

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

***PLEASE TAKE NOTICE** that a regular meeting of the Friedman Memorial Airport Authority shall be held Tuesday, February 11, 2020 at 5:30 p.m. at the old Blaine County Courthouse Meeting Room Hailey, Idaho. All matters shall be considered Joint Decision Matters unless otherwise noted. The proposed Agenda for the meeting is as follows:*

**AGENDA  
February 11, 2020**

- I. APPROVE AGENDA – ACTION ITEM**
- II. PUBLIC COMMENT (10 Minutes Allotted)**
- III. FRIEDMAN MEMORIAL AIRPORT AUTHORITY MEETING MINUTES OF:**
  - A. January 7, 2020 Regular Meeting – Motion to Approve – **Attachment #1 ACTION ITEM**
- IV. REPORTS**
  - A. Chairman Report
  - B. Blaine County Report
  - C. City of Hailey Report
  - D. Fly Sun Valley Alliance Report
  - E. Airport Manager Report
- V. AIRPORT STAFF BRIEF (5 Minutes Allotted)**
  - A. Noise Complaints in January
  - B. Profit & Loss, ATCT Traffic Operations Count and Enplanement Data – **Attachment #2 - #4**
  - C. Airport Commercial Flight Interruptions (unofficial)
  - D. Review Correspondence
- VI. ACTION ITEMS (a vote may occur but is not required to be taken)**
  - A. NEW BUSINESS
    - 1. Runway Rehabilitation Project – Scope of Work and Work Order – Consideration of Approval – **Attachment #5**
    - 2. Terminal Area Plan – Scope of Work and Fee Estimate – Consideration of Approval – **Attachment #6**
    - 3. Revised Employee Handbook – Consideration of Approval
    - 4. Creation of a new Personnel Committee – Consideration of Approval
  - B. CONTINUING BUSINESS
    - 1. Parking Lot Automation – Consideration of Approval
- VII. DISCUSSION AND UPDATES**
  - A. NEW BUSINESS
    - 1. Rates and Charges Schedule – Additions and Revisions – **Attachment #7**
  - B. CONTINUING BUSINESS
    - 1. Construction and Capital Projects
      - i. None
    - 2. Airport Planning Projects
      - i. Air Traffic Control Tower Relocation - Update
    - 3. Miscellaneous
      - i. None
- VIII. PUBLIC COMMENT**
- IX. EXECUTIVE SESSION**
  - I.C. §74-206 (1),(c) To acquire an interest in real property which is not owned by a public agency**
  - I.C. §74-206 (1),(f) To communicate with legal counsel to discuss legal ramifications for controversy**  
**imminently likely to be litigated**
- X. 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 208-788-4956 OR WRITING TO 1616 AIRPORT CIRCLE, HAILEY, IDAHO 83333.

**III. FRIEDMAN MEMORIAL AIRPORT AUTHORITY MEETING MINUTES OF:**

- A. January 7, 2020 Regular Meeting – Motion to Approve - **Attachment #1 ACTION ITEM**

**IV. REPORTS**

- A. Chairman Report

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

- B. Blaine County Report

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

- C. City of Hailey Report

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

- D. Fly Sun Valley Alliance Report

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

- E. Airport Manager Report

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

**V. AIRPORT STAFF BRIEF - (5 Minutes Allotted)**

- A. Noise Complaints in January 2020

**No noise complaints received in January**

LOCATION	DATE	TIME	AIRCRAFT TYPE	INCIDENT	ACTION/RESPONSE
None in January					

B. Profit & Loss, ATCT Traffic Operations Count and Enplanement Data - **Attachments #2- #4**

**Attachment #2** is Friedman Memorial Airport Profit & Loss Budget vs. Actual (unaudited)

**Attachment #3** is 2001 - 2019 ATCT Traffic Operations data comparison by month

**Attachment #4** is 2019 Enplanement, Deplanement and Seat Occupancy data

The following revenue and expense analysis is provided for Board information and review:

<b>November 2019</b>		
Total Non-Federal Revenue	November, 2019	\$159,912.45
Total Non-Federal Revenue	November, 2018	\$151,799.29
Total Non-Federal Revenue	FY '20 thru November	\$542,620.48
Total Non-Federal Revenue	FY '19 thru November	\$550,386.46
Total Non-Federal Expenses	November, 2019	\$256,963.95
Total Non-Federal Expenses	November, 2018	\$328,448.89
Total Non-Federal Expenses	FY '20 thru November	\$683,232.73
Total Non-Federal Expenses	FY '19 thru November	\$645,856.11
Net Income excluding Federal Programs	FY '20 thru November	-\$140,612.25
Net Income excluding Federal Programs	FY '19 thru November	-\$95,469.65
Net Income to include Federal Programs	FY '20 thru November	-\$372,734.40
Net Income to include Federal Programs	FY '19 thru November	-\$26,131.69

C. Airport Commercial Flight Interruptions (unofficial):

<b>AIRLINE</b>	<b>FLIGHT CANCELLATIONS</b>	<b>FLIGHT DIVERSIONS</b>
January 1, 2020 through January 31, 2020		
Alaska Airlines	2	2
Delta	0	25
United	6	20

D. Review Correspondence

None

## VI. ACTION ITEMS (a vote may occur but is not required to be taken)

### A. NEW BUSINESS

#### 1. Runway Rehabilitation Project – Work Order #20-02 – Consideration of Approval – **Attachment #5**

T-O Engineers Work Order #20-02 (**Attachment #5**) is for pavement maintenance on several areas of the airfield including Runway 13/31 and the Section 2 & 4 Apron and taxilane areas.

Work on the runway will include rubber removal, crack sealing, and remarking. This work will take place in early June during intermittent daytime runway closures. Work on the aprons and taxilane areas will include crack seal, seal coat, and remarking. This work will also take place in June with a second marking application in the fall. This Work Order also includes an update to the Airport DBE program and goals.

The total amount of this Work Order is \$75,887. This Work Order and the associated construction will be funded by an AIP grant in FY2020. FMAA's share of this Work Order is \$4,743. This project was budgeted in the FY2020 budget.

**Action requested: Approve T-O Engineers Work Order #20-02 in the amount of \$75,887.**

#### 2. Terminal Area Plan – Scope of Work and Fee Estimate – Consideration of Approval – **Attachment #6**

The final draft of the Scope of Work and associated fee estimate for a Terminal Area Plan are included as **Attachment #6**. This final draft Scope of Work remains relatively unchanged from the draft provided to the Board at the January meeting. The final draft scope reflects significant input and coordination from Staff and the FAA.

The proposed fee for this project is \$293,368. Per FAA requirements, an Independent Fee Estimate (IFE) was completed based on the Scope of Work and initial fee estimate proposed by Mead & Hunt. Mead & Hunt's initial fee estimate was \$302,996. The IFE was completed by Jacobs and came in at \$512,540. While the IFE is substantially higher than the initial Mead & Hunt fee estimate, staff negotiated the Mead & Hunt fee down to \$293,368.

The project will be funded with FY2020 FAA AIP Entitlement funds with FMAA's share at \$18,336. This project was budgeted in the FY2020 budget.

**Action requested: Approve the Terminal Area Plan Scope of Work and negotiated fee with Mead & Hunt in the amount of \$293,368 and issue the Notice to Proceed to Mead & Hunt contingent upon FAA concurrence.**

3. Revised Employee Handbook – Consideration of Approval

A final version of a revised Employee Handbook was provided to the Board prior to the meeting. This draft is the result of significant coordination with our airport attorney, various independent Human Resources representatives, and the Board's Employee Handbook Committee. This new handbook will replace the current handbook which was last updated in 1992.

Airport Counsel will provide an overview to the Board summarizing the changes to the handbook including input from the Committee. Staff is seeking approval of the handbook at this meeting.

**Action requested: Approve the revised Employee Handbook as presented to the Board.**

4. Creation of a new Personnel Committee – Consideration of Approval

Based on the authority granted to a Personnel Committee as included in the new handbook, the formal creation of a new Personnel Committee by the Board is recommended. Airport Counsel recommends the current Employee Handbook Committee serve as the new Personnel Committee. The formation of the new Personnel Committee is contingent on the Board's approval of the new employee handbook.

**Action requested: Creation of a new Personnel Committee as recommended in the revised Employee Handbook.**

B. CONTINUING BUSINESS

1. Parking Lot Automation – Consideration of Approval

This discussion is a continuation from the January meeting.

As a reminder, after several months of operating the parking lot under our new(er) parking lot management structure and with new equipment, The Car Park and Staff have gained a better understanding of our operational needs and capabilities to accommodate our current and anticipated growing demand.

As discussed at the January meeting, additional efficiencies and enhanced customer service are possible with a move toward automation. Staff is requesting Board approval to move toward automation starting Q2 of this fiscal year.

**Action requested: Board approval to move forward with phased automation of the lot starting Q2.**

## VII. DISCUSSION AND UPDATES

### A. NEW BUSINESS

#### 1. Rates and Charges Schedule – Revisions and Additions – **Attachment #7**

Staff is recommending revisions and additions to the current Rates and Charges schedule. The proposed changes have been reviewed by, and coordinated with, the Finance/Lease Committee. As a reminder, Rates and Charges can be changed by the Board at any time during the fiscal year.

Due to the more complex nature of proposed revisions to Tie-Down fees, **Attachment #7** includes the proposed changes to Tie-Down fees. Staff will provide a summary of these and other proposed revisions and additions and solicit input from the Board at the meeting.

Approval of these proposed changes is not be requested at this meeting. This introduction will be for informational and discussion purposes for the Board and interested airport customers.

### B. CONTINUING BUSINESS

#### 1. Construction and Capital Projects

i. None

#### 2. Airport Planning Projects

i. Air Traffic Control Tower Relocation - Update

As discussed at the January meeting, coordination between the Board Chairman, Staff, our consultant William E. Payne and Associates, our Congressional Delegation, and the FAA, regarding SUN's opportunities to gain Pilot Program status in the FAA's Remote Tower Program continue. Any new developments will be discussed with the Board at the meeting.

