaluated as part of this Master Plan.

Hangar Facilities. There are multiple hangar facilities at Friedman Memorial Airport all located on the west side of Runway 13/31. Currently there are eight t-hangar and multi-unit hangar structures in the general aviation area. Located near the Commercial Passenger Terminal Building are an additional seven hangar structures. Hangar structures can be leased either through the FBO or through the *FMAA Hangar Lease Renewal Policy*. The lease policy provides opportunities for existing lessees to remain as tenants in the future; maintains a diversity of aircraft on the Airport; takes the speculative/investment float out of the future hangar leases; and improves Airport revenues as recommended by the FAA.

Fuel Storage Facilities. The fuel farm at Friedman Memorial Airport is located near the north end of the general aviation hangars west of Taxiway B. According to the most recent Stormwater Pollution Prevention Plan (SWPPP), the fuel farm consists of four aboveground 20,000 gallon fuel storage tanks, three (3) containing Jet-A fuel and one (1) containing 100LL Avgas. There are also three 500 gallon tanks located at the fuel farm that store unleaded gasoline, diesel fuel, and fuel additive for winter operations, respectively. The FBO handles the majority of the fuel service at Friedman Memorial Airport, via mobile tanker trucks. Aircraft are refueled on aircraft ramps and parking aprons.

There are also three fueling stations located throughout the Airport property. One is a self-service fuel station for aviation gasoline, a 5,000 gallon 100LL Avgas underground tank, owned and operated by the FBO, and available for public use. This self-service station is located near the south end of the general aviation hangar area west of Taxiway B. The second fuel station is located at the FBO, is used for refueling the FBO vehicles, and is not available for public use. The third fuel station is a 1,000 gallon diesel fuel tank located at the airport maintenance facility. This station is for re-fueling of airport maintenance vehicles and is not available for public use.

Aircraft Rescue and Fire Fighting (ARFF) Facility/Snow Removal Equipment (SRE). Relocating the central bypass taxiway requires the relocation of the existing SRE/ARFF and administration buildings to meet separation standards associated with the central bypass taxiway safety area. The Airport currently has more than ten SRE vehicles, a primary ARFF vehicle, and one back-up ARFF vehicle. The ARFF, SRE and administration building will be collocated to increase efficiency of the building and airport staff. This is illustrated in Figure A7, *TERMINAL AREA LAYOUT*.

The ARFF/SRE/Administration building is approximately 15,000 square feet. There will be four bays for SRE storage, along with an SRE Maintenance Office, a Welding Shop, a Flammable Liquid Storage room, a Maintenance Storage room, and a Maintenance Shop. The ARFF section of the building will have two bays for vehicle storage, Locker Room, Laundry Facility, Exercise Room, and Changing Rooms. The Administration portion of the building will house an Airport Manager Office, a Watch Room, a Training Room, an Airport Security Coordinator Office, Conference Room, Other Offices, and various other amenities.

Friedman Memorial Airport has signed on to the *Wood River Valley Mutual Assistance Agreement*, along with the Cities of Ketchum, Sun Valley, Bellevue, and Hailey, the Ketchum Rural Fire Protection District, Wood River Fire Protection District, Carey Fire Protection District, West Magic Fire Protection District, and Smiley Creek Fire Protection District. All that have signed the Mutual Assistance Agreement agree to maintain equipment and personnel who are trained to provide various levels of service in control of fire, fire prevention, emergency medical service, hazardous materials response and/or other emergency support. The purpose of the Agreement is for the members to provide assistance to each other in the event of a major fire, disaster or other emergency and to work cooperatively with each other to protect life and property.

The existing Aircraft Rescue and Firefighting (ARFF) unit at Friedman Memorial Airport is classified as Index A. The ARFF index is determined by a combination of the length of air carrier aircraft, and average daily departures of air carrier aircraft. The longest aircraft with an average of five or more daily departures determines the Index required for the Airport. When there are fewer than five average daily departures of the longest air carrier aircraft serving the Airport, the Index required for the Airport will be the next lower Index group than the Index group prescribed for the longest aircraft. Currently Friedman Memorial Airport is serviced by the Bombardier Dash 8 – Q400 at 107 feet long, and by the Bombardier CRJ 700 at 106 feet long. Since Friedman Memorial Airport has less than an average of five daily departures that are classified as Index B, which includes aircraft at least 90 feet but less than 126 feet in length, it is classified as Index A.

Rental Car Support/Ground Transportation. Currently Friedman Memorial Airport offers car rental services on-site in the Commercial Terminal. Five rental car companies offer rental car services, including Avis, Budget, Hertz, Enterprise, and National.

A variety of ground transportation options are available at Friedman Memorial Airport, connecting the Airport to the surrounding hotels, tourist attractions, businesses, and residences. These options include hotel courtesy shuttles, taxis, and other public transportation means. Public transportation for the Wood River Valley is provided by Mountain Rides, which provides free town bus, commuter bus, commuter vanpool and special needs transportation.

Weather Monitoring Equipment. The current weather monitoring equipment at Friedman Memorial Airport is an Automated Weather Observing System (AWOS) III. The AWOS-III is located on the south end of the airfield, adjacent to Taxiway B6, and the FBO apron. An AWOS measures meteorological parameters, reduces and analyzes the data via computer, and broadcasts weather reports which can be received by aircraft operating up to 10,000 feet about the ground and within 25 nautical miles of the station. An AWOS III system measures and reports wind data (including speed, direction, and gust), dew point, altimeter, density altitude, visibility, precipitation accumulation, and cloud height.

An AWOS II station was installed in the air traffic control tower in 2014 for back-up weather monitoring in the event that the AWOS III is out of service. The AWOS II is capable of monitoring all of the same weather variables as an AWOS III, with the exception of sky condition, cloud ceiling height, and liquid precipitation accumulation.

Vehicular Access and Parking. Ground access to Friedman Memorial Airport is provided from State Highway 75 via Airport Way, which is located on the west side of the Airport. The road provides access to the commercial terminal building, as well as access to the general aviation facilities.

Public parking is available on the west side of the Airport, adjacent to the commercial passenger terminal building. When full build out the new Commercial Passenger Terminal and the ARFF/SRE/Administration building is complete in December 2015, there will be 218 Short-Term parking spots, and 108 Long-Term parking spots.

The short-term parking lot is open at all hours of the day, every day of the year, and is located in the upper parking lot. The first half hour of parking is free to accommodate people dropping off passengers at the terminal. The short-term parking lot can accommodate vehicle parking needs from less than a half hour, to a monthly rate.

The long-term parking lot is also open all hours of the day, and every day of the year. The long-term parking lot is in the lower parking lot further west of the terminal building, and allows the first half hour of parking to be free to accommodate the drop off of passengers. The long-term parking lot is intended to accommodate longer than 24 hour parking and has monthly rates available.

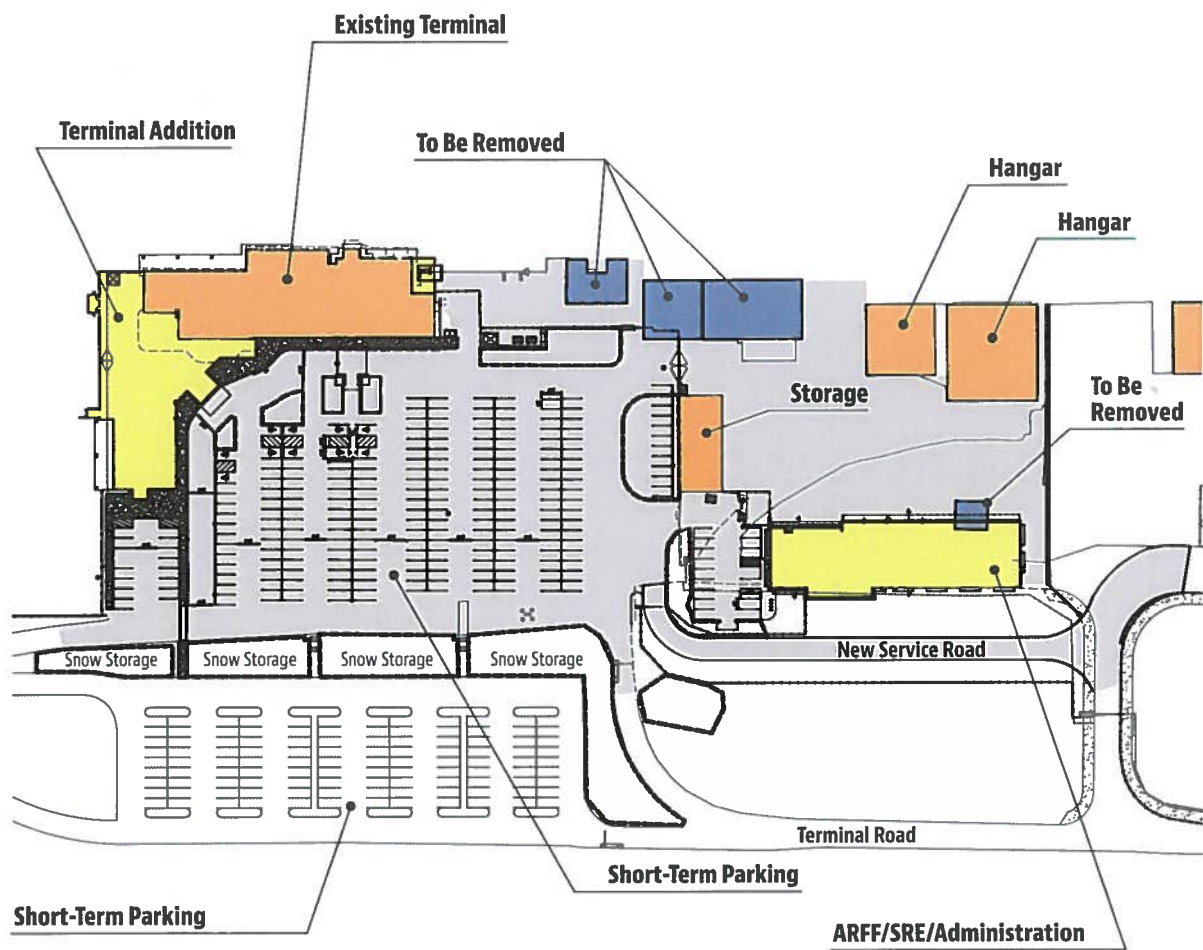


FIGURE A7 Terminal Area Layout

Airspace System and NAVAIDS

Friedman Memorial Airport, as with all airports, functions within the local, regional, and national systems of airports and airspace. Figure A8, *AIRSPACE/NAVAIDS SUMMARY*, and the following narrative provide a brief description of the Airport's role as an element within these systems.

Air Traffic Service Areas and Aviation Communications

FAA air traffic controllers, stationed in Air Route Traffic Control Centers (ARTCC), provide positive air traffic control within defined geographic jurisdictions. There are twenty-two geographic ARTCC jurisdictions established throughout the continental United States. Airspace in the vicinity of Friedman Memorial Airport is contained within the Salt Lake ARTCC jurisdiction. The Salt Lake ARTCC includes airspace in portions of Idaho, Montana, North Dakota, South Dakota, Wyoming, Utah, Nevada, and Oregon.

Aviation communication facilities associated with the Airport include the Friedman Memorial Airport Traffic Control Tower (frequencies: 125.6 common traffic advisory frequency (CTAF) and Tower, and 121.7 Ground), and the Aeronautical Advisory Station (UNICOM) on frequency 122.95. In addition, the Airport has an Automated Terminal Information System (ATIS) that can be accessed on frequency 128.225. Salt Lake Center is accessed on frequency 118.05, and the Automated Weather Observing System (AWOS-III) can be accessed by phone.

Airspace

Friedman Memorial Airport is a controlled airport with an Air Traffic Control Tower (ATCT) open from 7:00 a.m. to 11:00 p.m. The immediate area surrounding the Airport is classified as Class D airspace (Class D airspace is that airspace that extends from the surface up to, and including, 7,800 feet MSL within a 4.1-mile radius of the Airport, and that airspace within 1.8 miles each side of the 159° bearing from the airport, extending from the 4.1-mile radius to 6 miles southeast of the airport). The Class D airspace is effective during 1400-0600 Zulu, or while the ATCT is open, and reverts to Class E airspace whence the tower is closed. As mentioned previously, the tower is staffed by an independent contractor under the FAA Contract Tower Program.

Controlled airspace is a generic term that covers the different classification of airspace and defined dimensions within which air traffic control service is provided in accordance with the airspace classification. Controlled airspace consists of; Class A, B, C, D, and E airspace. Class D airspace generally extends from the surface to 2,500 feet above the airport elevation surrounding those airports that have an operational control tower. The configuration of Class D airspace, such as that at Friedman Memorial Airport, will be tailored to meet the operation needs of the areas. Class E airspace is generally controlled airspace that is not designated A, B, C, or D. Except for 18,000 feet Mean Sea Level (MSL), Class E airspace has no defined vertical limit, but rather it extends upward from either the surface or a designated altitude to the overlying or adjacent controlled airspace.

Required equipment for an aircraft entering Class D airspace is an operable two-way radio. Prior to entering Class D airspace the pilot of an aircraft must establish two-way radio communications with the ATC facility providing ATC services, and maintain those communications while in the Class D airspace. Pilots of arriving aircraft should contact the control tower on the publicized frequency and give their position, altitude, destination, and any special request(s). Class E airspace has no specific equipment requirements and no specific entry requirements under VFR conditions.

FAR Part 77 Surfaces

The criteria contained in Federal Aviation Regulations (FAR) Part 77, *Safe, Efficient Use, and Preservation of the Navigable Airspace*, apply to existing and proposed manmade object and/or objects of natural growth and terrain (i.e., obstructions). These guidelines define the critical areas in the vicinity of airport that should be kept free of obstructions. Secondary areas may contain obstructions if they are determined to be non-hazardous by an aeronautical study and/or if they are marked and lighted as specified in the aeronautical study determination. Airfield navigational aids as well as lighting and visual aids, by nature of their location, may constitute obstructions. However, these objects do not violate FAR Part 77 requirements, as they are essential to the operation of the Airport and are considered “fixed-by-function”.

According to the 2012 Environmental Assessment and Finding of No Significant Impact for the Initiation of Turbojet Service for Friedman Memorial Airport, there are a number of FAR Part 77 penetrations existing in the vicinity of the Airport. These include segments of State Highway 75, various on-Airport buildings and equipment, and a number of off-airport trees. These penetration have been addressed through use of a displaced threshold for Runway 13, installation of obstruction lights, and adjustments to the instrument approach minimums.

Navigational Aids

As illustrated in Figure A8, *AIRSPACE NAVAIDS SUMMARY*, a variety of navigational facilities are available to pilots in the vicinity of Friedman Memorial Airport, whether located at the field or at other locations in the region. Some of these navigational aids are available to en-route air traffic as well. In addition, there is a complement of navigational aids (NAVAIDS) that allow instrument approaches to the Airport. The NAVAIDS available for use by pilots in the vicinity of and on approach to the Airport include a Non-Directional radio Beacon (NDB) facility, Airport Beacon, Precision Approach Path Indicators (PAPI), and wind cones.