#### 3. Miscellaneous

i. None

**VIII. PUBLIC COMMENT**

- IX. EXECUTIVE SESSION - I.C. §74-206 (c)** To acquire an interest in real property which is not owned by a public agency
- I.C. §74-206 (f)** To communicate with legal counsel to discuss legal ramifications for controversy imminently likely to be litigated

**X. ADJOURNMENT**

**MINUTES OF A REGULAR MEETING  
OF THE  
FRIEDMAN MEMORIAL AIRPORT AUTHORITY\***  
January 7, 2020  
5:30 P.M.

**IN ATTENDANCE:**

**BOARD MEMBERS:** Chairman – Jacob Greenberg, Vice-Chairman – Don Keirn, Treasure - Ron Fairfax, Board Members - Fritz Haemmerle, Patrick Cooley, and Dick Fosbury, Angenie McCleary (via telephone)

**FRIEDMAN MEMORIAL AIRPORT STAFF:** Airport Manager – Chris Pomeroy, Contracts/Finance Administrator – Lisa Emerick, ASC/Special Projects Coordinator/Executive Assistant – Steve Guthrie, Airport Operations Manager – Todd Emerick; Airport Administrative Coordinators – Sue Heaphy

**CONSULTANTS:** T-O Engineers –Nathan Cuvala, Centerlyne – Candace Crew & Sarah Shepard, Harris CPA – Josh Tyree, Rexroat, Harberd & Associates – Laurie Harberd, C.A. Johnson Consulting – Chris Johnson

**AIRPORT LEGAL COUNSEL:** Lawson Laski Clark, PLLC – Jim Laski

**AIRPORT TENANTS/PUBLIC:** The Car Park – Stephen Phillips, Matt Eisenberg, Dot McIntire

**PRESS:** Idaho Mountain Express – Alejandra Buitrago

**CALL TO ORDER:**

The meeting was called to order at 5:30 p.m. by Chairman Greenberg.

**I. APPROVE AGENDA**

The agenda was amended.

Attorney Laski reported for the record the revised agenda was posted prior to the beginning of this meeting.

**MOTION:** *Made by Board Member Haemmerle to approve the revised agenda item 6A. Seconded by Board Vice-Chairman Fosbury.*

**PASSED UNANIMOUSLY**

**II. PUBLIC COMMENT**

Public Comment via text read by Angenie McCleary that was received from Jeanette McIlhenny, Bellevue, Idaho.

“I wonder if the commissioners have any say with the airport. The amount of air traffic, noise and frequency is too much for the south valley residents. Is there anything you can do to make it more livable for us who have suddenly found ourselves living under the flight pattern of an extremely busy airport?”

Board Member Haemmerle responded the answer would be to relocate the airport away from towns as planned in the master plan referred to as the Dual Path. He is unaware of any authority the Board has to limit air traffic at SUN.

**III. APPROVE FMAA MEETING MINUTES**

A. December 3, 2019 Regular Meeting Minutes - Attachment #1

**MOTION:** *Made by Board Member Fairfax to approve the December 3, 2019 Regular Meeting Minutes. Seconded by Board Vice-Chairman Keirn.*

**PASSED UNANIMOUSLY**

**IV. REPORTS**

A. Chairman Report  
No report was given.

B. Blaine County Report

Board Member McCleary reported she received calls regarding the “first come, first serve” FAA Policy. The public voiced their frustration regarding this policy and are inquiring if anything can be done either by the commissioners, or the staff at FMAA, to proactively address this public concern. She also reported these concerns were discussed at the county meeting today and the Board of Commissioners plan to follow up by contacting the FAA.

C. City of Hailey Report

No report was given.

D. Fly Sun Valley Alliance Report

No report was given.

E. Airport Manager Report (see Power Point Presentation)

- Airport Manager Pomeroy reported on holiday activities at the airport. He indicated the busiest days were December 21, 26, 27, January 2, and 4. Airport Manager Pomeroy explained in detail how the FAA ATC system, “first come, first serve” provides equal access to all aircraft in the National Airspace System. The major delays occurred when weather issues arose with high traffic days. All commercial and private air traffic adhere to the FAA rule of “first come, first serve.” Airport Manager Pomeroy, along with FMA air traffic consultant Greg Dyer, were working behind the scene on these busy days and were communicating with the Salt Lake City air traffic control center. He further explained that other resort airports experienced similar delays. FMA staff will continue to work with these other similar resort airports in communicating with the FAA regarding “first come, first serve” and the impact on the resort airports. Board Members discussed the impact on the tourist industry, with the commercial flights impacting a large number of people. They discussed the possible impacts the delays could have when the new aircraft approaches are implemented. Airport Manager Pomeroy reiterated that both commercial and private aircraft experienced the same delays.
- Airport Manager Pomeroy reported he will be attending the following conferences:
  - USCTA Policy Board retreat in Monterey, CA. January 22-25, 2020
  - NWAAE Board Retreat in Seattle, WA. February 18, 2020
  - AAAE/ACC National Planning Conference in Reno, NV. February 19, 2020. Airport Manager Pomeroy will be a guest speaker and will be discussing the planning process of the Fly-In Event held in July.
- Airport Manager Pomeroy reported the following is “on the horizon:”
  - Employee Handbook

## V. AIRPORT STAFF BRIEF

- A. Noise Complaints (See Brief)
- B. Profit & Loss, ATCT Traffic Operations Count and Enplanement Data (See Attachment #2-#4)
- C. Airport Commercial Flight Interruptions (See Brief)
- D. Review Correspondence

## VI. ACTION ITEMS

A. NEW BUSINESS (See Brief & Power Point)

1. Annual Audit of and Acceptance of FMAA Financial Statement and Other Financial Information – Year Ended September 30, 2019 - Attachment #5  
**ACTION ITEM**

Laurie Harberd with Rexroat, Harberd & Associates presented the Financial Statements for the Year Ended September 30, 2019. **See Power Point Presentation**

There were no questions or comments from the Board.

Josh Tyree with Harris CPA presented the Audit results for the Year Ended September 30, 2019. **See Power Point Presentation**

There were no questions or comments from the Board.

**MOTION:** *Made by Board Member Fairfax to approve the draft financial statement for the fiscal year ending September 30, 2019 and direct staff and auditor to finalize for distribution to the appropriate government agencies. Seconded by Board Vice-Chairman Keirn.*

**PASSED UNANIMOUSLY**

2. Consideration of February Meeting Date Change **ACTION ITEM**

Board Chairman Greenberg reported the County Commissioners are unable to meet on February 4<sup>th</sup> due to schedule conflict. He suggested rescheduling the FMAA Regular Board Meeting from February 4, 2020 to February 11, 2020.

**MOTION:** *Made by Board Member Haemmerle to move the Regular FMAA Board Meeting from February 4, 2020 to February 11, 2020. Seconded by Board Vice-Chairman Keirn.*

**PASSED UNANIMOUSLY**

B. CONTINUING BUSINESS

1. None

**VII. DISCUSSION AND UPDATES**

A. NEW BUSINESS

1. Terminal Area Plan – Review and Discussion of Draft Scope of Work – **Attachment #6**

Airport Manager Pomeroy provided the Board a draft scope of work with Mead & Hunt and the FAA to complete a Terminal Area Plan. The primary focus will be to address the forecast numbers as a key component to prioritizing projects based on immediate needs while also planning for anticipated growth.

Board Vice-Chairman Keirn asked how long the study is expected to take. Airport Manager Pomeroy reported completion is expected to take 10-12 months. The schedule is designed to allow the stakeholders to provide their input. Airport Manager Pomeroy reported he is looking for as much feedback as possible in order to make the best decisions possible while working within the limited space and budget.

There was further Board discussion regarding the need for planning and the ability to forecast future growth.

B. CONTINUING BUSINESS

1. **Construction and Capital Project**

i. Parking Lot Improvements Discussion

Airport Manager Pomeroy discussed the parking lot limitations and capacity issues. Consultant Johnson with C.A. Johnson Consulting presented the Board with an overview on the parking lot operations. He outlined potential short- and long-term solutions to the parking lot capacity issues to include relocating a portion of auto rental and all employee parking to the area currently being used for auto rental over flow parking. He recommended the Board consider reviewing the auto rental use of the main lot as leases expire and the ability to acquire additional land to meet future parking needs.

Airport Manager Pomeroy suggested the Board consider funding improvement to the undeveloped parking lot west of the operations building that is currently used to store auto rental vehicles.

After brief discussion, the Board approved Airport Manager Pomeroy to proceed with preliminary planning on the proposed parking lot project.

## **2. Airport Planning Projects**

### **i. Air Traffic Control Tower Relocation - Update**

Airport Manager Pomeroy reported a letter was sent in December from FMA to the FAA Next Gen office stating the Board's interest to participate and be chosen for the remote tower pilot program. Airport Manager Pomeroy continues to coordinate with vendors and consultant, William Payne, and expects to see unsolicited proposals in the next few months. The next step will be to meet again in the FAA Next Gen office in Washington, DC.

## **3. Miscellaneous**

### **i. Parking Lot Automation Discussion**

Stephen Phillips, Director of Operations with The Car Park, presented automation concepts to the Board to include a summary of traction types over the last year and the cost of operating the parking booth that includes accepting cash vs. transitioning to a fully automated system. TCP Manager Phillips explained it currently costs the Board more to operate the booth than they collect.

TCP proposed the Board consider transitioning to full automation in two phases:

- Phase 1 (Q1 2020) would include extending the booth closure that is currently midnight to 9am to 3 pm. The booth attendant would continue to be at the exit during high volume periods to assist customer and educate. Public outreach would include additional signage, media, and social media.
- Phase 2 (Q3 2020) would eliminate all cash collection. This would allow the attendant to be available at the exit pay stations in the main lot and at the terminal pay station. Public outreach would also continue.

TCP Manager Philips explained a rate change of 0-2 hours free could reduce exiting time and eliminate 62% of current cash transactions. Board Member Haemmerle expressed his disagreement with eliminating the acceptance of cash and stated he would not support the proposed automation concept.