NDBs are general purpose low- or medium- frequency radio beacons that an aircraft equipped with a loop antenna can home in on or determine its bearing relative to the sending facility. The Hailey NDB is located approximately 12 nautical miles southeast of the Airport and broadcast on a frequency of 220. Presently there are two straight-in instrument approach procedures and one circling only approach. The RNAV (GPS) W approach at Friedman Memorial Airport has two different approach criteria, one based on a Lateral Navigation (LNAV) straight-in approach, and one based on a circling approach. The LNAV approach is a non-precision approach that provides lateral guidance. The instrument approaches for Friedman Memorial Airport are listed in Table A6, *INSTRUMENT APPROACH PROCEDURES*.

Table A6 INSTRUMENT APPROACH PROCEDURES

Approach	Designated Runway(s)	Decision Height (AGL)	Visibility Minimums
RNAV (GPS) W (LNAV)	Runway 31	1790' AGL	1 ¼ mile ¹ , 1 ½ mile ² , 3 miles ³
RNAV (GPS) W (Circling)	Runway 31	1862' AGL	1 ¼ mile ¹ , 1 ½ mile ² , 3 miles ³
RNAV (RNP) Y	Runway 31	974' AGL	3 miles ⁴
NDB/DME-A	Circling	2720' AGL	5 miles ⁴

SOURCE: U.S. Terminal Procedures October 16, 2014 through November 13, 2014.

NOTE: ¹Authorized for use by Category A aircraft

²Authorized for use by Category B aircraft

³Authorized for use by Category C aircraft

⁴Authorized for use by Category A, B, and C aircraft

Each of the approaches have additional restrictions that apply, as follows:

- RNAV (GPS) W RWY 31
 - Circling not available at night
 - Circling not available east of Runway 13/31
 - Distance Measuring Equipment (DME) and DME RNP-0.3 not available
 - Visibility reduction by helicopters is not available
- RNAV (RNP) Y RWY 31
 - GPS is required
 - When Visual Glide Slope Indicator (VGSI) is inoperative, procedure is not available at night
 - For uncompensated Baro-VNAV systems, the procedure is not available below -14° F or above 99° F
 - Missed approach requires RNP less than 1.0 and a minimum climb of 330 feet per NM to 14,500 feet.
- NDB/DME-A
 - Circling is not available northeast of Runway 13/31
 - Visibility reduction by helicopters is not available
 - When the control tower is closed, the procedure is not authorized
 - Procedure is not available at night.

Voluntary Noise Abatement Program

Friedman Memorial Airport currently maintains a voluntary noise abatement program to promote “Good Neighbor Flying”. The goals of the Noise Abatement Program are to have Airport operations that are compatible with the surrounding communities; to educate, involve and engage the community and flying public about addressing noise issues; to commit to being a good neighbor; to respond to each concern and take action as appropriate; and to strive for continued and increased success of the program.

SOURCE: Salt Lake City Sectional, 92nd Edition, April 2015.

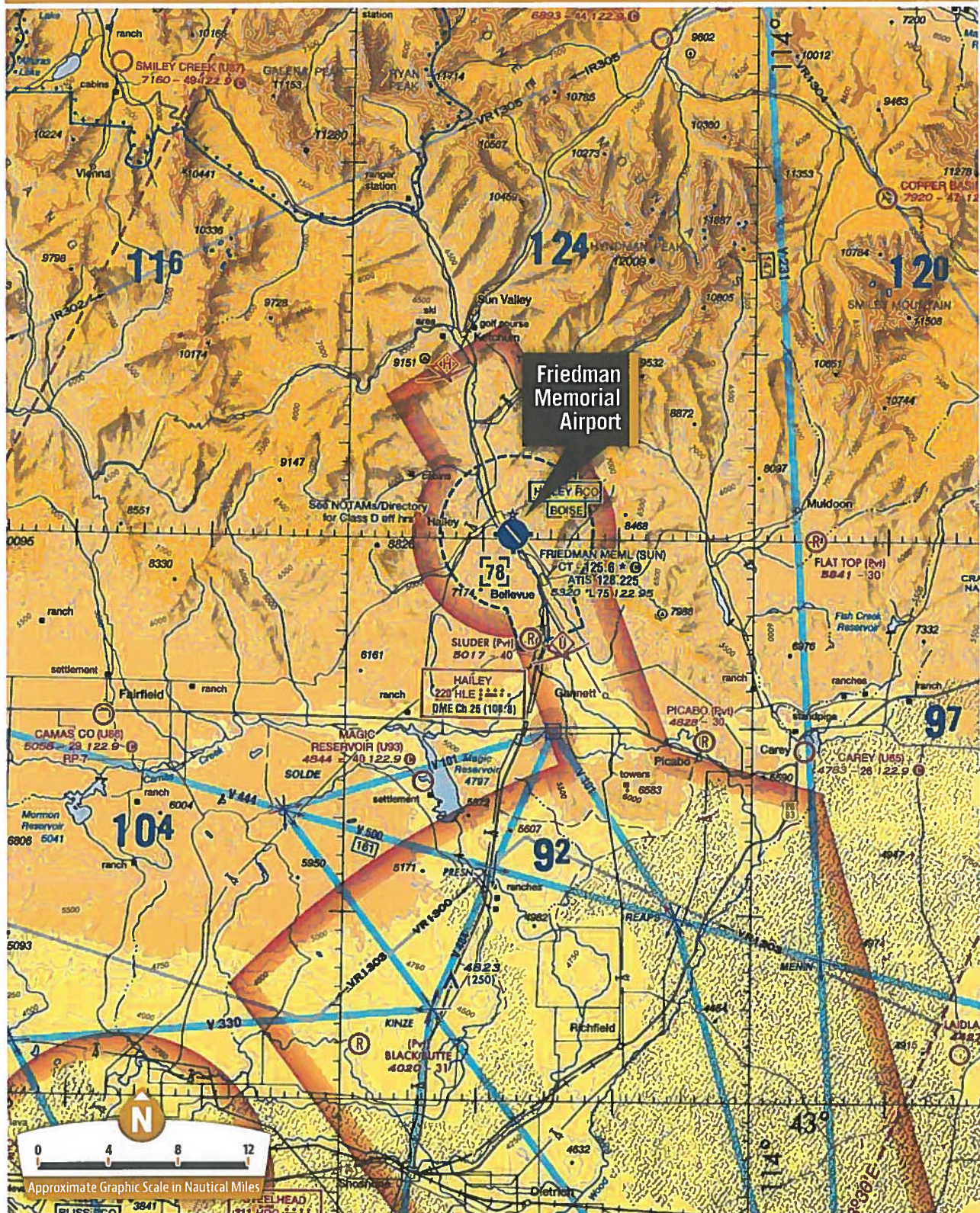


FIGURE A8 Airspace/NAVAIDS Summary

Friedman Memorial Airport Master Plan Update

Airport Environs

An important step in the airport planning process is to identify land uses, zoning patterns, and the various land use planning and control documents used to guide development of property surrounding an airport. Planning for land use compatibility with airport development requires knowledge of what land uses are proposed and what, if any, changes need to be made.

Friedman Memorial Airport is located within the city limits of the City of Hailey. The following paragraphs provide a generalized description of the zoning, and existing land use patterns for the areas surrounding the Airport.

Existing Zoning

The City of Hailey and Blaine County both have zoning regulations that help guide development. The City's Zoning Ordinance pertains to the area within its corporate limits, while the County's Zoning Rules pertain to the unincorporated areas surrounding the city. Existing zoning is depicted in the Figure A9, *GENERALIZED EXISTING ZONING*.

Zoning in the City of Hailey is administered by the Community Development Department. The Community Development Department handles all application for land use development within the City of Hailey. Friedman Memorial Airport is within the Airport Zone District. The Airport Zone District is intended to provide an area that would allow regularly scheduled commercial passenger aircraft service to be used by the general public. The Airport District is also intended to allow other general aviation services for private aircraft and charter operations in conjunction with regularly scheduled commercial passenger aircraft services.

City of Hailey Comprehensive Plan. The 2012 Comprehensive Plan, was created as a guide to land use changes over time. The Plan states that, "as a member of the Friedman Memorial Airport Authority, it is the intent of the City to relocate the airport operations out of the city limits due to the increasing safety hazards and noise and air pollution impacts on nearby neighborhoods, schools, businesses, and other public and private uses." One of the goals of the Plan is to, "continue cooperation with Blaine County and the Friedman Memorial Airport Authority in regional planning efforts to optimally relocate the airport and plan for the long term redevelopment of the site within the city limits to ensure that changes in land use are beneficial to the community of Hailey."

Blaine County Comprehensive Plan. The Blaine County Aviation System, adopted in 2009, as a section of the Comprehensive Plan, states that Friedman Memorial Airport is the only airport in the County serving both general aviation and commercial air carriers. A general principle plan was to have air facilities that are compatible with the surrounding communities, maintain a respectful balance between aviation needs and the requirements of residents, businesses, and other public and private uses in the neighboring areas and the community at large. The plan also stated that, "a replacement airport should be sited in Blaine County, along the Highway 75 transportation corridor. It should be capable of accommodating existing and future aviation operational demand and demand for facilities, in terrain that allows for Category I instrument approach and missed approach capability, for both ends of the primary runway."

The Plan also states that the ordinances and measures to protect the air facility and aviation uses from incompatible neighboring development shall include an Airport Overlay District to regulate land use.

Airport Environs Overlay Zoning

In 2014, the Idaho State Legislature passed legislation, known as Senate Bill 1265, which removed the authority of the Idaho Transportation Department (ITD) to zone for airports as previously afforded under Title 21 of the State Statutes. The bill also added new planning responsibilities for local zoning jurisdictions related to airport planning. Under Title 67, Chapter 65 of the State Statutes, airports are now considered essential public facilities and political jurisdictions are required to have a separate Public Airport Facilities section within their comprehensive plans. The bill also establishes notification requirements for political subdivisions to implement regarding their local planning and zoning activities, and how these actions may affect an airport they own or are influenced by.

Blaine County Code, Title 9, Chapter 18, *Airport Vicinity Overlay District (AV)*, establishes a district to prevent encroachment on airspace, to prevent interference from light and electromagnetic sources on runway approaches, and to prevent intensive human use of runway approaches.

The Airport Vicinity Overlay District prescribes three geometrically defined areas. These are described below in relation to Friedman Memorial Airport:

- **Runway Proper:** A rectangle whose width is 500 feet and whose length (L) is the maximum planned or foreseeable length of the runway.
 - Width: 500 Feet
 - Length: 7,550 Feet (L)
 - Permitted Uses: Only those uses necessary for the operation of the Airport
 - Accessory Uses: None
- **Primary Safety Zone:** That portion of the approach area to the runway measuring in length $\frac{2}{3}$ L, and a width flaring on both sides from 500 feet (immediately adjacent to the runway proper), at a rate of one lateral foot for every ten feet in length
 - Width: 500 Feet Inner, 1,003 Feet Outer
 - Length: 5,033 Feet
 - Permitted Uses: Agricultural purposes, recreational uses without structures, parks, golf course, cemeteries or water impoundments
 - Accessory Uses: Additional buildings or uses on the same premises which are clearly and customarily incidental to the principal permitted use
- **Secondary Safety Zone:** On both extremities of the Primary Safety Zone, measuring in $\frac{1}{3}$ L, and flaring in within in the same manner
 - Width: 1,003 Feet Inner, 1,254 Feet Outer
 - Length: 2,517 Feet
 - Permitted Uses: Agricultural purposes, recreational uses, and residential uses
 - Accessory Uses: Additional buildings or uses on the same premises which are clearly and customarily incidental to the principal permitted use

Existing Land Use

The Airport is located within the City of Hailey and encompasses 209 acres of land. North and east of the Airport is a mixture of residential and commercial uses. McKercher City Park and Hailey Cemetery are located immediately north of the Airport. Non-residential development is located to the immediate northwest and includes a church located at the intersection of State Highway 75 and Airport Way, and other commercial/industrial development near Airport Way and Aviation Drive. Further to the northwest is the historical center of Hailey which has a mixture of commercial and residential uses. To the west of the Airport there is a mixture of light industrial and lower-density residentially-designated areas which currently have limited development. Residential land uses are located southeast of the Airport and land uses are predominantly agricultural and open/undeveloped land with a few scattered residences along Broadford Road. A small residential area is located to the southwest along Broadford Highlands Way. The Big Wood River, which flows north to south through the valley, is located approximately 4,000 feet west of the Airport. The City of Bellevue is located approximately two miles to the southeast, with the Chantrelle subdivision being the closest residential land use within the jurisdiction. The land uses described above are depicted in Figure A10, *EXISTING LAND USE*.

SOURCE: BASE: Google Maps, 2014. LAND USE: City of Hailey, Blaine County.

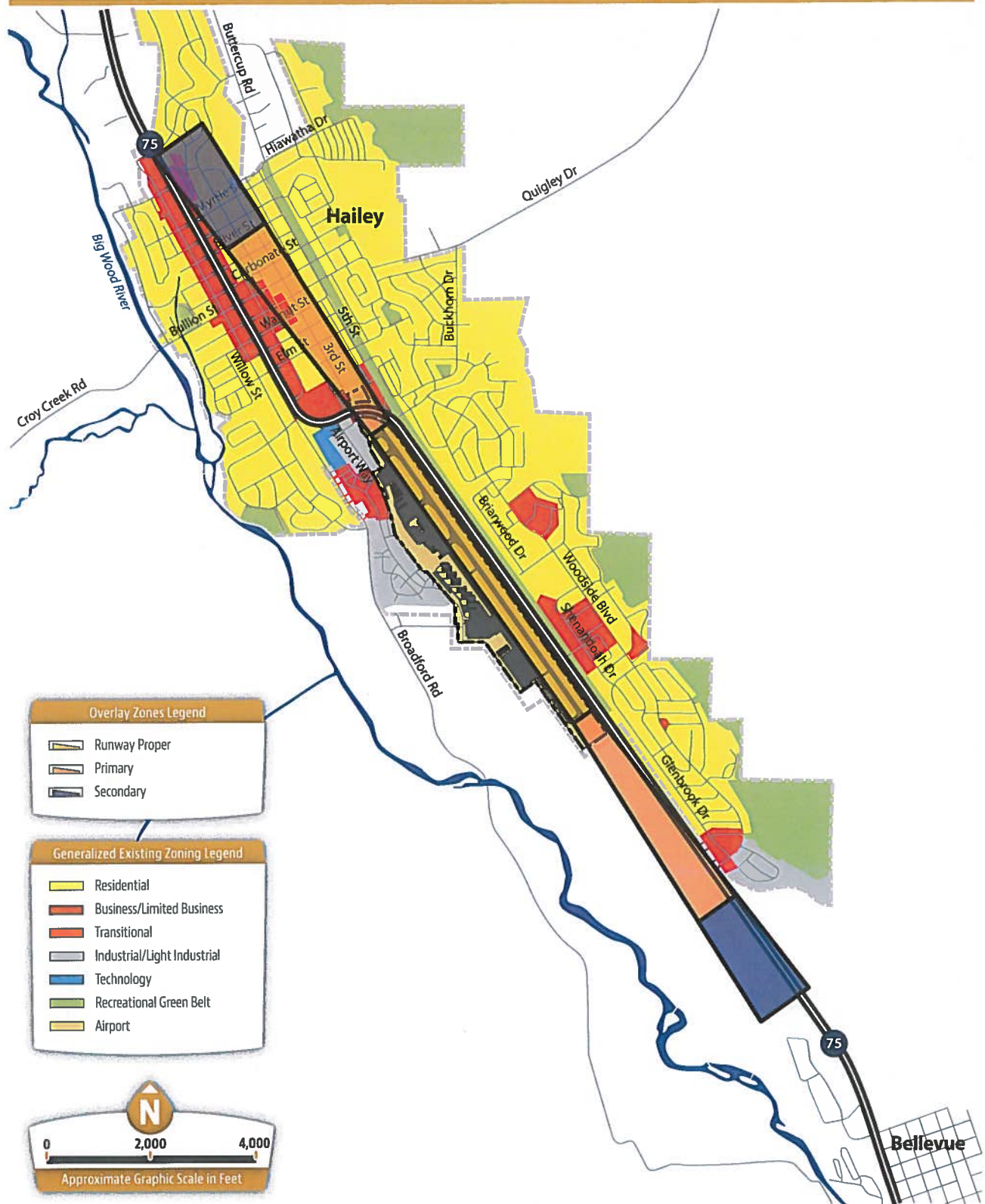


FIGURE A9 Generalized Existing Zoning with Overlay Zones

SOURCE: BASE: Google Maps, 2014. LAND USE: City of Hailey, City of Bellevue & Blaine County.