Dot McIntire, The Car Park On-site Manager, explained TCP staff has been training customers to use the automated payment equipment and that she has not received significant negative feedback. She stated that most customers are receptive and express their appreciation for the parking ambassador program.

The Board discussed the elimination of cash transactions and loss of dedicated personnel in the exit booth. After discussion regarding pros and cons, Airport Staff was directed to bring the item back to the Board as an action item.

### **ii. Revised Employee Handbook**

Airport Manager Pomeroy reported the Employee Handbook Committee has reviewed six drafts of the employee handbook with the seventh draft completed. He anticipates the approval from the committee by the end of January so this items can be placed as an action item for the February meeting.

## **VIII. PUBLIC COMMENT**

Airport Manager Pomeroy thanked Dot McEntire with The Car Park for her continued efforts working with the public on behalf of FMA.

**IX. EXECUTIVE SESSION**

**MOTION:** *Made by Board Vice Chairman Keirn to enter into executive session pursuant to Idaho Code §74-206 paragraph 1(c) to acquire an interest in real property which is not owned by a public agency. Seconded by Board Member Fairfax.*

**ROLL CALL VOTE:**

<i>Chairman – Greenberg</i>	<b>Yes</b>
<i>Vice Chairman – Keirn</i>	<b>Yes</b>
<i>Board Member – Fairfax</i>	<b>Yes</b>
<i>Board Member– Fosbury</i>	<b>Yes</b>
<i>Board Member – Haemmerle</i>	<b>Yes</b>
<i>Board Member – Cooley</i>	<b>Yes</b>
<i>Board Member – McCleary</i>	<b>Yes</b>

***PASSED UNANIMOUSLY***

**X. ADJOURNMENT**

The January 7, 2020 Regular Meeting of the Friedman Memorial Airport Authority was adjourned at approximately 7:45 p.m.

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Angenie McCleary, 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.*

3:06 PM

01/28/20

Accrual Basis

# Friedman Memorial Airport Profit & Loss Budget vs. Actual (COMBINED '20)

Ordinary Income/Expense	Oct - Nov 19	Budget	\$ Over Budget	% of Budget
Income				
4000-00 · AIRCARRIER				
4000-01 · Aircarrier - Lease Space	59,076.36	58,332.00	744.36	101.3%
4000-02 · Aircarrier - Landing Fees	25,456.63	25,000.00	456.63	101.8%
4000-04 · Aircarrier - Utility Fees	60.00	0.00	60.00	100.0%
4010-07 · Aircarrier - '14 PFC App	30,165.04	61,500.00	-31,334.96	49.0%
Total 4000-00 · AIRCARRIER	114,758.03	144,832.00	-30,073.97	79.2%
4020-00 · TERMINAL AUTO PARKING REVENUE				
4020-01 · Automobile Parking - Terminal	83,882.00	92,000.00	-8,118.00	91.2%
Total 4020-00 · TERMINAL AUTO PARKING REVENUE	83,882.00	92,000.00	-8,118.00	91.2%
4030-00 · AUTO RENTAL REVENUE				
4030-01 · Automobile Rental - Commission	43,808.08	45,000.00	-1,191.92	97.4%
4030-02 · Automobile Rental - Lease Space	4,838.32	4,850.00	-11.68	99.8%
4030-03 · Automobile Rental - Auto Prkng	10,367.00	35,500.00	-25,133.00	29.2%
4030-04 · Automobile Rental - Utilities	0.00	625.00	-625.00	0.0%
Total 4030-00 · AUTO RENTAL REVENUE	59,013.40	85,975.00	-26,961.60	68.6%
4040-00 · TERMINAL CONCESSION REVENUE				
4040-01 · Terminal Shops - Commission	1,084.79	1,100.00	-15.21	98.6%
4040-03 · Terminal Shops - Utility Fees	0.00	0.00	0.00	0.0%
4040-10 · Advertising - Commission	6,743.75	5,500.00	1,243.75	122.6%
4040-11 · Vending Machines - Commission	1,226.99	2,500.00	-1,273.01	49.1%
4040-12 · Terminal ATM	150.00	150.00	0.00	100.0%
Total 4040-00 · TERMINAL CONCESSION REVENUE	9,205.53	9,250.00	-44.47	99.5%
4050-00 · FBO REVENUE				
4050-01 · FBO - Lease Space	40,475.40	39,975.00	500.40	101.3%
4050-02 · FBO - Tiedown Fees	16,546.68	21,000.00	-4,453.32	78.8%
4050-03 · FBO - Landing Fees - Trans.	31,051.60	40,000.00	-8,948.40	77.6%
4050-04 · FBO - Commission	3,366.15	2,500.00	866.15	134.6%
4050-07 · FBO - Miscellaneous	0.00	0.00	0.00	0.0%
Total 4050-00 · FBO REVENUE	91,439.83	103,475.00	-12,035.17	88.4%
4060-00 · FUEL FLOWAGE REVENUE				
4060-01 · Fuel Flowage - FBO	14,599.68	40,000.00	-25,400.32	36.5%
Total 4060-00 · FUEL FLOWAGE REVENUE	14,599.68	40,000.00	-25,400.32	36.5%
4070-00 · TRANSIENT LANDING FEES REVENUE				
4070-02 · Landing Fees - Non-Comm./Gov't	203.19	0.00	203.19	100.0%
Total 4070-00 · TRANSIENT LANDING FEES REVENUE	203.19	0.00	203.19	100.0%

3:06 PM

01/28/20

Accrual Basis

# Friedman Memorial Airport

## Profit & Loss Budget vs. Actual (COMBINED '20)

	Oct - Nov 19	Budget	\$ Over Budget	% of Budget
<b>4080-00 · HANGAR REVENUE</b>				
4080-01 · Land Lease - Hangar	149,594.69	168,453.75	-18,859.06	88.8%
4080-02 · Land Lease - Hangar/Trans. Fee	4,132.50	0.00	4,132.50	100.0%
4080-03 · Hangar/Utilities (E8,11,24)	0.00	0.00	0.00	0.0%
4080-05 · Land Lease - FMA Hangar Rentals	7,970.63	8,156.25	-185.62	97.7%
<b>Total 4080-00 · HANGAR REVENUE</b>	161,697.82	176,610.00	-14,912.18	91.6%
<b>4090-00 · TIEDOWN PERMIT FEES REVENUE</b>				
4090-01 · Tiedown Permit Fees (FMA)	1,263.27	0.00	1,263.27	100.0%
<b>Total 4090-00 · TIEDOWN PERMIT FEES REVENUE</b>	1,263.27	0.00	1,263.27	100.0%
<b>4100-00 · CARGO CARRIERS REVENUE</b>				
4100-01 · Cargo Carriers - Landing Fees	3,052.08	1,900.00	1,152.08	160.6%
4100-02 · Cargo Carriers - Tiedown	123.75	3,000.00	-2,876.25	4.1%
<b>Total 4100-00 · CARGO CARRIERS REVENUE</b>	3,175.83	4,900.00	-1,724.17	64.8%
<b>4110-00 · MISCELLANEOUS REVENUE</b>				
4110-01 · Misc. Revenue	0.00	0.00	0.00	0.0%
4110-05 · Misc. Incident/Accident	511.08	0.00	511.08	100.0%
4110-09 · Miscellaneous Expense Reimburse	0.00	0.00	0.00	0.0%
<b>Total 4110-00 · MISCELLANEOUS REVENUE</b>	511.08	0.00	511.08	100.0%
<b>4120-00 · GROUND TRANSP. PERMIT REVENUE</b>				
4120-01 · Ground Transportation Permit	100.00	0.00	100.00	100.0%
4120-02 · GTSP - Trip Fee	840.00	832.00	8.00	101.0%
<b>Total 4120-00 · GROUND TRANSP. PERMIT REVENUE</b>	940.00	832.00	108.00	113.0%
<b>4400-00 · TSA/SECURITY</b>				
4400-02 · Terminal Lease	6,727.50	6,730.00	-2.50	100.0%
4400-03 · Security Prox. Cards	19,220.00	17,000.00	2,220.00	113.1%
<b>Total 4400-00 · TSA/SECURITY</b>	25,947.50	23,730.00	2,217.50	109.3%
<b>4500-00 · IDAHO STATE GRANT PROGRAM REV.</b>				
4500-18 · SUN-18 SKW E-175 Certification	0.00	0.00	0.00	0.0%
4500-19 · SUN-19 AIP Sponsor Match	0.00	0.00	0.00	0.0%
<b>Total 4500-00 · IDAHO STATE GRANT PROGRAM REV.</b>	0.00	0.00	0.00	0.0%
<b>4510-00 · DOT/Small Community Air Service</b>				
4510-01 · Small Community Air Service	0.00	0.00	0.00	0.0%
4510-02 · Local Match Contribution	0.00	0.00	0.00	0.0%
<b>Total 4510-00 · DOT/Small Community Air Service</b>	0.00	0.00	0.00	0.0%