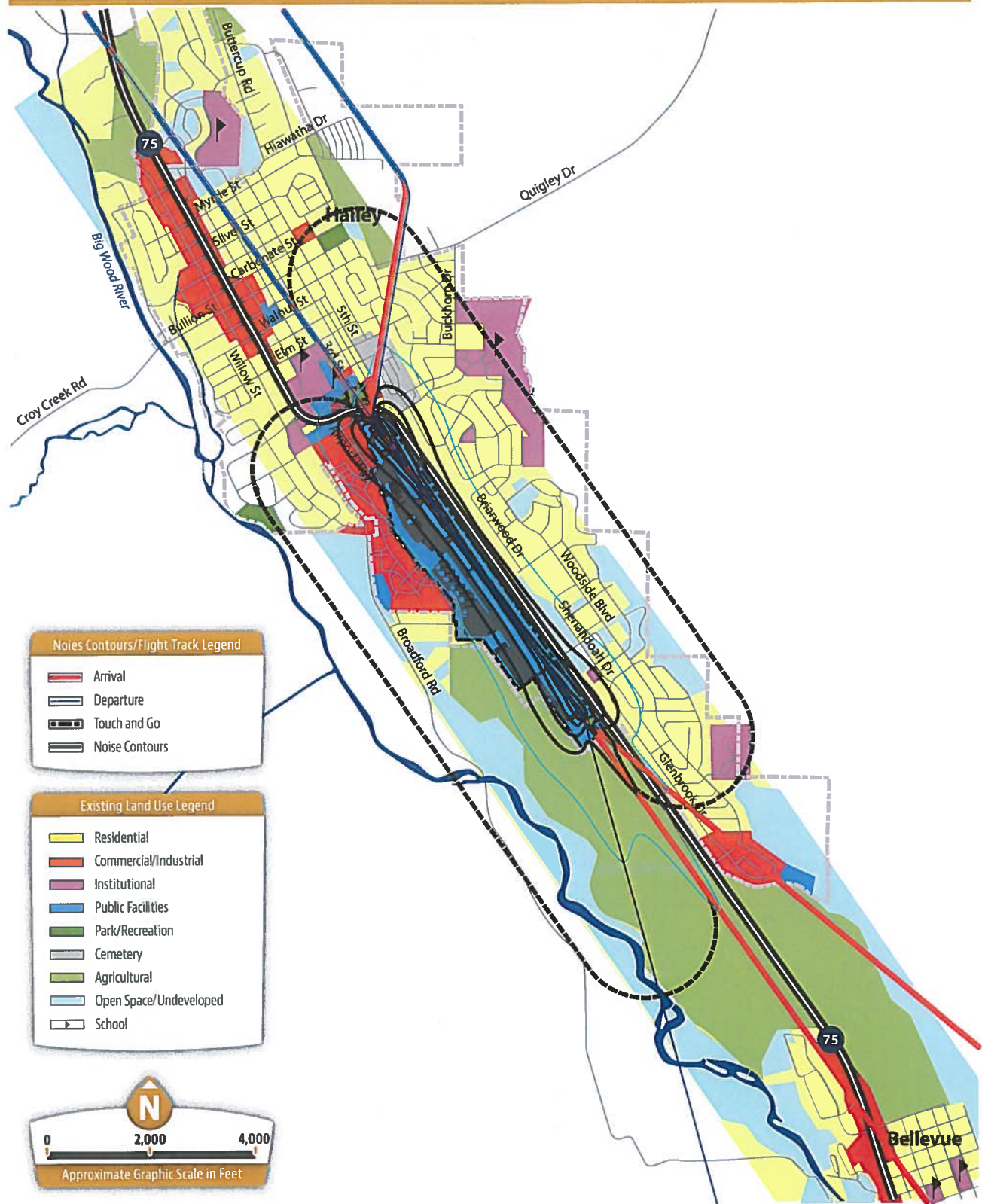


FIGURE A10 Generalized Existing Land Use

Environmental Review

Environmental considerations and factors are important to review during the airport planning process when analyzing development alternatives and identifying preferred alternatives. It is necessary to provide the airport sponsor with the information needed to expedite environmental processing that may be required in support of future airport development projects. The following sections provide brief descriptions of environmental impact categories that are pertinent to airport planning, as well as airport-specific environmental information.

Farmland

The Farmland Protection and Policy Act (FPPA), was enacted to minimize the loss of prime farmland and unique farmland as a result of a Federal action resulting in the converting of designated lands to nonagricultural use. Federal agencies that authorize actions that result in the conversion of prime farmland not already committed to urban development or water storage are responsible for compliance with FPPA. Compliance is to be coordinated with the U.S. Department of Agriculture (USDA), Natural Resource Conservation Service (NRCS).

According to the Blain County Soils Map, prepared by the USDA, NRCS, the airport property contains four types of soil, and two types of farmland. These are listed below in order of prevalence on airport property.

- Gimlett very gravelly sandy loam, 0 to 2 percent slopes
 - Prime farmland if irrigated
- Little Wood very gravelly loam, 0 to 2 percent slopes
 - Prime farmland if irrigated
- Iskanat gravelly clay loam, 0 to 2 percent slopes
 - Farmland of statewide importance, if irrigated
- Balaam-Adamson complex, cool, 0 to 2 percent slopes
 - Prime farmland if irrigated

Prime farmland is a classification defined by NRCS, National Soil Survey Handbook (NSSH) to mean “land that has the best combination of physical and chemical characteristics for producing food, feed, forage, fiber, and oilseed crops and that is available for these uses.”

Floodplains

Executive Order 11988 directs federal agencies to take action to reduce the risk of flood loss, minimize the impacts of floods on human safety, health, and welfare, and restore and preserve the natural and beneficial values served by floodplains.

According to the Federal Emergency Management Association (FEMA), published floodplain maps, Friedman Memorial Airport is not located within a surveyed floodplain. The 100 year and 500 year floodplains are adjacent to the Airport, on the east side of Highway 75, but do not directly impact Airport property. Floodplains in the vicinity of the airport are illustrated in Figure A11, *ENVIRONMENTAL CONDITIONS*.

Hazardous Material, Pollution Prevention, and Solid Waste

The handling and disposal of hazardous materials, chemicals, substances, and wastes are primarily governed by four laws: the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 (CERCLA) (as amended by the Superfund Amendments and Reauthorization Act of 1986 and the Community Environmental Response Facilitation Act of 1992); the Pollution Prevention Act of 1990; the Toxic Substances Control Act of 1976 (TSCA), as amended; and the Resource Conservation and Recovery Act of 1976 (RCRA) (as amended by the Solid Waste Disposal Act of 1980 (SWDA), the Hazardous and Solid Waste Amendment of 1984, and the Federal Facility Compliance Act of 1992 (FFCA)). The first and last statutes are of most importance to the FAA in proposing actions that could affect or be affected by hazardous materials, pollution, and solid waste.

Construction activities can generate hazardous waste and some construction materials constitute hazardous substances. These include fuel, oil, lubricants, paints, solvents, concrete-curing compounds, fertilizers, herbicides, and pesticides. Proper practices should be implemented to prevent or minimize the potential for these hazardous substances to be released into the environment. Chemicals, petroleum-based products, and waste materials, including solid and liquid waste, should be stored in areas specifically designed to prevent discharge into storm water runoff. Areas used for storage of toxic materials should be designed with full enclosure in mind, such as the establishment of a dike around the perimeter of the storage area. Construction equipment maintenance should be performed in a designated area and control measures, such as drip pans to contain petroleum products, should be implemented. Spills should be cleaned up immediately and disposed of properly.

Historical, Architectural, Archeological, and Cultural Inventories

Section 106 of the National Historic Preservation Act requires federal agencies, or their designated representatives, to take into account the effects of their undertaking on historic properties, which include archeological sites, buildings, structures, objects, and districts.

According to the National Park Service's National Register of Historic Places (NRHP), there are currently 21 historic properties listed in Blaine County. Of these, 11 are within the limits of the City of Hailey. The nearest NRHP property to the Airport that is not within the City of Hailey is the Bellevue Historic District in the City of Bellevue, approximately 2.5 miles southeast of the Airport. NRHP properties within the City of Hailey are clustered in an area northwest of the Airport and are summarized in Table A7, *HISTORIC PROPERTIES LOCATED NEAR THE AIRPORT*.

Table A7 HISTORIC PROPERTIES LOCATED NEAR THE AIRPORT

Historic Property Name	Address or Approximate Location	Approximate Distance and Direction from the Airport Boundary
St. Charles of the Valley Catholic Church and Rectory	Pine & 1 st Streets	0.4 miles Northwest
Rialto Hotel	201 S. Main Street	0.5 miles Northwest
Emmanuel Episcopal Church	101 S. 2 nd Avenue	0.6 miles Northwest
Wertheimer Building	101 S. Main Street	0.6 miles Northwest
Blaine County Courthouse	1 st & Croy Streets	0.6 miles Northwest
Pound Homer House	314 2 nd Ave., S.	0.5 miles Northwest
J.C. Fox Building	S. Main Street	0.6 miles Northwest
Hailey Masonic Lodge	100 S. 2 nd Avenue	0.6 miles Northwest
Fox-Worswick House	119 E. Bullion Street	0.6 miles Northwest
Eben S. and Elizabeth S. Chase House	203 E. Bullion Street	0.6 miles Northwest
W.H. Watt Building	120 N. Main Street	0.7 miles Northwest

SOURCE: National Register of Historic Places – Western Region Spatial Data, accessed November 7, 2014 (http://nrhp.focus.nps.gov/natreg/docs/google_earth_layers.html)

The Native American Consultation Database (NACD), maintained by the National Park Service, indicates that the Shoshone-Bannock Tribe of the Wind River Reservation, Wyoming has historic ties and interests in Blaine County.

The 2012 Final Environmental Assessment, assessed the potential impacts of the initiation of turbojet service on historical, cultural, archeological, and architectural resources. Sites were identified within the EA Study Area that were listed or eligible for inclusion in the NRHP. In addition to the sites listed on the NRHP list in the table above, four other sites were identified as eligible: the Hiawatha Canal, located approximately 1.0 miles north of the Airport boundary; the Hailey Armory, approximately 0.5 miles to the west; the Galena Toll Road State Highway 75 site, located at the southeast edge of the Airport; and the Cove Canal, approximately 1.0 miles to the southeast.

Threatened and Endangered Species

The Endangered Species Act, as amended, requires each Federal agency to ensure that any action authorized, funded, or carried out by such agency is not likely to jeopardize the continued existence of any endangered or threatened species or result in the destruction or adverse modification of habitat of such species. The U.S. Fish and Wildlife Service list for Blaine County currently includes the Greater sage-grouse as a Candidate species, the Whitebark pine as a Candidate species, the Bull Trout as a Threatened Species, the Canada Lynx as a Threatened Species, and the Gray Wolf as a Recovery Species. There is no known habitat for these species at the Friedman Memorial Airport. These species are listed in Table A8, *BLAINE COUNTY ENDANGERED, THREATENED, AND CANDIDATE SPECIES*.

Table A8 **BLAINE COUNTY ENDANGERED, THREATENED, AND CANDIDATE SPECIES**

Group	Common Name	Scientific Name	Status
Birds	Greater sage-grouse	<i>Centrocercus urophasianus</i>	Candidate
Conifers and Cycads	Whitebark pine	<i>Pinus albicaulis</i>	Candidate
Fishes	Bull Trout	<i>Salvelinus confluentus</i>	Threatened
Mammals	Gray Wolf	<i>Canis lupus</i>	Recovery
Mammals	Canada Lynx	<i>Lynx Canadensis</i>	Threatened

SOURCE: U.S. Fish & Wildlife Service, Environmental Conservation Online System, Species by County Report, Species that are known or are believed to occur in this county, access November 7, 2014 (<http://www.fws.gov/endangered>).

Section 4(f) Properties

According to the Section 4(f) of the Department of Transportation Act (recodified as 49 USC, Subtitle I, Section 303), no publicly owned park, recreation area, wildlife or waterfowl refuge, or land of historic site that is of national, state or local significance shall be used acquired, or affected by programs or projects requiring federal assistance for implementation unless there is no feasible or prudent alternative.

There are a number of potential Section 4(f) resources in the Airport vicinity. Public parks in the vicinity include: Hailey Skate Park, Lawrence Heagle Park, Lions Park, Keefer Park, Balmoral Park, Old Cutters Park, Curtis Park, Deerfield Park, Foxmoor Park, Roberta McKercher Park, and Hop Porter Park. Toe of the Hill Trail is a non-motorized, diverse use trail that runs along the foothills east of the Woodside Subdivision south of the Airport. The Blaine County Recreation District manages the Wood River Trail, a multi-use trail running north-south through the City of Hailey along the east side of the Airport, as well as the Croy Nordic Ski Trails west of the City along Croy Creek Road. In addition, the Hailey Cemetery is located immediately north of the Airport. Area schools include Woodside Elementary School, Wood River Middle School, and Wood River High School. Historic sites listed or eligible for listing on the National Register of Historic Places (NRHP) are discussed in the section of this chapter entitled *Historical, Architectural, Archeological, and Cultural Inventories*. There are not Idaho State Historical Society sites or wildlife or waterfowl refuges in the Airport vicinity. Potential Section 4(f) properties are illustrated in Figure A11, *ENVIRONMENTAL CONDITIONS*.

Water Quality

Water quality considerations related to airport development often include increased surface runoff and erosion, and pollution from fuel, oil, solvents, and deicing fluids. Potential pollution could come from petroleum products spilled on the surface and carried through drainage channels off of airport property. During a storm, storm water can pick up these dilute concentrations of oil, grease, fuel, and de-icing chemicals from runways, taxiways, parking lots, fuel storage facilities, and access roads, which can then drain into the surface water or ground water systems, thereby polluting them. State and Federal laws and regulations have been established to safeguard these storage facilities and prevent extensive storm water pollution. Additionally, water pollution is regulated by the National Pollutant Discharge Elimination System (NPDES) permit program by controlling sources that discharge pollutants into water of the United States.

The Friedman Memorial Airport is within the Big Wood watershed. The northern portion of the Friedman Memorial Airport is located within the Quigley Creek subwatershed, while the remaining portion of the property is within the Slaughterhouse-Big Wood River subwatershed. The closest names streams or rivers to the Airport are Justus Ditch, approximately 500 feet to the west, Cove Canal, approximately 400 feet to the west, and the Big Wood River, approximately 0.5 miles to the west.