# Friedman Memorial Airport

## Profit & Loss Budget vs. Actual (COMBINED '20)

	Oct - Nov 19	Budget	\$ Over Budget	% of Budget
4520-00 · INTEREST REVENUE				
4520-01 · Interest Revenue - General	6,148.36	7,500.00	-1,351.64	82.0%
4520-07 · Interest Revenue - '14 PFC	4.64	0.00	4.64	100.0%
4520-08 · Finance Fee Revenue	0.00	0.00	0.00	0.0%
Total 4520-00 · INTEREST REVENUE	6,153.00	7,500.00	-1,347.00	82.0%
4742-00 · AIP 42 - Project Air Carr. Apr				
4742-01 · AIP '42 Air Carr. Apron	0.00	0.00	0.00	0.0%
Total 4742-00 · AIP 42 - Project Air Carr. Apr	0.00	0.00	0.00	0.0%
4743-00 · AIP 43 - Air Carrier /Pkg. Lot				
4743-01 · AIP 43 - Air Carrier/Pkg. Lot	0.00	0.00	0.00	0.0%
Total 4743-00 · AIP 43 - Air Carrier /Pkg. Lot	0.00	0.00	0.00	0.0%
4744-00 · AIP '44 RPZ Acquisition EA				
4745-00 · AIP '45 Terminal Apron Expan	0.00	0.00	0.00	0.0%
4745-02 · AIP '45 Expand AC Apr	0.00	0.00	0.00	0.0%
4745-01 · AIP '45 Terminal Apron Expan	0.00	0.00	0.00	0.0%
Total 4745-00 · AIP '45 Terminal Apron Expan	0.00	0.00	0.00	0.0%
4746-00 · AIP '46 Acquire SRE ARFF				
4746-01 · AIP '46 Acquire SRE ARFF	0.00	0.00	0.00	0.0%
4746-00 · AIP '46 Acquire SRE ARFF - Other	0.00	0.00	0.00	0.0%
Total 4746-00 · AIP '46 Acquire SRE ARFF	0.00	0.00	0.00	0.0%
4747-00 · AIP '47 - Acq.SRE/ARFF, Obs.Rem				
4747-01 · AIP '47-Acq.SRE/ARFF&Obs. Remov	33,956.25	0.00	33,956.25	100.0%
Total 4747-00 · AIP '47 - Acq.SRE/ARFF, Obs.Rem	33,956.25	0.00	33,956.25	100.0%
4748-00 · AIP '48 Land Acquisition				
4748-01 · AIP '48 Land Acquisition	1,751,063.43	0.00	1,751,063.43	100.0%
Total 4748-00 · AIP '48 Land Acquisition	1,751,063.43	0.00	1,751,063.43	100.0%
Total Income	2,357,809.84	689,104.00	1,668,705.84	342.2%
Gross Profit	2,357,809.84	689,104.00	1,668,705.84	342.2%

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Accrual Basis

# Friedman Memorial Airport Profit & Loss Budget vs. Actual (COMBINED '20)

Expense	Oct - Nov 19	Budget	\$ Over Budget	% of Budget
<b>EXPENDITURES</b>				
<b>"A" EXPENSES</b>				
5000-01 · Salaries - Airport Manager	25,877.68	26,260.08	-382.40	98.5%
5000-02 · Salaries - Assist. Airpt. Manag	0.00	0.00	0.00	0.0%
5010-00 · Salaries -Contracts/Finance Adm	23,248.32	18,835.04	4,413.28	123.4%
5010-01 · Salaries - Office Assist.	19,866.60	34,166.66	-14,300.06	58.1%
5010-02 · Salaries - Public Info Officer	0.00	0.00	0.00	0.0%
5020-00 · Salaries - ARFF/OPS Manager	19,233.71	18,233.76	999.95	105.5%
5030-00 · Salaries - ARFF/OPS Specialist	76,082.25	74,773.50	1,308.75	101.8%
5040-00 · Salaries-ASC/Sp.Prjct/Ex. Assi	14,835.85	14,027.82	808.03	105.8%
5050-00 · Salaries-Seasonal-Snow Removal	4,680.00	8,000.00	-3,320.00	58.5%
5050-01 · Salaries - Seasonal - Arpt Host	0.00	0.00	0.00	0.0%
5050-02 · Salaries - Merit Increase	0.00	7,437.31	-7,437.31	0.0%
5060-01 · Overtime - General	0.00	0.00	0.00	0.0%
5060-02 · Overtime - Snow Removal	410.59	7,500.00	-7,089.41	5.5%
5060-04 · OT - Security	0.00	0.00	0.00	0.0%
5100-00 · Retirement	19,667.55	23,495.61	-3,828.06	83.7%
5110-00 · Social Security/Medicare	13,050.80	15,481.60	-2,430.80	84.3%
5120-00 · Life Insurance	180.96	333.34	-152.38	54.3%
5130-00 · Medical Insurance	31,650.22	36,750.00	-5,099.78	86.1%
5160-00 · Workman's Compensation	0.00	3,333.32	-3,333.32	0.0%
5170-00 · Unemployment Claims	177.46	0.00	177.46	100.0%
<b>Total "A" EXPENSES</b>	<b>248,961.99</b>	<b>288,628.04</b>	<b>-39,666.05</b>	<b>86.3%</b>
<b>"B" EXPENDITURES</b>				
<b>"B" EXPENSES - ADMINISTRATIVE</b>				
6000-00 · TRAVEL EXPENSE	2,341.20	0.00	2,341.20	100.0%
6000-01 · Travel				
<b>Total 6000-00 · TRAVEL EXPENSE</b>	<b>2,341.20</b>	<b>0.00</b>	<b>2,341.20</b>	<b>100.0%</b>
<b>6010-00 · SUPPLIES/EQUIPMENT EXPENSE</b>				
6010-01 · Supplies - Office	1,638.89	1,832.00	-193.11	89.5%
6010-02 · Supplies - Parking	0.00	0.00	0.00	0.0%
6010-03 · Supplies - Computer	12.59	2,166.00	-2,153.41	0.6%
<b>Total 6010-00 · SUPPLIES/EQUIPMENT EXPENSE</b>	<b>1,651.48</b>	<b>3,998.00</b>	<b>-2,346.52</b>	<b>41.3%</b>
<b>6020-00 · INSURANCE</b>				
6020-01 · Insurance -	26,628.50	55,000.00	-28,371.50	48.4%
<b>Total 6020-00 · INSURANCE</b>	<b>26,628.50</b>	<b>55,000.00</b>	<b>-28,371.50</b>	<b>48.4%</b>

# Friedman Memorial Airport

## Profit & Loss Budget vs. Actual (COMBINED '20)

	Oct - Nov 19	Budget	\$ Over Budget	% of Budget
<b>6030-00 · UTILITIES</b>				
6030-01 · Utilities - Gas/Terminal	2,350.00	3,332.00	-982.00	70.5%
6030-02 · Utilities - Gas/AOB & Cold Stor	634.00	1,582.00	-948.00	40.1%
6030-03 · Utilities - Elect./Runway&PAPI	876.40	1,366.00	-489.60	64.2%
6030-04 · Utilities - Elec./AOB & Cold St	1,173.92	1,582.00	-408.08	74.2%
6030-05 · Utilities - Electric/Terminal	5,850.61	6,000.00	-149.39	97.5%
6030-06 · Utilities - Telephone	3,759.14	2,750.00	1,009.14	136.7%
6030-07 · Utilities - Water	838.08	2,400.00	-1,561.92	34.9%
6030-08 · Utilities - Garbage Removal	2,457.89	2,000.00	457.89	122.9%
6030-09 · Utilities - Sewer	447.45	666.00	-218.55	67.2%
6030-11 · Utilities - Electric/Tower	887.77	900.00	-12.23	98.6%
6030-12 · Utilities - Elec./Brdfrd.Hghl	33.12	82.00	-48.88	40.4%
6030-13 · Utilities - Elec. Exit Booth	349.27	500.00	-150.73	69.9%
6030-15 · Utilities - Elec./AWOS	602.87	550.00	52.87	109.6%
6030-16 · Utilities - Elec. Wind Cone	20.21	25.00	-4.79	80.8%
6030-17 · Utilities - Elec./Gas- Hangar	537.13	600.00	-62.87	89.5%
6030-18 · Utilities - Lubricant Wst. Dspl	0.00	83.32	-83.32	0.0%
<b>Total 6030-00 · UTILITIES</b>	<b>20,817.86</b>	<b>24,418.32</b>	<b>-3,600.46</b>	<b>85.3%</b>
<b>6040-00 · SERVICE PROVIDER</b>				
6040-01 · Service Provider - General	0.00	0.00	0.00	0.0%
6040-02 · Service Provider - Term. Serv.	3,383.96	1,250.00	2,133.96	270.7%
6040-03 · Service Provider - AOB Services	11,718.97	6,575.00	5,143.97	178.2%
6040-04 · Service Provider - Operations	13,350.00	14,700.00	-1,350.00	90.8%
<b>Total 6040-00 · SERVICE PROVIDER</b>	<b>28,452.93</b>	<b>22,525.00</b>	<b>5,927.93</b>	<b>126.3%</b>
<b>6050-00 · PROFESSIONAL SERVICES</b>				
6050-01 · Professional Services - Legal	8,100.40	8,332.00	-231.60	97.2%
6050-02 · Professional Serv. - Audit/Fina	22,680.00	20,000.00	2,680.00	113.4%
6050-03 · Professional Services - Engineer	0.00	4,160.00	-4,160.00	0.0%
6050-05 · Professional Services - Gen.	8,939.94	1,666.00	7,273.94	536.6%
6050-10 · Prof. Svcs.-IT/Comp. Support	2,086.50	2,500.00	-413.50	83.5%
6050-12 · Prof. Serv.- Planning Air Serv.	0.00	0.00	0.00	0.0%
6050-13 · Prof. Serv.-Website Des.& Maint	1,336.64	666.00	670.64	200.7%
6050-15 · Prof. Serv.-Comm.Coord/Pub.Outr	747.00	6,166.00	-5,419.00	12.1%
6050-17 · Prof. Serv. - Airspace Consult.	0.00	0.00	0.00	0.0%
6050-19 · Prof. Serv.-ATCT Relocation	0.00	0.00	0.00	0.0%
<b>Total 6050-00 · PROFESSIONAL SERVICES</b>	<b>43,890.48</b>	<b>43,490.00</b>	<b>400.48</b>	<b>100.9%</b>
<b>6060-00 · MAINTENANCE-OFFICE EQUIPMENT</b>				
6060-01 · Maint.-Office Equip./Gen.	0.00	0.00	0.00	0.0%
6060-04 · Maintenance - Copier	244.09	332.00	-87.91	73.5%
6060-05 · Maintenance - Phone	0.00	208.00	-208.00	0.0%
<b>Total 6060-00 · MAINTENANCE-OFFICE EQUIPMENT</b>	<b>244.09</b>	<b>540.00</b>	<b>-295.91</b>	<b>45.2%</b>

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Accrual Basis

# Friedman Memorial Airport

## Profit & Loss Budget vs. Actual (COMBINED '20)

	Oct - Nov 19	Budget	\$ Over Budget	% of Budget
6070-00 · RENT/LEASE OFFICE EQUIPMENT				
6070-02 · Rent/Lease - Postage Meter	0.00	200.00	-200.00	0.0%
Total 6070-00 · RENT/LEASE OFFICE EQUIPMENT	0.00	200.00	-200.00	0.0%
6080-00 · DUES/MEMBERSHIPS/PUBLICATIONS E				
6080-01 · Dues/Memberships	1,326.01	1,000.00	326.01	132.6%
6080-04 · Publications	0.00	832.00	-832.00	0.0%
Total 6080-00 · DUES/MEMBERSHIPS/PUBLICATIONS...	1,326.01	1,832.00	-505.99	72.4%
6090-00 · POSTAGE				
6090-01 · Postage/Courier Service	-0.65	332.00	-332.65	-0.2%
Total 6090-00 · POSTAGE	-0.65	332.00	-332.65	-0.2%
6100-00 · EDUCATION/TRAINING				
6100-01 · Education/Training - Admin.	768.00	2,500.00	-1,732.00	30.7%
6100-02 · Education/Training - OPS	677.80	2,500.00	-1,822.20	27.1%
6100-03 · Education/Training - ARFF	7,854.38	3,000.00	4,854.38	261.8%
6100-04 · Ed/Train. - ARFF Trienn. Drill	0.00	1,250.00	-1,250.00	0.0%
6100-05 · Education - Noise Abatement	0.00	0.00	0.00	0.0%
6100-06 · Education - Security	0.00	500.00	-500.00	0.0%
6100-07 · ZzzEducation - Public Outrea/C	0.00	0.00	0.00	0.0%
6100-08 · Education/Training - HFD Coop.	0.00	0.00	0.00	0.0%
6100-09 · ZzzEducation - SAAC	0.00	0.00	0.00	0.0%
Total 6100-00 · EDUCATION/TRAINING	9,300.18	9,750.00	-449.82	95.4%
6101-00 · PUBLIC OUTREACH/COMMUNICATIONS				
6101-01 · Public Outr/Comm - General	9,207.72	5,500.00	3,707.72	167.4%
6101-02 · Public Outr/Comm - Noise Abatem	0.00	125.00	-125.00	0.0%
6101-03 · Public Outr/Comm - SAAC	512.02	4,000.00	-3,487.98	12.8%
Total 6101-00 · PUBLIC OUTREACH/COMMUNICATI...	9,719.74	9,625.00	94.74	101.0%
6110-00 · CONTRACTS				
6110-01 · Contracts - General	0.00	0.00	0.00	0.0%
6110-02 · Contracts - FMAA	7,000.00	7,000.00	0.00	100.0%
6110-03 · Contracts - FBO/Fee Collection	9,800.00	9,816.00	-16.00	99.8%
6110-08 · Contracts - Eccles Tree Lights	0.00	0.00	0.00	0.0%
6110-16 · Contracts - Prkg Mngt Fee/Ops	46,304.70	27,500.00	18,804.70	168.4%
Total 6110-00 · CONTRACTS	63,104.70	44,316.00	18,788.70	142.4%
6120-00 · PERMITS				
6120-01 · Permits - General	0.00	0.00	0.00	0.0%
Total 6120-00 · PERMITS	0.00	0.00	0.00	0.0%

# Friedman Memorial Airport Profit & Loss Budget vs. Actual (COMBINED '20)

	Oct - Nov 19	Budget	\$ Over Budget	% of Budget
<b>6130-00 - MISCELLANEOUS EXPENSES</b>				
6130-01 - Misc. - General	1,023.33	2,500.00	-1,476.67	40.9%
6130-02 - Misc. - Incident/Accident	0.00	0.00	0.00	0.0%
6140-00 - Bank Fees	3,173.25	2,666.00	507.25	119.0%
6140-01 - Merchant Fees	7.15			
6150-01 - Interest Exp. - Prkg. Lot Equip	781.85	1,100.00	-318.15	71.1%
6150-02 - Interest Expense	0.00	0.00	0.00	0.0%
<b>Total 6130-00 - MISCELLANEOUS EXPENSES</b>	<b>4,985.58</b>	<b>6,266.00</b>	<b>-1,280.42</b>	<b>79.6%</b>
<b>6400-00 - DOT/SCASGP</b>				
6400-01 - DOT/SCASGP	0.00	0.00	0.00	0.0%
6400-02 - DOT/SCASGP - FMAA	0.00	0.00	0.00	0.0%
<b>Total 6400-00 - DOT/SCASGP</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>Total "B" EXPENSES - ADMINISTRATIVE</b>	<b>212,462.10</b>	<b>222,292.32</b>	<b>-9,830.22</b>	<b>95.6%</b>
<b>"B" EXPENSES - OPERATIONAL</b>				
<b>6500-00 - SUPPLIES/EQUIPMENT-OPERATIONS</b>				
6500-01 - Supplies/Equipment - General	681.76	832.00	-150.24	81.9%
6500-02 - Supplies/Equipment - Tools	396.05	0.00	396.05	100.0%
6500-03 - Supplies/Equipment - Clothing	0.00	832.00	-832.00	0.0%
6500-04 - Supplies/Equipment - Janitorial	4,960.97	3,332.00	1,628.97	148.9%
<b>Total 6500-00 - SUPPLIES/EQUIPMENT-OPERATIONS</b>	<b>6,038.78</b>	<b>4,996.00</b>	<b>1,042.78</b>	<b>120.9%</b>
<b>6505-00 - EQUIP/VEHICLE - LEASE/RENTAL</b>				
6505-01 - Eq./Vehi Lease/Rental - General	78,100.32	90,000.00	-11,899.68	86.8%
<b>Total 6505-00 - EQUIP/VEHICLE - LEASE/RENTAL</b>	<b>78,100.32</b>	<b>90,000.00</b>	<b>-11,899.68</b>	<b>86.8%</b>
<b>6510-00 - FUEL/LUBRICANTS</b>				
6510-01 - General	185.50	332.00	-146.50	55.9%
6510-02 - Fuel	5,698.74	6,500.00	-801.26	87.7%
6510-03 - Lubricants	0.00	0.00	0.00	0.0%
<b>Total 6510-00 - FUEL/LUBRICANTS</b>	<b>5,884.24</b>	<b>6,832.00</b>	<b>-947.76</b>	<b>86.1%</b>
<b>6520-00 - VEHICLES/MAINTENANCE</b>				
6520-01 - R/M Equipment - General	6,546.78	0.00	6,546.78	100.0%
6520-06 - R/M Equip. - '85 Ford Dump	0.00	0.00	0.00	0.0%
6520-08 - R/M Equip. - '96 Tiger Tractor	37.15	0.00	37.15	100.0%
6520-09 - R/M Equip. - '96 Oshkosh Swp.	19.48	0.00	19.48	100.0%
6520-17 - R/M Equip. '01 Case 921 Ldr.	1,639.94	0.00	1,639.94	100.0%
6520-18 - R/M Equip. - '97 Chevy Blazer	0.00	0.00	0.00	0.0%
6520-19 - R/M Equip. '02 Ford F-150 PU	112.75	0.00	112.75	100.0%
6520-20 - R/M Equip. - '02 Kodiak Blower	0.00	0.00	0.00	0.0%
6520-25 - R/M Equip. - '04 Batts De-Ice	0.00	0.00	0.00	0.0%
6520-28 - R/M Equip. - '06 Case 621 Loader	756.90	0.00	756.90	100.0%

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# Friedman Memorial Airport

## Profit & Loss Budget vs. Actual (COMBINED '20)

	Oct - Nov 19	Budget	\$ Over Budget	% of Budget
6520-29 · R/M Equip.- '10 Waus Broom/Plow	4,511.00	0.00	4,511.00	100.0%
6520-30 · R/M Equip.-'05 Ford F-350	829.71	0.00	829.71	100.0%
6520-31 · R/M Equip. -'10 Oshkosh Blower	494.99	0.00	494.99	100.0%
6520-32 · R/M Equip. -'09 Mini Truck	282.07	0.00	282.07	100.0%
6520-34 · R/M Equip. - '12 Case 921F Load	1,705.56	0.00	1,705.56	100.0%
6520-35 · R/M Equip. - '14 Ford Explorer	237.57	0.00	237.57	100.0%
6520-36 · R/M Equip. - '10 Toyota Forklift	0.00	0.00	0.00	0.0%
6520-37 · R/M Equip. - '15 Tool Cat	1,950.23	0.00	1,950.23	100.0%
6520-38 · R/M Equip. - '15 Wausau Broom	0.00	0.00	0.00	0.0%
6520-39 · R/M Equip. - Boss Spreader	94.22	0.00	94.22	100.0%
6520-40 · R/M Equip. - '17 Ford-350 Super	894.88	0.00	894.88	100.0%
6520-41 · R/M Equip. - '17 Kodiak Blower	229.57	0.00	229.57	100.0%
6520-42 · R/M Equip. - '18 Kodiak Attach.	0.00	0.00	0.00	0.0%
6520-43 · R/M Equip. - '18 279D Skid St.	0.00	0.00	0.00	0.0%
6520-44 · R/M Equip. - '18 Cat 972M Ldr	279.74	0.00	279.74	100.0%
6520-45 · R/M Equip. - '19 Oshkosh Broom	0.00	0.00	0.00	0.0%
<b>Total 6520-00 · VEHICLES/MAINTENANCE</b>	<b>20,622.54</b>	<b>0.00</b>	<b>20,622.54</b>	<b>100.0%</b>
<b>6530-00 · ARFF MAINTENANCE</b>				
6530-01 · ARFF Maint. Gen/Supplies	0.00	1,666.00	-1,666.00	0.0%
6530-03 · ARFF Maint. - '87 Oshkosh	0.00	0.00	0.00	0.0%
6530-04 · ARFF Maint. - Radios	0.00	0.00	0.00	0.0%
6530-05 · ARFF MAINT. - '03 E-One	0.00	0.00	0.00	0.0%
6530-07 · ARFF Maint. - Supp/HFD Support	0.00	0.00	0.00	0.0%
<b>Total 6530-00 · ARFF MAINTENANCE</b>	<b>0.00</b>	<b>1,666.00</b>	<b>-1,666.00</b>	<b>0.0%</b>
<b>6540-00 · REPAIRS/MAINTENANCE - BUILDING</b>				
6540-01 · R/M Bldg. - General	996.01	332.00	664.01	300.0%
6540-02 · R/M Bldg. - Terminal	19,061.28	15,832.00	3,229.28	120.4%
6540-03 · R/M Bldg. - Terminal Concession	473.69	416.00	57.69	113.9%
6540-04 · R/M Bldg. - Cold Storage	201.98	332.00	-130.02	60.8%
6540-05 · R/M Bldg. - AOB/SHOP	2,639.95	3,332.00	-692.05	79.2%
6540-06 · R/M Bldg. - Hangars	0.00	416.00	-416.00	0.0%
6540-07 · R/M Bldg. - Tower	2,130.80	1,000.00	1,130.80	213.1%
6540-08 · R/M Bldg. - Parking Booth	120.00	240.00	-120.00	50.0%
<b>Total 6540-00 · REPAIRS/MAINTENANCE - BUILDING</b>	<b>25,623.71</b>	<b>21,900.00</b>	<b>3,723.71</b>	<b>117.0%</b>
<b>6550-00 · REPAIRS/MAINTENANCE - AIRSIDE</b>				
6550-01 · R/M - General	705.30	832.00	-126.70	84.8%
6550-02 · R/M - Airfield/Runway	26,590.10	10,000.00	16,590.10	265.9%
6550-03 · R/M - Airfield/Runway - Deice	0.00	30,000.00	-30,000.00	0.0%
6550-04 · R/M - Lights	2,248.10	2,000.00	248.10	112.4%
<b>Total 6550-00 · REPAIRS/MAINTENANCE - AIRSIDE</b>	<b>29,543.50</b>	<b>42,832.00</b>	<b>-13,288.50</b>	<b>69.0%</b>