Friedman Memorial Airport has in place a Storm Water Pollution Plan (SWPPP), which was prepared for the Airport in 2008, to comply with the requirements of the National Pollutant Discharge Elimination System (NPDES), Clean Water Act of 1987 and the Multi-Sector General Permit (MSGP)-2000 for industrial activity. The SWPPP authors performed a site assessment for runoff and erosion, detailed existing potential sources of pollutants, and recommended facilities, monitoring practice, and procedures to reduce the contribution of pollutants from the Airport to surface waters, as well as treatment measures to be employed when pollutants encounter surface runoff.

Aircraft fueling and de-icing services are performed on the apron by Atlantic Aviation-Sun Valley as well as the commercial air carriers utilizing mobile equipment. Airport pavement surfaces are also de-iced by the airport. In 2007, approximately 1,248,155 gallons of Jet A and AVGAS was dispensed at the airport. In addition, during the 2007-2008 winter season, approximately 3,000-5,000 gallons of Propylene Glycol was dispensed by Skywest Airlines and approx. 2,172-3,000 by Horizon Airlines for aircraft de-icing activities. Approximately 2,500 gallons of Propylene Glycol was also dispensed for airport pavement deicing.

De-icing Activities. De-icing of aircraft takes place during the winter months typically between November and March. Aircraft de-icing agent is stored in one 5,000 gallon and one 1,000 gallon above ground tanks located at the north end of the terminal building. Agent is also stored in the mobile equipment which performs de-icing operations. Runways or taxiways are also de-iced as necessary. The airport operates a 1,000 gallon trailer and a 325 gallon truck mounted tank. Both are stored indoors when not in use. Areas likely to be contaminated with de-icing fluid include the pavement of the runway and primary taxiway and the aircraft parking aprons adjacent to the FBO and terminal buildings, where aircraft are typically de-iced. The majority of de-icing fluids evaporate rather than run-off. Any run-off will be captured in drywells with little or no stormwater contamination.

Maintenance Activities. Numerous lubricants for airport vehicle maintenance are stored in various quantities up to 55 gallons in the airport equipment maintenance facility. Because these materials are stored indoors, there is very little likelihood of contamination of stormwater. Aircraft maintenance also takes place primarily indoors; therefore, there is very little likelihood of contamination of stormwater from these activities. Selected solvents, paints, oils etc. are used during aircraft maintenance activities, these are typically used indoors. Aircraft are occasionally serviced outdoors on the aprons. During these times, there is a slight potential for stormwater contamination from dripped materials. Training for employees at the airport includes the requirement to use drip pans and like devices during outdoor maintenance activities.

Waste Disposal Practices. Wastes generated at the airport are limited to used oils and solvents, used engine and aircraft parts, and general refuse. The airport operates a used oil recovery tank of 600 gallon capacity for storage of waste oils prior to recycling. In addition, the FBO also operates a used oil recovery tank of 150 gallons. General refuse is disposed of in dumpsters which have lids to prevent any contamination with stormwater. Therefore there is very little opportunity for contamination of stormwater.

Airport Maintenance. Herbicides are applied annually within the Airport's property and around light fixtures to prevent plant growth. Fertilizers, weed killers, soil sterilants and pest control chemicals will be properly labeled and stored indoors or outdoors in a covered area to avoid stormwater contamination. Also, such chemicals are not applied within a 48 hour time period of forecasted precipitation.

Wetlands

Wetlands are defined as areas inundated by surface or groundwater, with a frequency sufficient to support vegetation or aquatic life requiring saturated or seasonally saturated soil conditions for growth and reproduction. Wetlands and other Waters of the U.S. may be classified as "jurisdictional" or "non-jurisdictional." Jurisdictional wetlands and designated Waters of the U.S. are under the authority of and are regulated by the U.S. Army Corp of Engineers (ACOE). Section 404 of the *Clean Water Act*, gives the ACOE the jurisdictional authority to regulate disposal of dredge or fill materials in Waters of the U.S., including coastal wetlands, tidelands and marine waters below the High Tide Line (HTL), as well as streams and freshwater wetlands above the Ordinary High Water (OHW) line of streams that are adjacent to waters of the U.S. The ACOE must be consulted whenever jurisdictional wetlands and other Waters of the U.S. are present.

According to the National Wetlands Inventory (NWI) maps maintained by the U.S. Fish and Wildlife Service, there are no wetlands on airport property, but there are wetlands within 300 feet of the airport boundary, west of the FBO complex. The location of wetlands near airport property are illustrated in Figure A11, *ENVIRONMENTAL CONDITIONS*.

SOURCE: BASE: Google Maps, 2014.

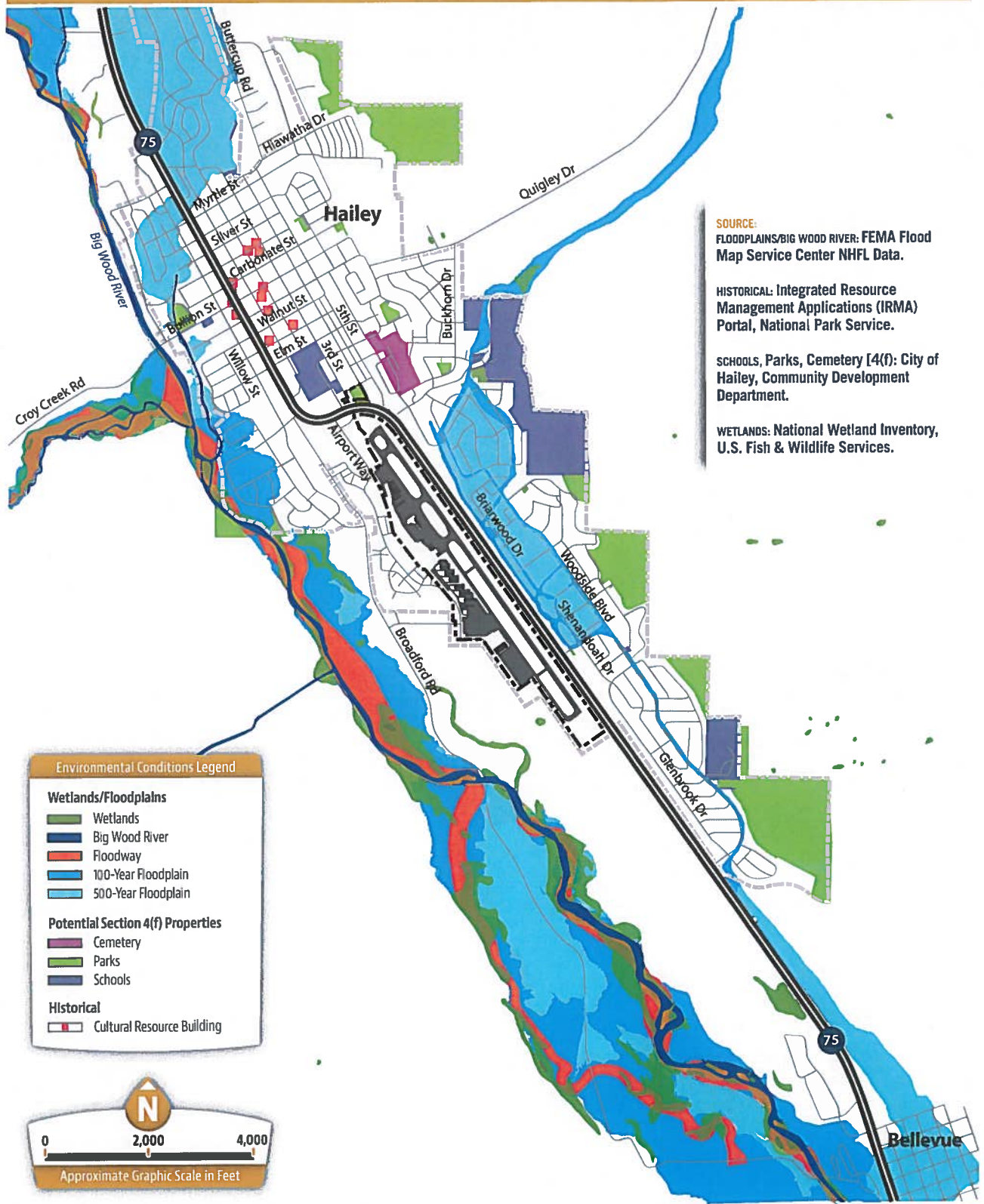


FIGURE A11 Environmental Conditions Map

Summary

The goal of this chapter is to provide general background information pertaining to Friedman Memorial Airport, its operating environment, and its physical surrounding. The *Inventory of Existing Conditions* chapter is vital from the standpoint that it will be used as a reference in the analysis and design process, which is required to prepare the airport's future development plan.

The next step in the planning process is to formulate forecasts for the quantity and type of future aviation activity expected to occur at the Airport during the forthcoming twenty years.

DRAFT

Technical Memorandum

To: Friedman Memorial Airport Authority
From: Mead & Hunt
Date: November 19, 2014



*Subject: Friedman Memorial Airport (SUN) Master Plan
Draft Forecasts of Commercial Service Activity (2014-2034)*

1.0 Introduction and Background

The purpose of this memorandum is to present preliminary forecasts of commercial aviation activity over the 20-year Master Plan period – including annual and peak hourly passenger enplanements, commercial aircraft fleet mix, and commercial aircraft operations (takeoffs and landings) – for review by Airport staff and stakeholders prior to finalization and submission of the forecasts for FAA approval. Other forecasts related to based aircraft and non-commercial aircraft operations are not covered in this memorandum but will be presented in the Forecasts chapter of the Master Plan.

Forecasts of aviation activity serve as a guideline for demand-based implementation of airport improvement programs. While such information is essential for successful comprehensive airport planning, it is important to recognize that forecasts are only approximations of future activity, based upon historical data, present conditions, and expected future trends. Forecasts are a particularly important element of the master planning process for SUN, as they provide the basis for several key analyses, including:

- Determining the role of the Airport, with respect to the type of aircraft to be accommodated in the future, within both the confines and parameters of the existing airfield limitations as well as those of a future reconfigured or relocated airport.
- Evaluating the capacity of existing Airport facilities and their ability to accommodate projected commercial aviation activity. Specifically in the case of SUN, projections of commercial aviation activity will be used in subsequent chapters of the Master Plan to determine the level(s) of activity which could reasonably indicate the practicality or necessity of reconfiguring or relocating the Airport to a new site. Demand analysis will focus especially on forecasted commercial aviation activity that the existing site may not be able to accommodate due to operational constraints that have necessitated the institution of weight and wingspan restrictions.
- Estimating the extent of airside and landside improvements required in future years to accommodate projected demand at the current Airport site. If it is determined that certain required improvements cannot be accomplished within existing site constraints, they would lend support to the need to reconfigure or relocate the Airport.



Friedman Memorial Airport provides commercial and general aviation services for the Wood River Valley and South Central Idaho, including the Sun Valley resort area. The economy of the Airport's service area is oriented towards tourism and outdoor recreation, and the Airport serves many tourists and those who have second homes in the area, as well as permanent residents. Therefore, the air service schedule is designed to accommodate seasonal travel in order to meet fluctuating demand throughout the year. It is important that the Airport is able to continue to employ a reasonable balance of services and infrastructure during periods of peak and non-peak passenger activity.

Commercial air service and associated peak passenger activity will be the primary determinant of the Airport's growth and future facility needs. The "dual path" nature of this Master Plan necessitates that existing operational constraints are accounted for, while simultaneously planning for the potential relocation of the Airport in the future, as was considered under the Replacement Airport Environmental Impact Statement (EIS). To this end, two separate forecasts were developed for commercial passenger fleet mix and operations to identify planning needs for each possible scenario. The dual scenario analysis does not apply to passenger enplanements. Enplanements will not be considered either constrained or unconstrained, as they will simply reflect demand and will be assumed to be unaffected by aircraft type, size, operations, and flight schedules. There will be two fleet mix forecast scenarios, which will be used in tandem with the preferred annual enplanement forecast to develop two forecasts of commercial operations.

Projections of short-, intermediate-, and long-term activity presented in this memorandum are based on five-, ten-, and 20-year milestones (2019, 2024, and 2034), using 2014 as the base year. Although oftentimes the most recent full calendar year of data is usually used in forecasting, these forecasts use 2014 as the base year, which is the same year in which the forecasts were prepared. Calendar year 2014 was used as a baseline for the forecasts because it is the first full year that exhibits the full effects of recent commencement of regional jet operations at the Airport, which closely followed the 2012 FAA Finding of No Significant Impact (FONSI) allowing for the Initiation of Turbojet Service at the Airport. Thus, although 2013 is the most recent full calendar year of data, enplanement and operations figures for 2013 did not fully display the major trend shifts that will stem from this action in future years. Namely, the introduction of jet operations is anticipated to create an increasing trend in enplanements during the coming years. Therefore, utilization of 2013 data that more closely reflects conditions prior to the introduction of regional jet operations would not be of significant relevance to these forecasts, as such operations have had a significant impact on activity and are expected to continue to operate at the Airport throughout the 20-year planning period.

Historical data analyzed for the forecasts generally begins in 2008. Calendar year 2014 base year figures were estimated based upon historical data as well as upon trends observed during year-to-date 2014. Actual data for 2014 was also included in the estimate, when available.



2.0 Summary of 2008 L&B Forecasts

In 2008, detailed forecasts were prepared for SUN by Landrum & Brown as part of the Replacement Airport EIS. The EIS was prepared to identify a safe and efficient relocation site that could accommodate FAA design and safety standards commensurate with projected future use of the Airport. The 2008 forecasting effort included forecasts for commercial passenger enplanements, operations, and fleet mix, as well as general aviation, military, and air cargo activity. The following provides a summary of the methodology and key findings:

- **Enplanements.** Two sequential sets of enplanement forecasts were developed, to reflect a continuous enplanements forecast for the existing Airport site from 2008 to 2015, and for the replacement Airport site for 2015 and beyond. This methodology reflected expectations for the Airport's future at the time of the EIS analysis. The first phase of the enplanements forecast was a constrained forecast, assuming that the Airport continued operating at its existing site, and taking into account the limitations of the site. The constrained forecast assumed no future increases in aircraft size and no change in air service at the existing airport site, and represented the years 2008-2015 as the replacement airport was expected to open in 2016 at that time. This initial constrained forecast was based on historical data, and was projected using an average growth rate of several socioeconomic indicators.

The second phase of the enplanements forecast was an unconstrained forecast representing the years after 2015 when the airport was to have been relocated, and market-driven demand would be the primary determinant of activity. Because the unconstrained forecast was unprecedented, it could not rely upon historical data, and instead was formed using a variety of other indicators.

The preferred unconstrained forecast, Scenario A (Regional Approach), used an unconstrained demand-based regional approach that assumed SUN would recapture leakage to Boise Airport-Gowen Field (BOI) and Twin Falls Airport (TWF). Enplanements were projected for the three airport region (SUN, TWF, and BOI) using passenger survey information about airport choice; estimates of additional passengers gained from competing airports who would be drawn away by improved service at a relocated airport; and historical airline yields and passenger traffic for SUN, TWF, and BOI. Enplanements were then allocated amongst the three airports based on the constrained forecast for SUN, a 2% capture rate for TWF, and the remainder allocated to BOI.

- **Commercial Operations.** The commercial operations forecast assumes that commuter airlines would upgauge their fleet to regional jets after the opening of the replacement airport. Seasonal service would also be added with 125-seat narrow-body aircraft. This increase in average air carrier size would cause a corresponding temporary decrease in operations, due to the increase in available seats, which would increase to normal levels by 2021. It would also cause a slight initial decrease in load factor that would also later increase.