# Friedman Memorial Airport

## Profit & Loss Budget vs. Actual (COMBINED '20)

	Oct - Nov 19	Budget	\$ Over Budget	% of Budget
<b>6551-00 · REPAIRS/MAINTENANCE - LANDSIDE</b>				
6551-01 · R/M - General	0.00	416.00	-416.00	0.0%
6551-02 · R/M - Parking Lot	936.24	1,332.00	-395.76	70.3%
6551-03 · R/M - Landscaping	1,894.73	1,666.00	228.73	113.7%
<b>Total 6551-00 · REPAIRS/MAINTENANCE - LANDSIDE</b>	<b>2,830.97</b>	<b>3,414.00</b>	<b>-583.03</b>	<b>82.9%</b>
<b>6560-00 · SECURITY EXPENSE</b>				
6560-01 · Security - General	120.00	0.00	120.00	100.0%
6560-02 · Security - Law Enf. Offi. (LEO)	972.50	0.00	972.50	100.0%
6560-03 · Security - Subscription Licen.	11,520.00	0.00	11,520.00	100.0%
6560-04 · Security - Perim./Access/CCTV	1,136.23	0.00	1,136.23	100.0%
6560-05 · Security - Professional Serv.	0.00	0.00	0.00	0.0%
6560-06 · Security - Prof. Services/IT	1,047.98	0.00	1,047.98	100.0%
<b>Total 6560-00 · SECURITY EXPENSE</b>	<b>14,796.71</b>	<b>0.00</b>	<b>14,796.71</b>	<b>100.0%</b>
<b>6570-00 · REPAIRS/MAINT.-AERONAUTICAL EQU</b>				
6570-01 · R/M Aeronautical Equip - NDB/DME	2,059.20	3,250.00	-1,190.80	63.4%
6570-02 · R/M Aeronautical Equip. - Tower	1,479.60	2,750.00	-1,270.40	53.8%
6570-03 · R/M Aeronautical Equip.-Swt. Sys	0.00	0.00	0.00	0.0%
6570-04 · R/M Aeron. Equip. - AWOS/ATIS	2,059.20	3,250.00	-1,190.80	63.4%
<b>Total 6570-00 · REPAIRS/MAINT.-AERONAUTICAL E...</b>	<b>5,598.00</b>	<b>9,250.00</b>	<b>-3,652.00</b>	<b>60.5%</b>
<b>Total "B" EXPENSES - OPERATIONAL</b>	<b>189,038.77</b>	<b>180,890.00</b>	<b>8,148.77</b>	<b>104.5%</b>
<b>Total "B" EXPENDITURES</b>	<b>401,500.87</b>	<b>403,182.32</b>	<b>-1,681.45</b>	<b>99.6%</b>
<b>"C" EXPENSES</b>				
<b>7001-00 · CAPITAL EXPENDITURES</b>				
7001-0* · CONTINGENCY				
7001-01 · Land	0.00	4,166.00	-4,166.00	0.0%
7001-02 · Buildings and Improvements	0.00	0.00	0.00	0.0%
7001-03 · Airfield & General Improvements	8,063.13	0.00	8,063.13	100.0%
7001-04 · Office Equipment	0.00	0.00	0.00	0.0%
7001-05 · Maintenance Equipment /Vehicle	24,706.74	0.00	24,706.74	100.0%
7001-06 · Assessments/Plans/Studies	0.00	0.00	0.00	0.0%
7001-09 · Security Equipment	0.00	0.00	0.00	0.0%
<b>Total 7001-00 · CAPITAL EXPENDITURES</b>	<b>32,769.87</b>	<b>4,166.00</b>	<b>28,603.87</b>	<b>786.6%</b>
<b>7110-00 · DOT/SCADGP</b>				
7110-01 · DOT/SCASGP	0.00	0.00	0.00	0.0%
7110-02 · DOT/SCASGP - FMAA	0.00	0.00	0.00	0.0%
<b>Total 7110-00 · DOT/SCADGP</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>

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Accrual Basis

# Friedman Memorial Airport

## Profit & Loss Budget vs. Actual (COMBINED '20)

	Oct - Nov 19	Budget	\$ Over Budget	% of Budget
<b>7500-00 - IDAHO STATE GRANT PROGRAM</b>				
7500-18 - '18 ITD Grant (SUN-17 ITD/FMA)	0.00	0.00	0.00	0.0%
<b>Total 7500-00 - IDAHO STATE GRANT PROGRAM</b>	0.00	0.00	0.00	0.0%
<b>7541-00 - AIP 41 SA Ph. III -Runway/Term.</b>				
7541-01 - AIP '41	0.00	0.00	0.00	0.0%
7541-02 - AIP '41 - Non-Eligible	0.00	0.00	0.00	0.0%
7541-05 - Non-Eligible - TSA	0.00	0.00	0.00	0.0%
7541-06 - Non-Eligible - Terminal	0.00	0.00	0.00	0.0%
7541-07 - AIP '41 RETAINER	0.00	0.00	0.00	0.0%
7541-08 - AIP '41 RETAINER PFC	0.00	0.00	0.00	0.0%
7541-09 - AIP '41 Non-Elig Retainer	0.00	0.00	0.00	0.0%
<b>Total 7541-00 - AIP 41 SA Ph. III -Runway/Term.</b>	0.00	0.00	0.00	0.0%
<b>7542-00 - AIP '42 EXPENSE - AC Apron Dsgn</b>				
7542-01 - AIP '42 - Eligible	0.00	0.00	0.00	0.0%
7542-02 - AIP '42 Non-Eligible	0.00	0.00	0.00	0.0%
7542-03 - AIP 42 - Land Aquisition	0.00	0.00	0.00	0.0%
<b>Total 7542-00 - AIP '42 EXPENSE - AC Apron Dsgn</b>	0.00	0.00	0.00	0.0%
<b>7543-00 - AIP '43 EXPENSE - Air Carr. Apr</b>				
7543-01 - AIP '43 - AC Apron - Eligible	0.00	0.00	0.00	0.0%
7543-02 - AIP '43 - Parking - Non-Eligibl	294.00	0.00	294.00	100.0%
7543-03 - AIP '43 - SRE Equipment	250.13	0.00	250.13	100.0%
7543-04 - AIP '43 - RPZ Acq/Tree Removal	0.00	0.00	0.00	0.0%
7543-05 - AIP '43 - Retainer - Eligible	84,016.52	0.00	84,016.52	100.0%
7543-06 - AIP '43 - Non-Elig. Retainer	18,246.30	0.00	18,246.30	100.0%
<b>Total 7543-00 - AIP '43 EXPENSE - Air Carr. Apr</b>	102,806.95	0.00	102,806.95	100.0%
<b>7544-00 - AIP '44 EXPENSE RPZ EA</b>				
7544-01 - AIP '44 - Eligible	0.00	0.00	0.00	0.0%
7544-02 - AIP '44 - Non-Eligible	0.00	0.00	0.00	0.0%
7544-00 - AIP '44 EXPENSE RPZ EA - Other	0.00	0.00	0.00	0.0%
<b>Total 7544-00 - AIP '44 EXPENSE RPZ EA</b>	0.00	0.00	0.00	0.0%
<b>7545-00 - AIP '45 EXPENSE - Exp. AC Apron</b>				
7545-01 - AIP '45 - Eligible	0.00	0.00	0.00	0.0%
7545-02 - AIP '45 - Non-Eligible	0.00	0.00	0.00	0.0%
7545-03 - AIP '45 - Retainer - Eligible	35,072.86	0.00	35,072.86	100.0%
7545-04 - AIP '45 - Non-Elig. Retainer	258.75	0.00	258.75	100.0%
<b>Total 7545-00 - AIP '45 EXPENSE - Exp. AC Apron</b>	35,331.61	0.00	35,331.61	100.0%