- **Commercial Fleet Mix.** The commercial fleet mix forecast was characterized by the following assumptions: continued use of Bombardier De Havilland Q400 turboprop aircraft by Alaska Airlines; upgrade of Delta/SkyWest fleet to 50-seat regional jets; and introduction of seasonal service to Salt Lake City or Los Angeles.
- **General Aviation Activity.** Based on national trends and the FAA Terminal Area Forecast (TAF), general aviation operations were projected to grow steadily at a rate of 1.3% annually, with a significant increase in the proportion of jet operations over time.

The forecasts also included a detailed socioeconomic trends analysis that included tourism and housing profiles of the Wood River Valley, as well as analysis of regional income, population, employment, and Gross Domestic Product (GDP). The forecasts also included a thorough interviewing process of passengers departing from SUN and TWF; passengers on Sun Valley Express shuttles operating between BOI and SUN; U.S. domestic air carriers; general aviation pilots; and businesses in the Wood River Region.

The 2008 forecasts can serve to some degree as a model and guide for applying a dual-path analysis in this forecasting effort. Similar to these forecasts, they incorporated two scenarios/phases representing conditions for operation of the Airport at its current location as well as at a future relocated site. However, they have little specific applicability for current and future conditions at SUN in light of several major changes that have taken place since 2008, all of which have important implications for future aircraft activity at SUN. Among those major changes since the publication of the 2008 forecasts are:

- The termination of the Replacement Airport EIS in March 2013;
- The 2012 FAA Finding of No Significant Impact (FONSI) that allowed for the initiation of regional jet service at SUN;
- The approval of several Modifications to Standards (MOSs) in November 2013 stipulating airfield improvements while imposing restrictions on aircraft types and operating procedures;
- Recent passenger load factor increases, both in the airline industry in general and at the Airport in particular; and
- Airline seat capacity reductions and fleet mix changes, both in the airline industry in general and at the Airport in particular.



3.0 SUN Commercial Service Trends (2008-2014)

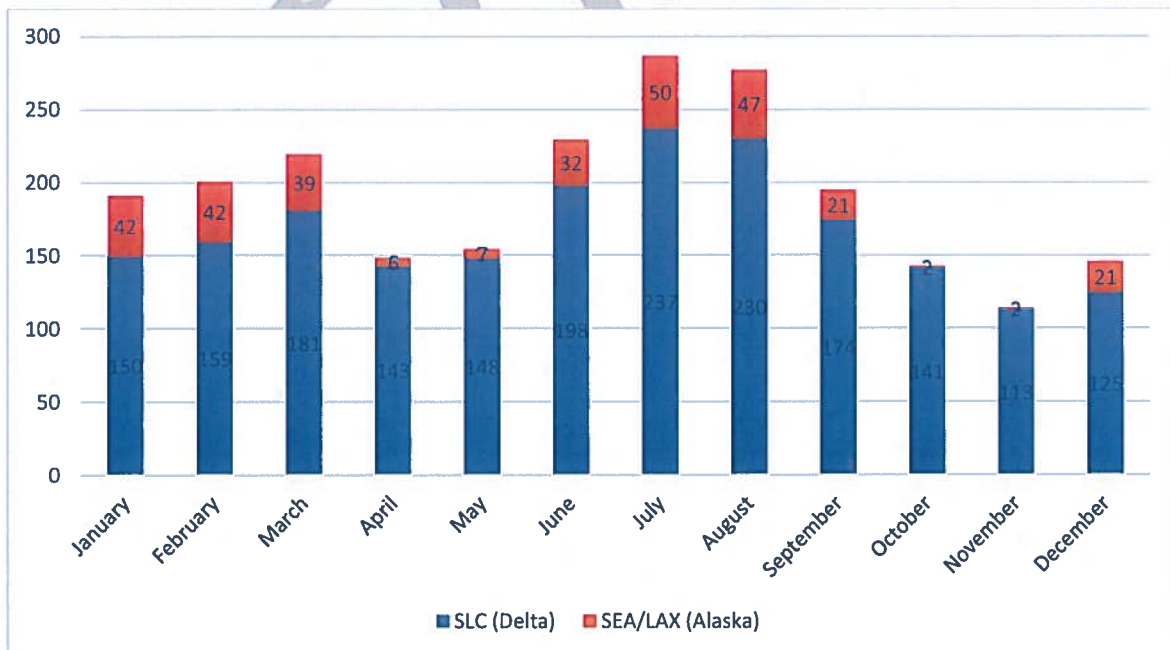
This section describes commercial passenger service trends at Friedman Memorial Airport since development of the comprehensive 2008 forecasts described in the previous section. It is important that these trends are understood and taken into account in development of new commercial passenger service activity forecasts. Trends discussed in subsequent subsections include the following:

- Commercial Passenger Operations
- Commercial Flight Diversions/Cancellations
- Annual Passenger Enplanements
- Monthly Passenger Enplanements
- Actual Departing Seats
- Peak Passenger Enplanements
- Passenger Load Factors
- Recent Air Service Studies

3.1 Commercial Passenger Operations

Since 2008, SUN has supported year-round service to Salt Lake City International Airport (SLC) on Delta Air Lines, and seasonal service to Seattle-Tacoma International Airport (SEA) and Los Angeles International Airport (LAX) on Alaska Airlines. Average monthly departures to these destinations from 2008 to 2013 at SUN are summarized in **Chart 1**.

Chart 1. Average Monthly Commercial Departures at SUN (2008-2013).



Source: U.S. Department of Transportation T-100 Database



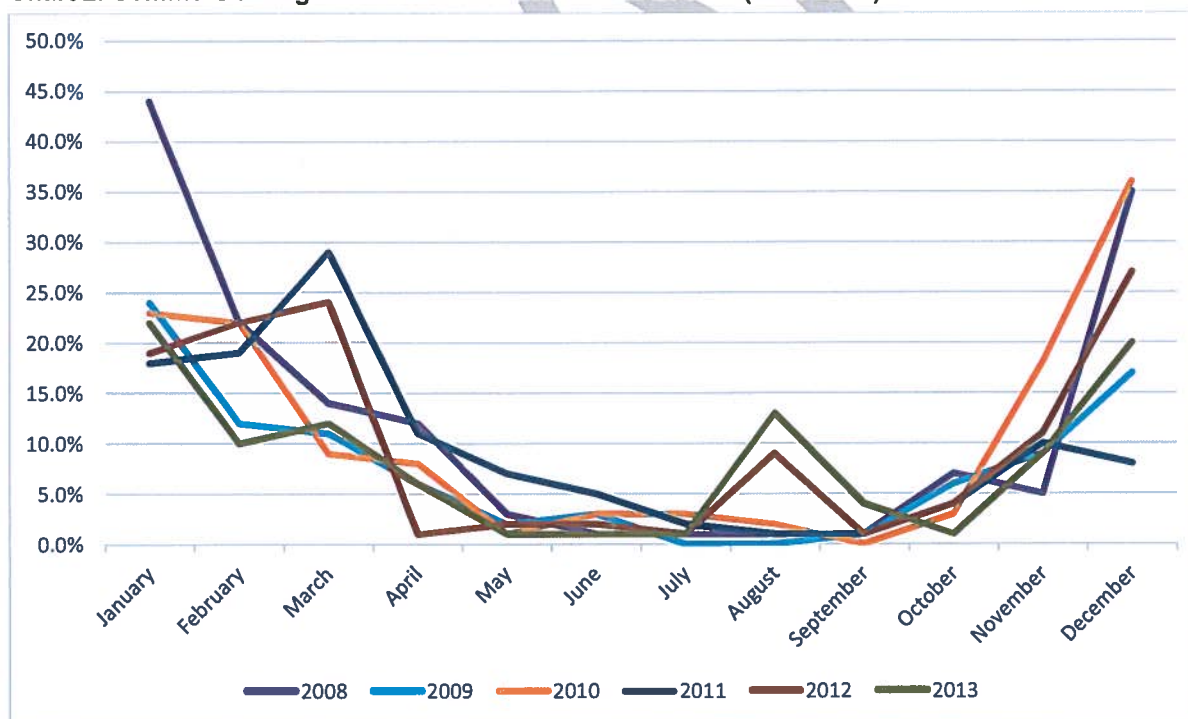
During the years 2008 to 2013, service to SLC was conducted using 30-seat Embraer 120 Brasilia turboprop aircraft, with reduced service during off-peak months (April-May and September-November). In January 2014, Delta Air Lines replaced the Embraer 120 Brasilia on its SLC flights with 65-seat Bombardier Canadair 700 (CRJ700) regional jets, and as a result reduced flight frequencies to SUN by nearly half. Alaska Airlines service to SEA and LAX is conducted using 76-seat Bombardier DeHavilland Q-400 turboprop aircraft. In 2014, United Airlines added seasonal service from SUN to Denver International Airport (DEN) and San Francisco International Airport (SFO). These routes are conducted using 70-seat CRJ700 regional jets.

Commercial service to SLC is currently self-supporting, while service to SEA, LAX, DEN, and SFO is supported by minimum revenue guarantees (MRGs) provided by the Fly Sun Valley Alliance and the Sun Valley Resort.

3.2 Commercial Flight Cancellations/Diversions

Commercial service at SUN is subject to frequent flight diversions and some cancellations in the winter months due to low visibility. Monthly commercial flight cancellations/diversions from 2008 to 2013 at SUN are summarized in **Chart 2**.

Chart 2. Commercial Flight Cancellations/Diversions at SUN (2008-2013).



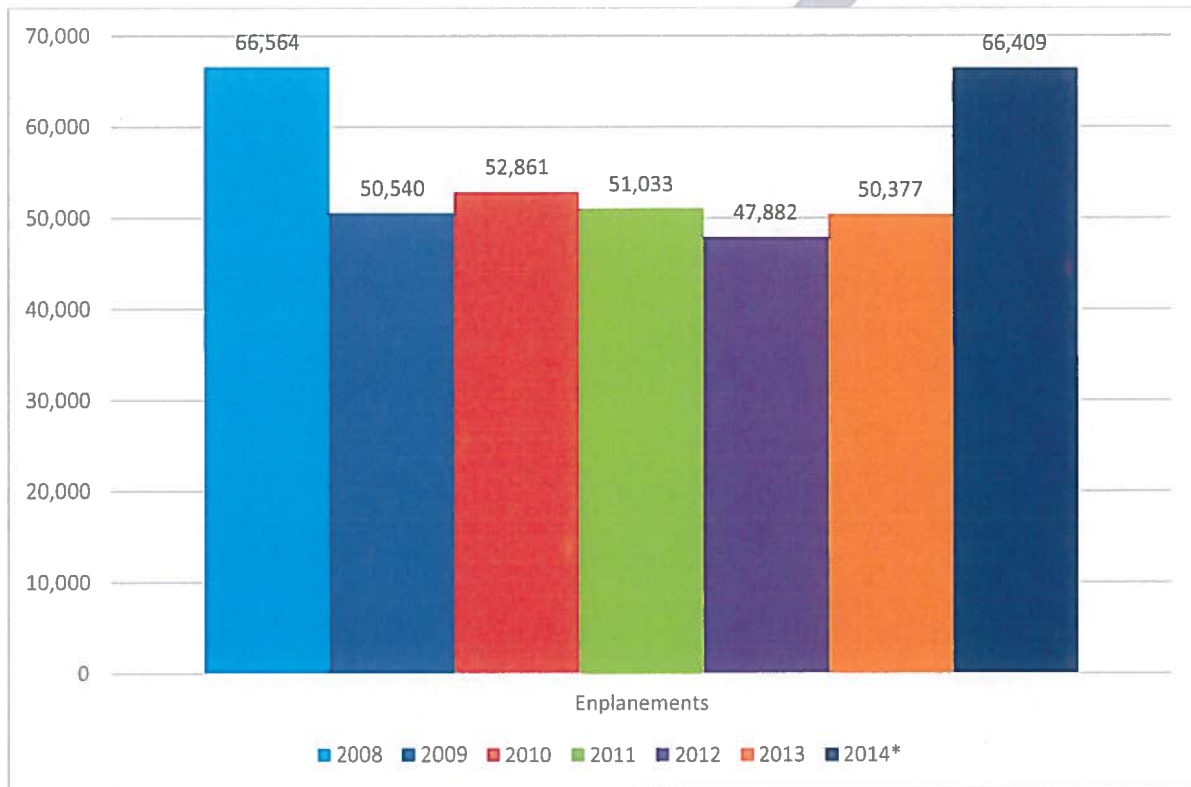
Source: U.S. Department of Transportation T-100 Database



3.3 Annual Passenger Enplanements

Passenger enplanements at SUN declined sharply in 2009, largely due to the nationwide economic recession. Enplanements remained at approximately 2009 levels through 2013, and then rebounded strongly in 2014, aided by improved economic conditions and increased capacity from addition of new routes to DEN and SFO. Annual commercial passenger enplanements at SUN from 2008 to 2014 are summarized in **Chart 3**.

Chart 3. Annual Passenger Enplanements at SUN (2008-2014).



Source: FAA Terminal Area Forecast, Mead & Hunt

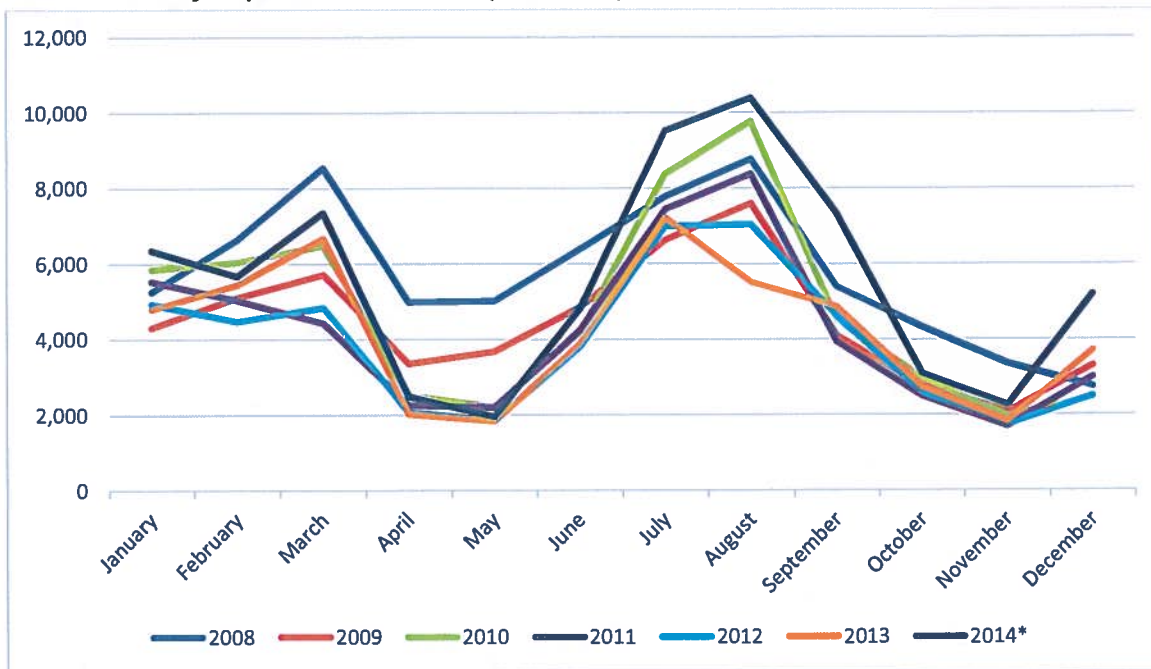
* Enplanements estimated for September through December 2014 based on scheduled departures, historical load factors, and historical flight cancellations/diversions. The 2014 annual enplanement estimate was also adjusted to account for artificially reduced enplanements associated with Airport closure from April 29 to May 21, 2014.



3.4 Monthly Passenger Enplanements

Reduced service to SLC during off-peak months and seasonal service to other destinations results in fewer commercial destination options for travelers at SUN during the off-peak months. Monthly enplanements from 2008 to 2014 at SUN are presented in **Chart 4**.

Chart 4. Monthly Enplanements at SUN (2008-2014).



Source: U.S. Department of Transportation T-100 Database, Mead & Hunt

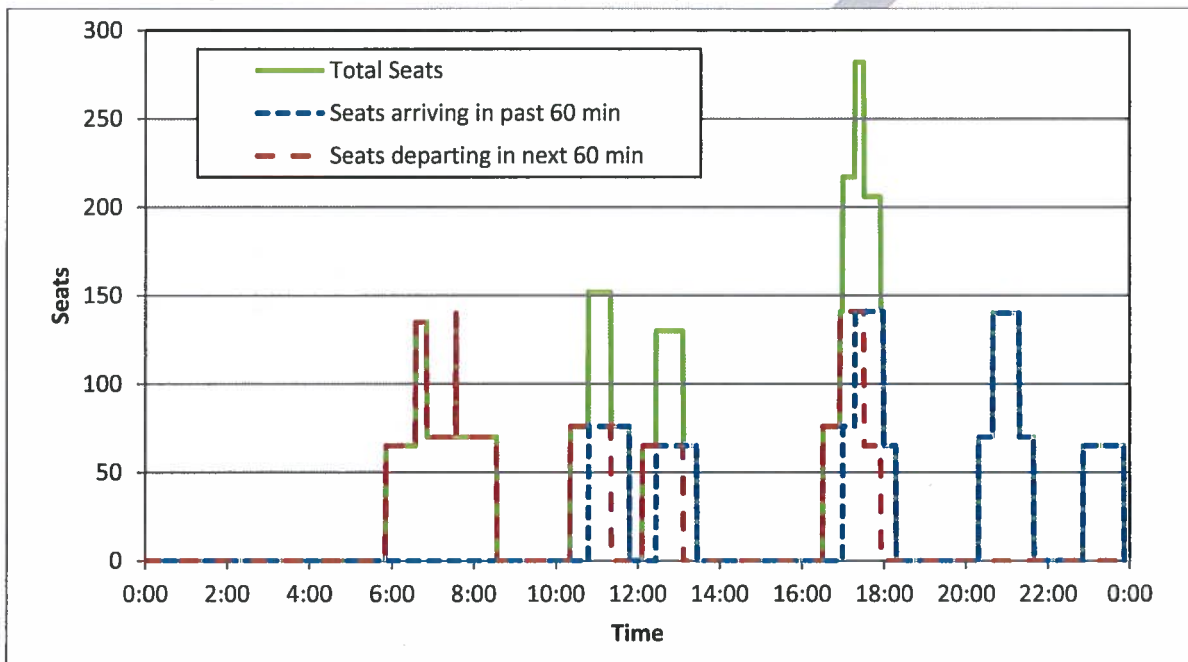
* Enplanements estimated for September through December 2014 based on scheduled departures, historical load factors, and historical flight cancellations/diversions. May 2014 enplanements also adjusted to account for artificially reduced enplanements associated with Airport closure from April 29 to May 21, 2014.



3.5 Peak Passenger Enplanements

The typical approach to peak activity forecasting is to identify the "design hour" flows of passengers in the terminal building. The peak month for passenger enplanements in 2014 was August, which experienced an estimated 15.6% of total annual enplanements. The numbers of hourly arriving and departing seats during a typical weekday in August 2014 at SUN are summarized in **Chart 5**.

Chart 5. Peak Day Available Seats at SUN (August 2014).



Note: Peak Day shown is based on August 2014 commercial departure schedule.

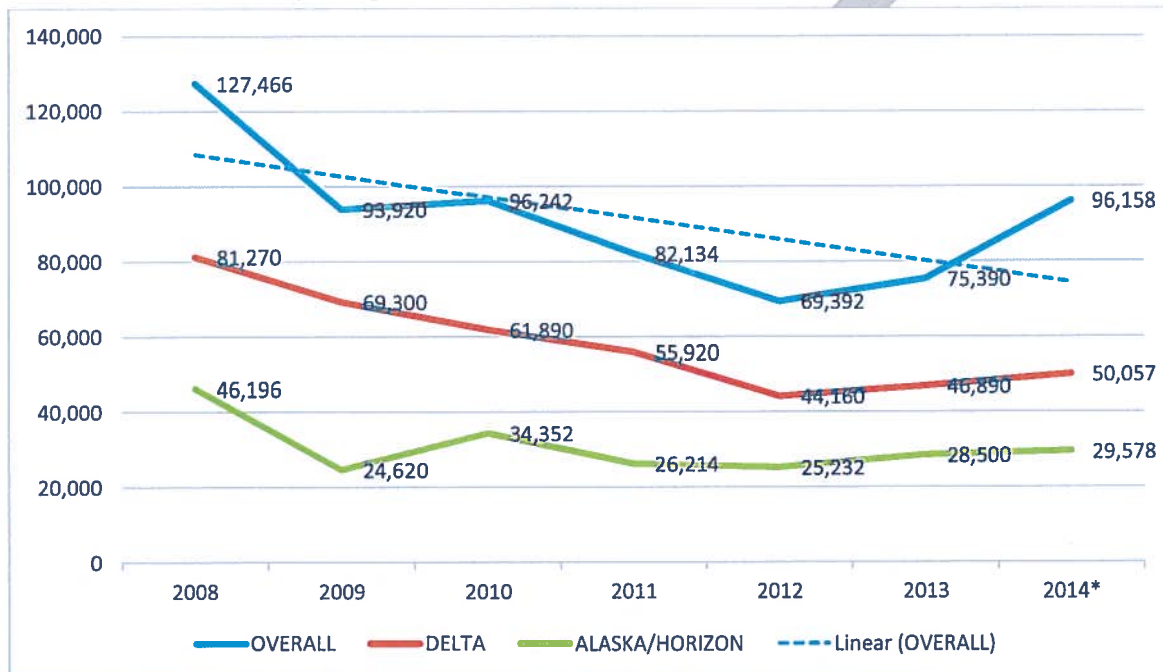
In 2014, the peak hour for seats departing in the next 60 minutes at SUN occurred between 4:30 pm and 5:30 pm; the peak hour for seats arriving in the past 60 minutes occurred between 5:00 pm and 6:00 pm; and the peak hour for total arriving and departing seats occurred between 5:00 pm and 6:00 pm. It is important to note that the current peak hour at SUN is largely due to Alaska Airlines operating to two markets (SEA and LAX) with a single aircraft turning at SUN. As new destinations and/or airlines are added at SUN, they will likely follow the traditional operational pattern for mountain resort areas, with departures packed into the morning hours. New 2014 United Airlines service to SFO and DEN both overnight at SUN and depart in the morning. As a result, it is likely that future SUN departures will exceed the number of gates, requiring towing. As morning departures grow, an outbound passenger peak in the morning may start to occur that will exceed peak hour estimates based on the August 2014 schedule shown above.



3.6 Actual Departing Seats

Since 2008, passenger airlines have been reducing overall capacity nationwide in response to the economic recession and rising fuel prices. This has particularly been the case in smaller markets at non-hub airports such as SUN. Annual actual departing seats by airline and overall departing seats from 2008 to 2014 at SUN are presented in **Chart 6**.

Chart 6. Total Actual Departing Seats at SUN (2008-2014).



Source: U.S. Department of Transportation T-100 Database, Mead & Hunt

* Departing seats estimated for September through December 2014 based on scheduled departures and historic flight cancellations/diversions. May 2014 departing seats also adjusted to account for artificially reduced departing seats associated with Airport closure from April 29 to May 21, 2014. Overall departing seats in 2014 includes additional seats associated with new United Airlines service to SFO and DEN.

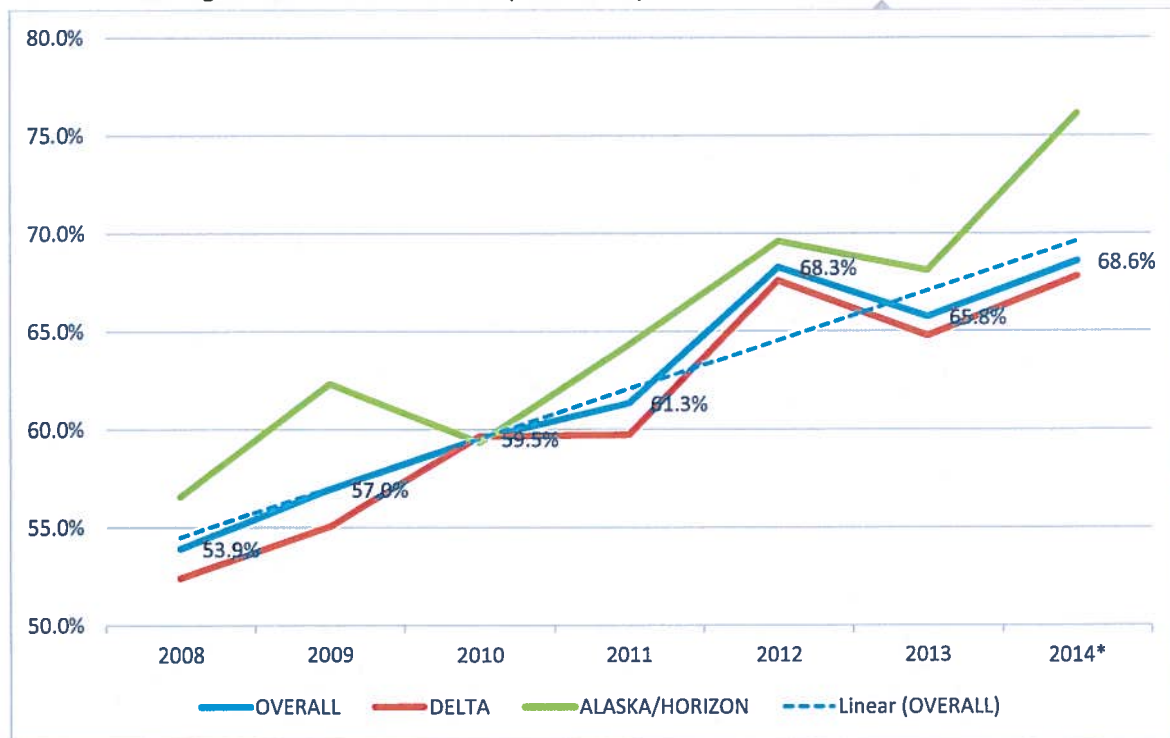
Departing seats for Delta Air Lines service to SLC steadily declined from 2008 to 2012, but recently stabilized and are currently exhibiting an upward trend. After a steep decline in 2009, departing seats on Alaska Airlines flights to SEA and LAX have stabilized. The addition of United Airlines DEN and SFO service in 2014, in combination with these other trends, resulted in a substantial increase in total available seats in 2014. (Note – 2008 capacity included Alaska Airlines service to Oakland International Airport (OAK).)



3.7 Passenger Load Factor

As seat capacity has been reduced in recent years, airlines have attempted to fill as many seats as possible to reduce operational costs, resulting in strong growth in passenger load factors across the industry. This has certainly been the case at SUN, as shown in **Chart 7** below.

Chart 7. Passenger Load Factors at SUN (2008-2014).



Source: U.S. Department of Transportation T-100 Database, Mead & Hunt

* Passenger load factor estimated for September through December 2014 based on historical trends. Overall passenger load factor in 2014 takes into account load factors associated with new United Airlines service to SFO and DEN.

Load factors on all routes at SUN increased substantially from 2008 to 2014, resulting in an overall load factor increase from 53.9% in 2008 to 68.6% in 2014.



3.8 Recent Air Service Studies

In November 2014, results of air passenger surveys at Friedman Memorial Airport were published by Fly Sun Valley Alliance (FSVA). FSVA is a non-profit organization focused on improving commercial air service in the Wood River Valley. The surveys were conducted during January-April and June-October 2014. The survey revealed several noteworthy trends that have important implications for these forecasts. First, the majority of the SUN passenger base is made up of visitors and part-time residents such as second-homeowners. Approximately 59% of passengers were visitors, 18% were part-time local residents, and the remaining 23% were full-time local residents (full-time defined as living in the area more than three months out of the year).

The survey focused on assessing the visitor experience and gaining insight into how it may be improved. Top visitor markets as indicated by the survey included California, Washington, New York, and Idaho. The following is a list of the major trends identified by the survey:

- The median age of visitors is 50 years, and the median age for part-time residents is 58 years.
- 36% of visitors are part of a household with children, 21% are single with no children, 27% are empty-nesters, and the remainder are part of a couple with no children. The household status makeup of part-time residents is similar but with a higher proportion of empty-nesters.
- 63% of part-time residents come from households earning \$250,000 or more per year, compared to 37% of visitors.
- Part-time residents tend to visit more often than visitors.
- Part-time residents were slightly more likely than visitors to consider other airports for their trip. Boise was the leading alternative, followed by Twin Falls.
- Most passengers chose SUN because of its convenience of location.
- Among the suggestions for improving the Airport experience were: adding more daily flights, providing direct flights to more cities, improving bad weather capabilities and reducing delays, and more options for restaurants and bars in the terminal.
- Unique aspects of SUN passengers compared with other mountain resort areas include: a strong Pacific coast focus, a large part-time resident segment, and an older affluent profile.

In August 2014, a *Retention Analysis* was conducted for Friedman Memorial Airport. There are several other airports in the region that have the potential to draw away passengers from SUN, primarily BOI and SLC, as well as TWF. The study analysis was divided into three seasonal periods: winter (December – March), summer (June – September), and off-peak (April, May, October, and November). The analysis utilized data from the Airline Reporting Corporation, which reports data on the customer zip code used to purchase the ticket, for the zip codes within the Airport's catchment area. The seasons that were analyzed included data from 2011 up to the time of the analysis, depending upon the season. States with 10% or more of SUN's total passengers purchasing a ticket with SUN as an origin or destination included Washington, California, Illinois, and Idaho. Texas and Arizona contributed 8% and 7%, respectively.



The overall findings of the retention analysis were that for all three seasons, improvements in passenger retention have been made at SUN since 2012. For the winter season, most recapture was gained from BOI with some gain from SLC as well. In the summer and off-peak seasons, it was shown that recent increases in the flights and seats available in the SUN market had resulted in retention improvements. Additionally, during the off-peak season, it was found that SUN had the highest passenger retention in Hailey, Ketchum, and Bellevue, out of all communities in the catchment area. The significance of the retention analysis from the perspective of this Master Plan is that it is important for SUN to continue to remain as competitive as possible in order to prevent and reverse passenger leakage to Boise, Salt Lake City, and other airports in the region by offering reasonably-priced air service and pursuing service improvements.