# Friedman Memorial Airport Profit & Loss Budget vs. Actual (COMBINED '20)

	Oct - Nov 19	Budget	\$ Over Budget	% of Budget
7546-00 · AIP '46 EXPENSE - SRE/ARFF EQU				
7546-01 · AIP '46 - Eligible	0.00	0.00	0.00	0.0%
7546-02 · AIP '46 - Non-Eligible	0.00	0.00	0.00	0.0%
7546-03 · AIP '46 - Retainer - Eligible	0.00	0.00	0.00	0.0%
7546-04 · AIP '46 - Non-Elig. Retainer	0.00	0.00	0.00	0.0%
7546-00 · AIP '46 EXPENSE - SRE/ARFF EQU - Other	0.00	0.00	0.00	0.0%
Total 7546-00 · AIP '46 EXPENSE - SRE/ARFF EQU	0.00	0.00	0.00	0.0%
7547-00 · AIP '47 EXPENSE - Acq. SRE/ARFF				
7547-01 · AIP '47 - Eligible	36,220.00	0.00	36,220.00	100.0%
7547-02 · AIP '47 - Non-Eligible	0.00	0.00	0.00	0.0%
Total 7547-00 · AIP '47 EXPENSE - Acq. SRE/ARFF	36,220.00	0.00	36,220.00	100.0%
7548-00 · AIP '48 EXPENSE - LAND ACQU				
7548-01 · AIP '48 - Eligible	1,872,952.95	0.00	1,872,952.95	100.0%
7548-02 · AIP '48 - Non-Eligible	0.00	0.00	0.00	0.0%
Total 7548-00 · AIP '48 EXPENSE - LAND ACQU	1,872,952.95	0.00	1,872,952.95	100.0%
7550-00 · AIP TBD -				
7550-01 · AIP TBD	0.00	0.00	0.00	0.0%
Total 7550-00 · AIP TBD -	0.00	0.00	0.00	0.0%
9001-00 · PFC 14-09-C-00-SUN				
9001-01 · PFC '14 RSA Formulation	0.00	0.00	0.00	0.0%
9001-02 · PFC '14 Acquire SRE	0.00	0.00	0.00	0.0%
9001-03 · PFC '14 Master Plan	0.00	0.00	0.00	0.0%
9001-04 · PFC '14 Relocate SW Taxiway By	0.00	0.00	0.00	0.0%
9001-05 · PFC '14 Relocate GA Apron	0.00	0.00	0.00	0.0%
9001-06 · PFC '14 Perimeter Fence Relocat	0.00	0.00	0.00	0.0%
9001-07 · PFC '14 RSA Grading	0.00	0.00	0.00	0.0%
9001-08 · PFC '14 Relocate Taxiway A & B	0.00	0.00	0.00	0.0%
9001-09 · PFC '14 Relocate Power to PAPI	0.00	0.00	0.00	0.0%
9001-10 · PFC '14 Relocate AWOS	0.00	0.00	0.00	0.0%
9001-11 · PFC '14 Relocate SRE/ARFF Bldg.	0.00	0.00	0.00	0.0%
9001-12 · PFC '14 Relocate Terminal Apron	0.00	0.00	0.00	0.0%
9001-13 · PFC '14 Relocate Cargo Apron	0.00	0.00	0.00	0.0%
9001-14 · PFC '14 Relocate Hangars	0.00	0.00	0.00	0.0%
9001-15 · PFC '14 Rehab Terminal Bldg.	0.00	0.00	0.00	0.0%
9001-16 · PFC '14 Relocate N. Taxiway	0.00	0.00	0.00	0.0%
9001-17 · PFC '14 Relocate Central Bypass	0.00	0.00	0.00	0.0%
9001-18 · PFC '14 Runway Rehabilitation	0.00	0.00	0.00	0.0%

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Accrual Basis

# Friedman Memorial Airport

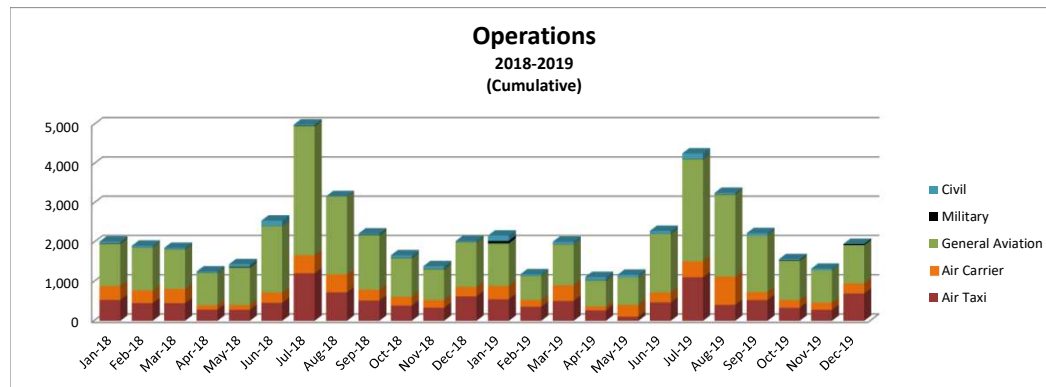
## Profit & Loss Budget vs. Actual (COMBINED '20)

	Oct - Nov 19	Budget	\$ Over Budget	% of Budget
9001-19 · PFC '14 Administration	0.00	0.00	0.00	0.0%
9001-20 · PFC '14 RETAINER	0.00	0.00	0.00	0.0%
Total 9001-00 · PFC 14-09-C-00-SUN	0.00	0.00	0.00	0.0%
Total "C" EXPENSES	2,080,081.38	4,166.00	2,075,915.38	49,929.9%
Total EXPENDITURES	2,730,544.24	695,976.36	2,034,567.88	392.3%
Total Expense	2,730,544.24	695,976.36	2,034,567.88	392.3%
Net Ordinary Income	-372,734.40	-6,872.36	-365,862.04	5,423.7%
Net Income	-372,734.40	-6,872.36	-365,862.04	5,423.7%

**Friedman Memorial Airport  
December 2019**

ATTACHMENT 3

ATCT Traffic Operations Record																			
Month	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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	2,249	1,842	1,665	2,019	2,172
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	2,268	2,533	1,629	1,914	1,187
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	2,023	1,917	1,895	1,860	2,016
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	1,337	1,380	1,426	1,257	1,116
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	668	1,501	1,802	1,442	1,174
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	2,387	2,475	2,502	2,552	2,292
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	4,159	4,562	4,573	5,033	4,266
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	2,932	3,719	3,873	3,175	3,260
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	2,292	2,379	2,036	2,224	2,235
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	1,789	1,377	1,939	1,670	1,571
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	908	1,229	1,314	1,135	1,392	1,328
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	1,545	1,482	1,717	2,217	2,033	1,960
<b>Totals</b>	<b>50,858</b>	<b>55,897</b>	<b>44,739</b>	<b>45,032</b>	<b>43,607</b>	<b>43,002</b>	<b>50,712</b>	<b>33,836</b>	<b>31,699</b>	<b>32,350</b>	<b>30,555</b>	<b>28,269</b>	<b>32,140</b>	<b>23,307</b>	<b>24,815</b>	<b>26,716</b>	<b>26,692</b>	<b>26,571</b>	<b>24,577</b>



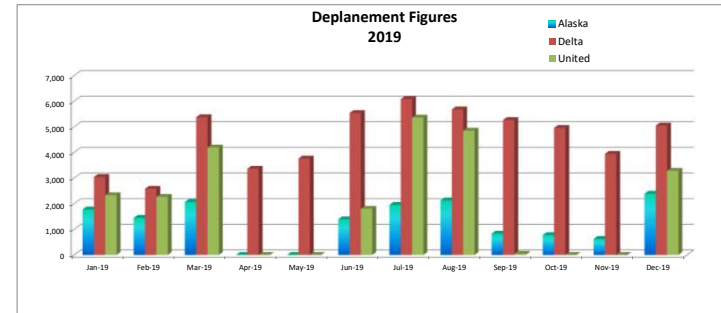
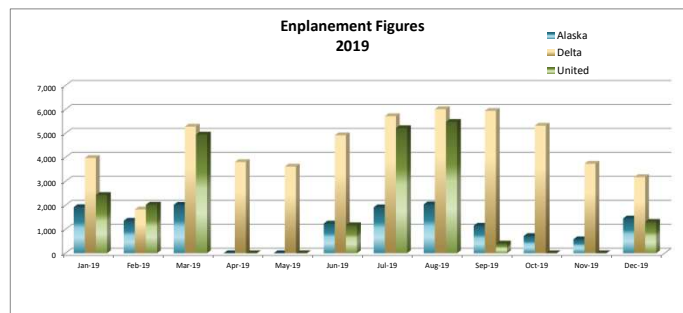
ATCT Operations Change (December 2019 vs. December 2018)			
	2019	2018	% Change
Air Taxi	694	623	11%
Air Carrier	259	242	7%
General Aviation	975	1,138	-14%
Military	28	4	600%
Civil	4	26	-85%
Total	1,960	2,033	-3.59%
YTD Total	24,577	26,571	-7.50%

2019 Enplanements																	
Date	Alaska Airlines					Delta Airlines					United Airlines					Total Enp.	Prior Year Total Enp.
	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change		
Jan-19	1,868	54	1,922	4,051	-53%	3,876	98	3,974	3,281	21%	3,171	54	3,225	2,430	33%	9,121	9,762
Feb-19	1,328	26	1,354	3,949	-66%	1,764	62	1,826	2,602	-30%	2,003	22	2,025	2,129	-5%	5,205	8,680
Mar-19	1,972	46	2,018	4,379	-54%	5,112	171	5,283	3,193	65%	4,877	74	4,951	2,623	89%	12,252	10,195
Apr-19	0	0	0	127	-100%	3,704	100	3,804	3,305	15%	0	0	0	134	-100%	3,804	3,566
May-19	0	0	0	0	0%	3,514	102	3,616	3,458	5%	0	0	0	0	0%	3,616	3,458
Jun-19	1,186	53	1,239	2,212	-44%	4,814	108	4,922	4,355	13%	1,151	16	1,167	107	991%	7,328	6,674
Jul-19	1,837	78	1,915	4,457	-57%	5,639	80	5,719	5,537	3%	5,140	79	5,219	3,521	48%	12,853	13,515
Aug-19	1,960	79	2,039	4,542	-55%	5,926	84	6,010	5,630	7%	5,426	53	5,479	3,704	48%	13,528	13,876
Sep-19	1,101	47	1,148	2,715	-58%	5,859	81	5,940	5,098	17%	401	3	404	478	-15%	7,492	8,291
Oct-19	698	19	717	932	-23%	5,200	121	5,321	5,196	2%	0	0	0	0	0%	6,038	6,128
Nov-19	546	34	580	683	-15%	3,613	120	3,733	4,187	-11%	0	0	0	0	0%	4,313	4,870
Dec-19	1,404	46	1,450	1,112	30%	3,119	57	3,176	3,225	-2%	1,297	12	1,309	984	33%	5,935	5,321
<b>Totals</b>	<b>13,900</b>	<b>482</b>	<b>14,382</b>	<b>29,159</b>	<b>-51%</b>	<b>52,140</b>	<b>1,184</b>	<b>53,324</b>	<b>49,067</b>	<b>9%</b>	<b>23,466</b>	<b>313</b>	<b>23,779</b>	<b>16,110</b>	<b>48%</b>	<b>91,485</b>	<b>94,336</b>