4.0 Commercial Service Activity Forecasts

The following sections describe commercial passenger service forecasts developed for the Master Plan. The forecasts assume that future air service will continue to receive local financial support, and that if this support were withdrawn there would be significantly less commercial service at the airport. Commercial aviation activity forecasts presented in the following sections include:

- Annual passenger enplanement forecasts;
- Peak passenger activity forecasts; and
- Commercial service aircraft fleet mix and operations forecasts.

4.1 Annual Passenger Enplanements Forecasts

Passenger enplanements for 2014 were estimated based on the following:

- The commercial service schedule for the remainder of calendar year 2014, as of this writing;
- The number of aircraft seats in each scheduled commercial service aircraft;
- Historical commercial service route passenger load factors; and
- Historical flight cancellation/diversion rates.

Three different forecasting methodologies were applied for passenger enplanements to create forecast scenarios, including an adjusted FAA Terminal Area Forecast (TAF), a market share forecast, and two socioeconomic variable forecasts (based upon gross regional product (GRP) and per capita income). From the passenger enplanement forecast scenarios, a preferred forecast was then chosen. It is important to note that enplanements were forecasted based on anticipated air service at the current Airport site. Future chapters of the Master Plan will identify levels of commercial aviation activity representing demand which the current Airport site may not be able to accommodate in its current configuration.

- **Adjusted TAF** – This forecast adjusts the baseline 2014 enplanement figure to correspond with expected actual enplanements, but utilizes the same projected growth rate for enplanements as the most recent version of the TAF published in February 2014.



- **Market Share Forecast** – Market share, ratio, or top-down models compare local levels of activity with a larger entity. Historical data was examined to determine the ratio of local airport traffic to total national traffic. This forecast assumes that the 2014 ratio of SUN enplanements to national enplanements will remain consistent throughout the planning period.
- **Socioeconomic Variable Forecasts** – Historic and projected socioeconomic data provided by the economic forecasting firm Woods & Poole, Inc., was used to create three additional enplanement forecast scenarios. Historic and projected compound annual growth rates (CAGR) for gross regional product (GRP) and per capita income in the Hailey Micropolitan Statistical Area (MSA) were used to project passenger enplanements.

The forecasting scenarios for passenger enplanements are summarized in **Table 1** and **Chart 8** on the next page. For comparison purposes, the FAA's Terminal Area Forecast (TAF) has also been included. The Adjusted TAF is recommended as the preferred enplanement forecast, as 2014 enplanements are expected to be well above the TAF estimate, and future growth forecasted by the TAF is reasonable when considering recent enplanement growth as well historic and projected economic variables such as GRP and per capita income. The other forecasts were ruled out for the following reasons:

- The FAA TAF does not reach estimated 2014 enplanements until the mid-2020s.
- The market share and GRP variable forecasts do not adequately take into account underlying reasons for strong 2014 growth in SUN enplanements, and the potential for additional routes to other large passenger markets.
- The income variable forecast is not appropriate to use for the SUN market, as a small segment of high income earners skew the overall per capita income figures.

The preferred enplanement forecast has been reviewed by local Fly Sun Valley Alliance representatives and is within five percent of their own short-term projections. However they have noted that potential service to new destinations and additional service to existing destinations may result in stronger enplanement growth than this forecast reflects, which may lead to greater variance beyond the five year period. Other variables not accounted for by this forecast include

- Possible future improvements to instrument approach procedures currently being studied by the Airport, which may reduce the frequency of flight cancellations/diversions;
- Planned future addition of hotels and other tourist accommodations in the Wood River Valley, which may increase demand for commercial aircraft seats; and
- Potential recapture of passenger leakage to Boise.



Table 1. Passenger Enplanement Forecast Comparison

Year	FAA Terminal Area Forecast ¹	Adjusted Terminal Area Forecast ²	Market Share Analysis	Gross Regional Product Variable 2.51% ³	Per Capita Income Variable 3.73% ⁴
2014*	52,130	66,409	66,409	66,409	66,409
2019	61,847	78,797	72,962	75,172	79,753
2024	73,378	93,496	80,162	85,092	95,779
2029	87,063	110,936	88,072	96,321	115,025
2034	103,297	131,630	96,763	109,031	138,138
CAGR 2014-2034	3.48%	3.48%	1.90%	2.51%	3.73%

Sources:

* 2014 enplanements figures projected by Mead & Hunt based on service schedule for remainder of CY 2014, number of aircraft seats in relevant aircraft, historical service route load factors, and historical flight cancellation/diversion rates; actual data was incorporated when available.

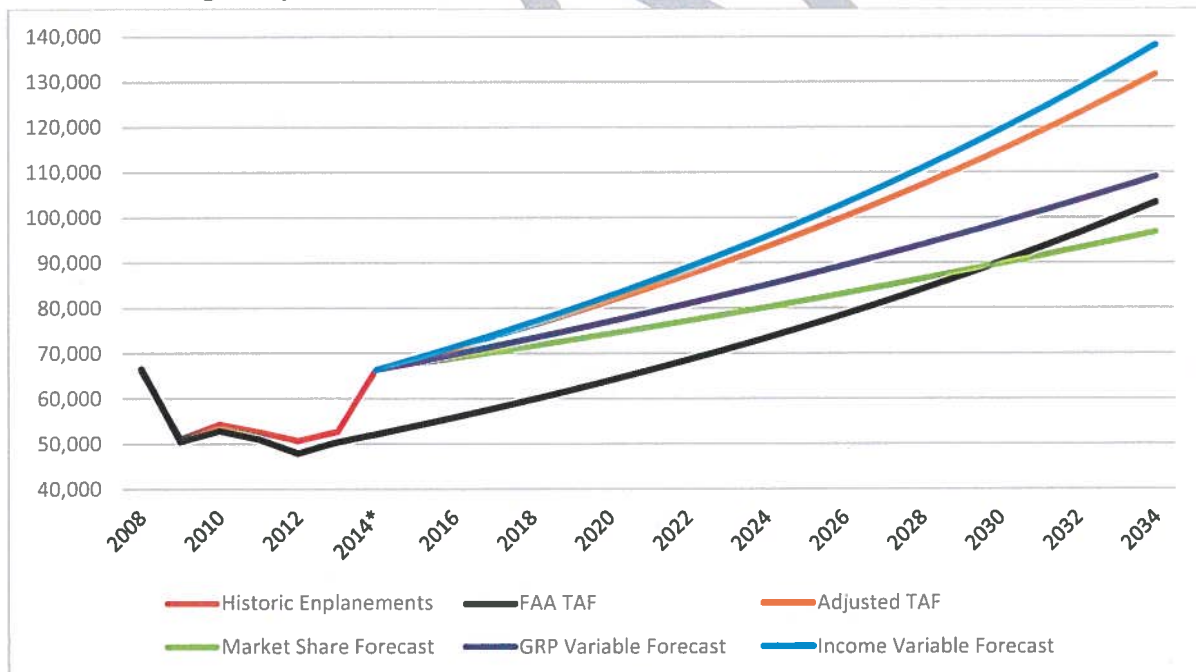
1. FAA Terminal Area Forecast (TAF), issued February 2014.

2. Adjusted TAF calculated using 2014 annual enplanement estimate and 2013 TAF projected growth rate.

3. Gross Regional Product growth rate compiled from Woods and Poole data for Gross Regional Product projected compound average annual growth rate for Hailey MSA, 2014-2035.

4. Per Capita Income Variable growth rate compiled from Woods and Poole data for Total Personal Income Per Capita (in current dollars) historical compound average annual growth rate for Hailey MSA, 1995-2013.

Chart 8: Passenger Enplanement Forecasts



Source: Mead & Hunt analysis.

* Enplanements estimated for September through December 2014 based on scheduled departures, historical load factors, and historical flight cancellations/diversions. The 2014 annual enplanement estimate was also adjusted to account for artificially reduced enplanements associated with Airport closure from April 29 to May 21, 2014.



4.2 Peak Passenger Activity Forecasts

Forecasts of annual passenger activity may not adequately describe the complex needs of airport facilities. Annual metrics are only useful when activity tends to be evenly distributed over the hours, days, and months of the year. However, with its seasonal schedule, SUN experiences peak periods during tourist seasons where commercial aviation activity far surpasses annual averages. For this reason, it is important to identify existing peak period activity levels and to forecast future peak period activity levels.

It should be noted that planning for facility and equipment requirements is based on the probable demand that may occur over time. If planning is contingent on the absolute busiest periods of activity, it can lead to overestimation, overspending, and inefficiencies. As a result, these peak activity forecasts focus on the **average** day during the peak months for passenger activity rather than the **peak** day of the peak months. It is also important to note that future airline route schedules are unpredictable, and that peak hourly passengers are highly dependent on these schedules.

Monthly, daily, and hourly peak passenger activity forecasts were developed from the preferred enplanement forecast recommended in the previous section. Assumptions implicit in the peak passenger forecasts include the following:

- Peak month passengers in 2014 were 15.6% of total estimated annual passengers (August). This ratio is held constant throughout the 20-year forecast period to determine peak month passengers for each forecast year.
- Peak month average day passengers were derived by dividing peak month enplanements by 31 (days in the peak month).
- Peak hour average day passengers are estimated at 29.0% of total daily enplanements, based on August 2014 commercial service schedule (see Section 3.4).

The resulting peak passenger activity forecasts for SUN are presented in **Table 2** on the next page. These forecasts indicate strong future growth in peak hourly passengers, nearly doubling from 204 in 2014 to 384 in 2034. These forecasts are based on the August 2014 passenger airline schedule. However, as noted in Section 3.5, destinations and/or airlines added at SUN in the future will likely follow the traditional operational pattern for mountain resort areas, with departures packed into the morning hours. This may result in a more demanding peak hour than indicated by this peak passenger activity forecast.



Table 2. Peak Passenger Activity Forecasts				
Year	Peak Factor	Enplanements	Deplanements	Total Passengers
2014	<i>Estimated</i>			
	Annual	66,409	66,409	132,818
	Peak Month	10,928	10,928	21,856
	Peak Month Avg. Weekday	353	353	705
	Peak Hour Avg. Weekday	102	102	204
2019	<i>Projected</i>			
	Annual	78,797	78,797	157,594
	Peak Month	12,292	12,292	24,585
	Peak Month Avg. Weekday	397	397	793
	Peak Hour Avg. Weekday	115	115	230
2024	<i>Projected</i>			
	Annual	93,496	93,496	186,992
	Peak Month	14,585	14,585	29,171
	Peak Month Avg. Weekday	470	470	941
	Peak Hour Avg. Weekday	136	136	272
2029	<i>Projected</i>			
	Annual	110,936	110,936	221,872
	Peak Month	17,306	17,306	34,612
	Peak Month Avg. Weekday	558	558	1,117
	Peak Hour Avg. Weekday	162	162	324
2034	<i>Projected</i>			
	Annual	131,630	131,630	263,260
	Peak Month	20,534	20,534	41,069
	Peak Month Avg. Weekday	662	662	1,325
	Peak Hour Avg. Weekday	192	192	384

4.3 Commercial Passenger Fleet Mix and Operations Forecasts

Two forecasts have been developed for commercial passenger fleet mix and operations (takeoffs and landings). These forecasts are representative of the following two potential conditions:

- 1) A **"constrained"** forecast that takes into consideration the physical constraints associated with the existing Airport site and related aircraft use restrictions. This forecast represents the continuation of existing conditions and constraints should the Airport continue to operate at its current site throughout the 20-year planning period without changes to current operating restrictions. Possible future aircraft activity levels and commercial service aircraft types that would indicate the practicality or necessity of reconfiguring or relocating the Airport due to the constraints of the current site will be identified in a future chapter of the Master Plan.
- 2) A **"less constrained"** forecast that represents a future scenario in which the Airport could be reconfigured or relocated. This forecast presumes that a new site with more advantageous terrain and a larger footprint could better accommodate projected commercial aviation activity, up to a reasonable point of lowered restriction over the next 20 years.

As mentioned previously, commercial passenger service at SUN is currently provided with a combination of CRJ-700 regional jet aircraft and Q-400 turboprop aircraft. However, industry analysts expect that airlines will phase out the CRJ-700 over the next 10 years in favor of larger aircraft, such as the Embraer E-175 and the CRJ-900. Despite these expected fleet changes, it is likely that SUN will be one of the last destinations for the CRJ-700 such that operations by this aircraft will not be eliminated entirely from the SUN commercial fleet during the 20-year planning period. However, as passenger load factors continue to increase, airlines will either need to add more flights or transition to larger aircraft at SUN such as the CRJ-900, E-175, E-175-E2, and MRJ-90.

Characteristics of potential future regional aircraft at SUN are compared to the current regional aircraft in **Table 3** on the next page. This table also summarizes characteristics of larger, narrow-body, non-regional aircraft that serve similar tourist markets – however these aircraft are shown for comparison purposes only and are not expected to be considered at the current site.



Table 3. Existing and Potential Future Commercial Aircraft Fleet Technical Specifications.					
Aircraft Type	Wingspan	Maximum Takeoff Weight (lbs)	Typical Number of Seats	Meets Current Operational Restrictions?	Expected First Delivery
Current Regional Aircraft at SUN					
CRJ-700	76' 3"	72,750	70	Yes	Currently in Service
Q-400	93' 3"	64,500	76	Yes	Currently in Service
Potential Future Regional Aircraft (Existing Airline Fleet)					
CRJ-900	81' 7"	80,500	88*	Yes	Currently in Service
E-170	85' 4"	79,340	70	Yes	Currently in Service
E-175	85' 4"	82,700	78	Yes	Currently in Service
E-190	94' 3"	105,360	98	No	Currently in Service
E-195	94' 3"	107,560	108	No	Currently in Service
* Although operationally capable of an 88-seat configuration, the CRJ-900 is not currently flown by regional airlines with a greater than 76-seat configuration due to pilot contract scope clauses.					
Potential Future Regional Aircraft (Future Airline Fleet)					
E175-E2***	101' 8"	97,730	88	TBD**	2020
E190-E2	110' 7"	125,400	106	No	2018
E195-E2	110' 7"	131,000	132	No	2019
MRJ-70	95' 9"	81,240	78	Yes	2017
MRJ-90***	95' 9"	87,303	92	Yes	2017
CS100	115' 1"	130,000	110	No	2015
CS300	115' 1"	143,999	135	No	2016
** Currently published performance and dimensional specifications for the E175-E2 are slightly above current SUN operational restrictions; however, it is possible that future variants may meet restrictions. If future variants do not meet restrictions, there is potential that the E175-E2 may receive a manufacturer's operational certification, or "placard", for operations below 95,000 pounds at SUN, as well as a special control tower operational procedure to mitigate for the aircraft wingspan. However, an operational certification for the E175-E2 would require cooperation of both the airline and the aircraft manufacturer, while a special operational procedure would require approval from the FAA.					
*** SkyWest Airlines currently has 100 orders each of the E175-E2 and MRJ-90.					
Comparison Non-Regional Aircraft					
Airbus A319	111' 11"	166,000	134	No	Currently in Service
Airbus A320	111' 11"	172,000	164	No	Currently in Service
Boeing 737-800	117' 5"	174,200	175	No	Currently in Service
Boeing 757-200	124' 10"	250,000	200	No	Currently in Service

Given current operational restrictions, airlines have an effective maximum capacity of 88 seats at SUN, as the CRJ-900 is largest aircraft currently in the regional airline fleet (in terms of seats) that meets SUN operational weight requirements of below 95,000 pounds. Furthermore, many new regional passenger aircraft expected to join the regional fleet within the next five to ten years – including the Embraer E190-E2, E-195-E2, and the Bombardier C-Series – will be unable to operate at the SUN under the current operational weight restrictions.



It is important to note that the following fleet mix forecast scenarios assume that all potential future commercial aircraft identified in Table 3 can operate at the current site without increases in runway length, improvements in approach procedures, or expansions to commercial parking aprons; these assumptions may or may not be valid. The only constraints considered in development of the fleet mix forecasts are current operating restrictions at SUN in terms of aircraft weight and wingspan.

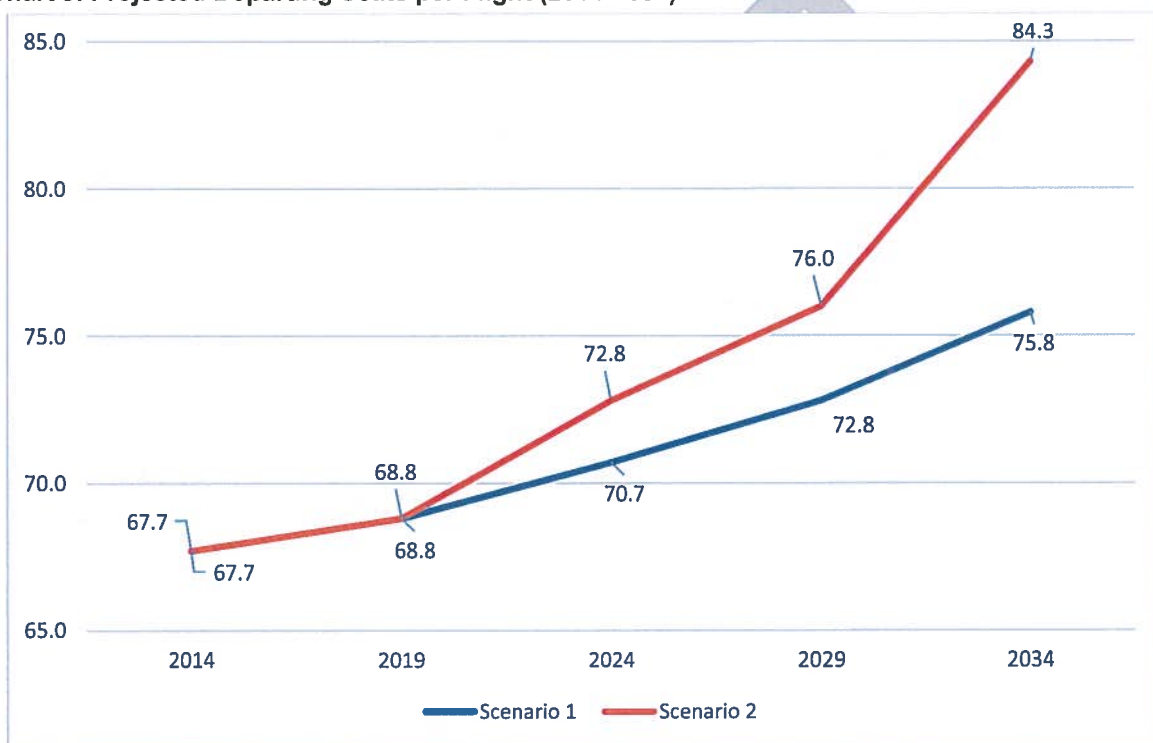
The "constrained" fleet mix scenario for SUN (Scenario 1) assumes that the Airport will continue to be limited to aircraft with a capacity of 88 seats or less throughout the 20-year planning period. This scenario considers the potential of the 92-seat MRJ-90 entering SUN's commercial fleet mix at some point in the future. This scenario further assumes that aircraft in the 78-88 seat range will grow in importance at SUN as the CRJ-700 is phased out by the airlines.

The "less constrained" fleet mix scenario (Scenario 2) assumes that the Airport will be reconfigured or relocated at some point during the 20-year planning period when commercial passenger service trends dictate. **It is important to note that the likelihood of this scenario is dependent on future community consensus that service by aircraft with greater than 92 seats and/or longer range is necessary for the Airport to function successfully.** This scenario allows for future service by existing regional aircraft with a capacity of greater than 92 seats. This scenario considers the potential of the 106-seat E190-E2, the 132-seat E195-E2, and the 135-seat CS300 entering SUN's commercial fleet at some point in the future – however it assumes that these aircraft will not play a major role at SUN within the 20-year planning due to uncertainties regarding their likely routes. This scenario further assumes that aircraft in the 78-88 and greater than 92 seat ranges will grow in importance at SUN as the CRJ-700 is phased out by the airlines; however, it also assumes that SUN will be one of the last destinations for the CRJ-700 so that operations by this aircraft will not be eliminated entirely from the SUN commercial fleet during the 20-year planning period.



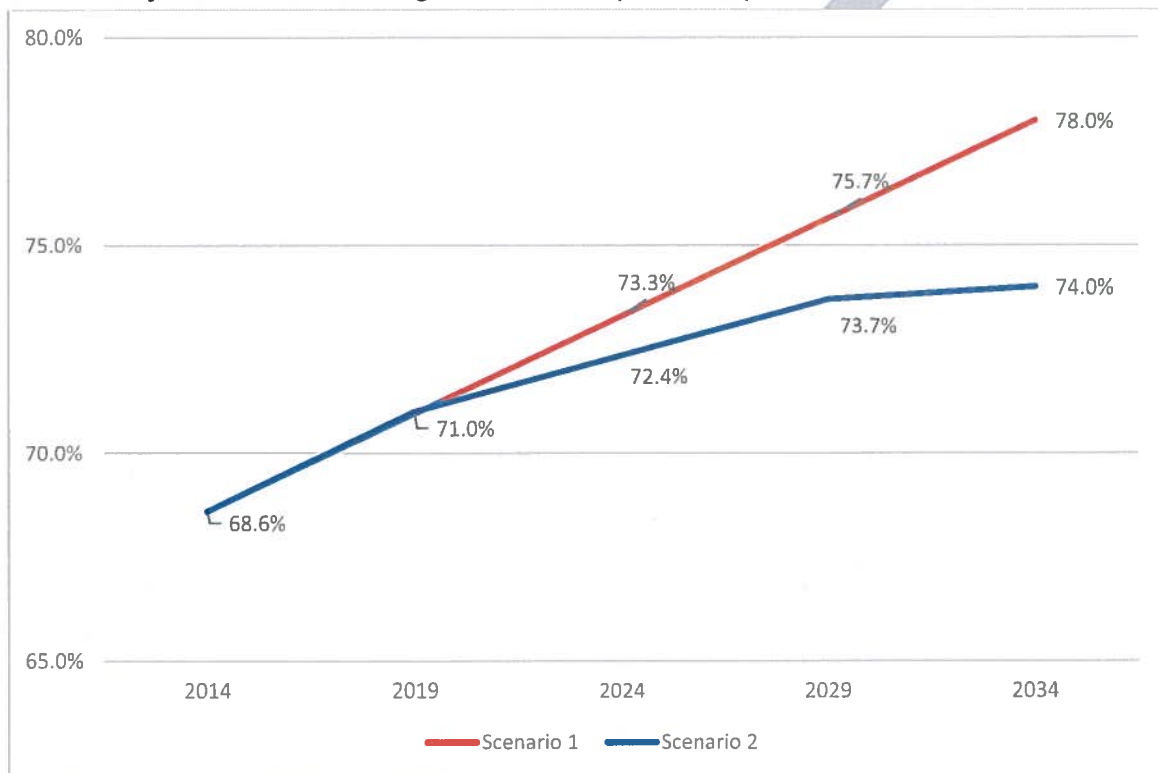
Under Scenario 1, departing seats per flight would increase from 67.7 in 2014 to 75.8 in 2034, after which this figure would likely stabilize due to the effective maximum seat capacity imposed by the operational restrictions at SUN. Under Scenario 2, departing seats per flight would track closely with Scenario 1 through the first 10 years, then diverge from Scenario 1 as operational restrictions at SUN are modified at some point beyond the 10-year planning period, allowing for aircraft types with greater than 92 seats to join the fleet. Projections of departing seats per flight for both scenarios are summarized in **Chart 9** below.

Chart 9. Projected Departing Seats per Flight (2014-2034).



Because Scenario 1 involves continued service by smaller regional jet aircraft due to the effective maximum seat capacity imposed by current operating restrictions, passenger load factors are forecasted to rise faster for this scenario than for Scenario 2. As shown in **Chart 10**, the overall passenger load factor is expected to increase from an estimated 68.6% in 2014 to 78.0% in 2034 under Scenario 1, while the overall load factor is expected to increase to 74.0% under Scenario 2.

Chart 10. Projected Overall Passenger Load Factor (2014-2034).



Forecasts of commercial passenger operations (takeoffs and landings) for both scenarios are presented in **Table 4**. These forecasts were calculated based on the preferred passenger enplanement forecast presented in Section 4.1, and the fleet mix scenarios, projected available seats, and projected load factors presented above.

Table 4. Passenger Airline Operations Forecasts					
Year	Enplanements	Passenger Airline Departures	Average Seats per Departure	Passenger Load Factor	Passenger Airline Operations
Historical					
2008	66,564	3,335	38.5	53.9%	6,670
2009	50,540	2,634	35.7	57.0%	5,268
2010	52,861	2,515	38.3	59.5%	5,030
2011	51,033	2,214	37.3	61.3%	4,428
2012	47,882	1,805	38.5	68.3%	3,610
2013	50,377	1,959	39.2	65.8%	3,918
2014*	66,409	1,420	67.7	68.6%	2,840
Scenario 1 Forecast					
2019	78,797	1,614	68.8	71.0%	3,228
2024	93,496	1,804	70.7	73.3%	3,608
2029	110,936	2,014	72.8	75.7%	4,029
2034	131,630	2,226	75.8	78.0%	4,453
CAGR (2014-2034)	3.48%	2.27%			2.27%
Scenario 2 Forecast					
2019	78,797	1,613	68.8	71.0%	3,226
2024	93,496	1,774	72.8	72.4%	3,548
2029	110,936	1,981	76.0	73.7%	3,961
2034	131,630	2,110	84.3	74.0%	4,220
CAGR (2014-2034)	3.48%	2.00%			2.00%

The Scenario 1 commercial operations forecast predicts steady growth in operations that accelerates over the planning period as airlines reach the effective allowable maximum seat capacity at SUN and must increase capacity by increasing flight frequencies to accommodate demand. The Scenario 2 commercial operations forecast predicts slower growth in commercial operations as airlines are free to transition to aircraft better suited to increasing passenger loads without increasing flight frequencies.

In accordance with the "dual path" approach, the Master Plan will not recommend one commercial passenger operations forecast as the preferred forecast. Rather, the Scenario 1 forecast will be used to determine facility needs in the event operational restrictions at the Airport remain the same, while the Scenario 2 forecast will determine facility needs in the event the decision is made to reconfigure or relocate the Airport in order to increase the size of the regional commercial fleet.



5.0 Conclusion

The purpose of this technical memorandum was to describe historical and anticipated future commercial aviation activity trends at SUN, and to present preliminary Master Plan forecasts for passenger enplanements and commercial service fleet mix and operations. Based upon the analysis described above, the Consultant recommends that the following be used as the preferred forecasts for enplanements, operations, and fleet mix for use in the Master Plan Update:

- *The preferred forecast for passenger enplanements projects an increase from 66,409 enplanements in 2014 to 131,630 enplanements in 2034;*
- *The preferred forecast for peak passenger activity projects an increase from 204 peak hour enplaning/deplaning passengers in 2014 to 384 peak hour enplaning/deplaning passengers in 2034; and*
- *Commercial passenger fleet mix and operations Scenario 1 projects an increase from 2,840 passenger airline operations in 2014 to 4,453 passenger airline operations in 2034, while Scenario 2 projects a slower increase to 4,220 operations in 2034.*

6.0 Client's Acknowledgement

Client's signature indicates acceptance of the above stated recommendations.

Client's Name, Title

Date

Client's Signature



**Applicant Guidelines For Selection of ~~Seventh~~Fifth Independent Member
Of Friedman Memorial Airport Authority**

The ~~seventh~~^{fifth}, independent member of the FMAA shall:

1. Demonstrate business and/or finance skills and experience.
Demonstrate significant financial experience or education in real estate/commercial development or in business operations.
2. Have familiarity with concepts associated with project funding and project implementation.
3. Have basic computer, email, texting and/or other technology communication skills.
4. Commit to serving at least two (2) two-year terms if appointed.
5. Commit to attend at least 90% of FMAA meetings in person (City of Hailey recommendation)
Commit to attend at least 80% of FMAA meetings in person. (10 of 12 represents 83%, allowing for one attended via teleconference and one absence). (County recommendation)
6. Be a full-time resident of Blaine County for the last five (5) years.
7. Be a team player.
8. Demonstrate knowledge, experience or familiarity with the aviation industry, including airport or aviation business and/or operations management.
9. Commit to relocating the current airport. (City recommendation).
Commit to the airport relocation process. (County recommendation)
10. Demonstrate knowledge of the history of Friedman Memorial Airport and of the airport relocation process.
11. Support policies protecting the health and safety of residents adjacent to and affected by Friedman Memorial Airport.
12. Support all the principles in the Agreement for Development of the Replacement Airport and Redevelopment of Friedman Memorial Airport.

Appointment Procedure

1. FMAA must develop and approve selection criteria for ~~7th~~^{5th} member.
2. The request for applications and criteria for appointment shall be public.
3. Applications to be submitted to FMAA.
4. An FMAA subcommittee will evaluate applications and select a minimum of three candidates for oral interviews. If three candidates are not available, then the subcommittee shall send whatever candidates are available to the Board for consideration.

5. The ~~four~~ six, sponsor-appointed FMAA members will conduct the oral interviews with prospective candidates publicly. Discussion prior to selection and appointment of the ~~75th~~ member may be conducted in executive session, pursuant to Idaho Code, 67-2345(1.a.). Staff may be allowed to participate in these steps at FMAA discretion.
6. Selection of the ~~75th~~ member must be approved unanimously by the remaining members, as required by the FMAA Joint Powers Agreement.
7. Reappointment: The ~~six~~ four, sponsor-appointed members of FMAA shall meet every two years in April to determine whether to reappoint the sitting ~~seventh~~ fifth member, or whether to open the position to other candidates for consideration.
8. The ~~seventh~~ fifth seat shall be opened to other candidates, according to the process outlined above (Items 2-6), at least every other two-year term.



FRIEDMAN MEMORIAL AIRPORT AUTHORITY SEEKS INDEPENDENT BOARD MEMBER

One June 1, 1994, Blaine County and the City of Hailey entered into a Joint Powers Agreement establishing the Friedman Memorial Airport Authority, which is a public entity of the State of Idaho. The Authority is governed by the Board, consisting of seven members. Three members are appointed by the County, three members are appointed by the City, and one, designated as the "Independent Member", is appointed by unanimous vote of the six other appointees. The "Independent Member" position expires on December 31, 2014, and, therefore, the Friedman Memorial Airport Authority would appreciate responses from interested persons. Interested persons should contact Lisa Emerick, Contracts/Finance Administrator, at the Friedman Memorial Airport Managers Office at (208) 788-9003 or by email at lisa@flyfma.com to receive applicant guidelines. Brief resumes will be accepted until December 31, 2014.

Published: Idaho Mountain Express December 10, 2014
December 17, 2014