Legend for Chart:

2019 Deplanements																	
Date	Alaska Airlines					Delta Airlines					United Airlines					Total Dep.	Prior Year Total Dep.
	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change		
Jan-19	1,724	50	1,774	3,377	-47%	2,944	100	3,044	2,372	28%	2,286	45	2,331	1,583	47%	7,149	7,332
Feb-19	1,418	29	1,447	4,188	-65%	2,526	56	2,582	2,708	-5%	2,227	41	2,268	2,332	-3%	6,297	9,228
Mar-19	2,002	64	2,066	4,033	-49%	4,956	419	5,375	2,822	90%	4,114	78	4,192	2,267	85%	11,633	9,122
Apr-19	0	0	0	117	100%	3,281	83	3,364	2,872	17%	0	0	0	79	-100%	3,364	3,068
May-19	0	0	0	0	0%	3,665	97	3,762	3,702	2%	0	0	0	0	0%	3,762	3,702
Jun-19	1,321	70	1,391	3,112	-55%	5,427	111	5,538	4,890	13%	1,761	40	1,801	372	384%	8,730	8,374
Jul-19	1,891	61	1,952	4,521	-57%	6,013	69	6,082	5,708	7%	5,307	56	5,363	3,255	65%	13,397	13,484
Aug-19	2,081	46	2,127	4,557	-53%	5,593	87	5,680	5,552	2%	4,789	62	4,851	3,199	52%	12,658	13,308
Sep-19	788	43	831	2,215	-62%	5,178	86	5,264	4,593	15%	42	3	45	93	-52%	6,140	6,901
Oct-19	735	41	776	917	-15%	4,857	101	4,958	4,575	8%	0	0	0	0	0%	5,734	5,492
Nov-19	601	26	627	822	-24%	3,847	99	3,946	4,124	-4%	0	0	0	0	0%	4,573	4,946
Dec-19	2,354	35	2,389	1,643	45%	4,998	50	5,048	4,239	19%	3,261	23	3,284	1,957	68%	10,721	7,839
<b>Totals</b>	<b>14,915</b>	<b>465</b>	<b>15,380</b>	<b>29,502</b>	<b>-48%</b>	<b>53,285</b>	<b>1,358</b>	<b>54,643</b>	<b>48,157</b>	<b>13%</b>	<b>23,787</b>	<b>348</b>	<b>24,135</b>	<b>15,137</b>	<b>59%</b>	<b>94,158</b>	<b>92,796</b>

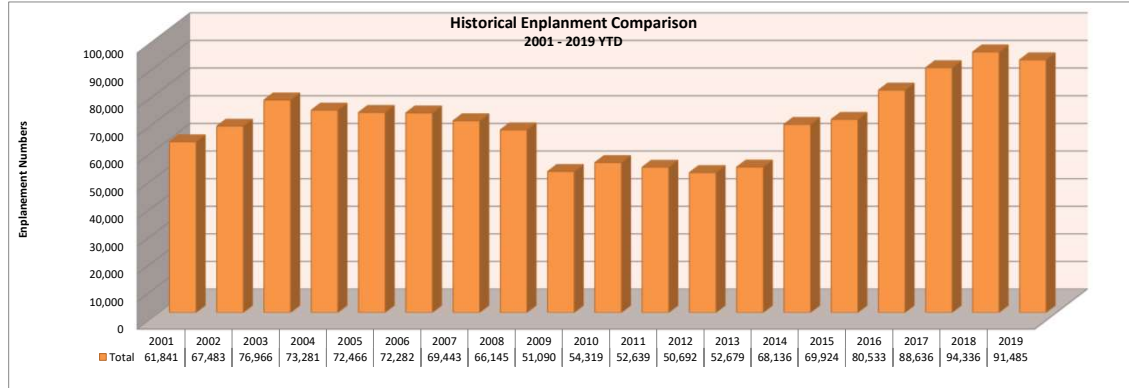
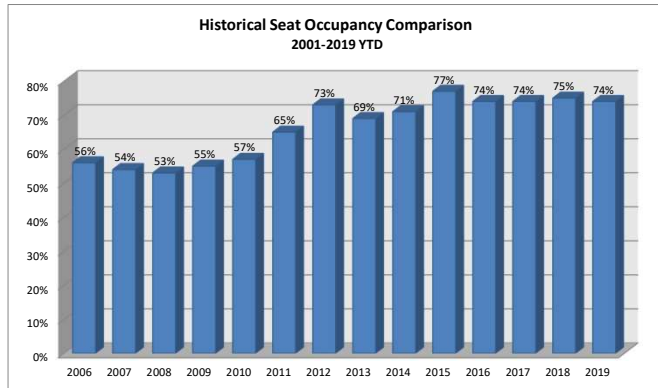
Legend for Chart:



**Friedman Memorial Airport  
December 2019**

2019 Seat Occupancy																		
Date	Alaska Airlines				Delta Airlines				United Airlines				Seat Occupancy Totals			Seat Occupancy Totals Prior 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 Available	Total Seats Occupied	Total Percent Occupied	Prior Year % Change Total Seats Available	Prior Year % Change Total Seats Occupied	Prior Year % Change Total % Occupied
Jan-19	31	2,356	1,922	82%	78	5,928	3,974	67%	69	5,244	3,225	61%	13,528	9,121	67%	4%	-7%	-8%
Feb-19	21	1,596	1,354	85%	47	3,572	1,826	51%	44	3,344	2,025	61%	8,512	5,205	61%	-28%	-40%	-12%
Mar-19	31	2,356	2,018	86%	98	6,860	5,283	77%	92	6,992	4,951	71%	16,208	12,252	76%	25%	20%	-2%
Apr-19	0	0	0	0%	59	4,484	3,804	85%	0	0	0	0%	4,484	3,804	85%	8%	7%	-1%
May-19	0	0	0	0%	62	4,340	3,616	83%	0	0	0	0%	4,340	3,616	83%	-4%	5%	7%
Jun-19	23	1,748	1,239	71%	83	6,225	4,922	79%	34	2,584	1,167	45%	10,557	7,328	69%	6%	10%	2%
Jul-19	31	2,356	1,915	81%	92	6,992	5,719	82%	93	7,068	5,219	74%	16,416	12,853	78%	-6%	-5%	1%
Aug-19	32	2,432	2,039	84%	92	6,992	6,010	86%	93	7,068	5,479	78%	16,492	13,528	82%	-6%	-3%	3%
Sep-19	17	1,292	1,148	89%	88	6,336	5,940	94%	6	456	404	89%	8,084	7,492	93%	-22%	-10%	13%
Oct-19	13	988	717	73%	89	6,230	5,321	85%	0	0	0	0%	7,218	6,038	84%	-11%	-1%	9%
Nov-19	15	1,140	580	51%	82	5,788	3,733	64%	0	0	0	0%	6,928	4,313	62%	-5%	-11%	-5%
Dec-19	34	2,584	1,450	56%	80	5,930	3,176	54%	36	2,736	1,309	48%	11,250	5,935	53%	23%	12%	-5%
<b>Totals</b>	<b>248</b>	<b>18,848</b>	<b>14,382</b>	<b>76%</b>	<b>950</b>	<b>69,678</b>	<b>53,324</b>	<b>77%</b>	<b>467</b>	<b>35,492</b>	<b>23,779</b>	<b>67%</b>	<b>124,018</b>	<b>91,485</b>	<b>74%</b>	<b>-2%</b>	<b>-3%</b>	<b>-1%</b>

Note: \*Preliminary available seat calculations based on scheduled flights. Actual available seat calculations will be updated periodically when official DOT numbers are obtained.



Professional Services Agreement  
 Work Order 20-02 – Exhibit A (Scope of Work)  
 February 3, 2020



# WORK ORDER 20-02

## Friedman Memorial Airport (SUN)

### Hailey, Idaho

### Airfield Pavement Maintenance 2020

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 September 19, 2019.

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#### SCOPE OF PROFESSIONAL SERVICES:

The Scope of Work dated January 20, 2020 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 on a Lump Sum and Time and Materials basis as follows:

• <b>Tasks 1-4 (Lump Sum)</b>	<b>\$35,242.05</b>
• <b><u>Task 5-8 (Time and Materials)</u></b>	<b><u>\$40,644.95</u></b>
• <b>Total Fee:</b>	<b>\$75,887.00</b>

Fees have been calculated using Consultant's current Fee Schedule. A detailed Fee Proposal dated January 31, 2020 is attached as Exhibit B..

IN WITNESS WHEREOF, Client and Consultant have made and executed this WORK ORDER 19-02 to the AGREEMENT the day and year first above written.

FOR: FRIEDMAN MEMORIAL AIRPORT AUTHORITY

By: \_\_\_\_\_

Jacob Greenberg

Title: Friedman Memorial Airport Authority Chairman

Date: \_\_\_\_\_

FOR: T-O ENGINEERS, INC.

By: \_\_\_\_\_

Dave Mitchell, P.E.

Title: Vice President

Date: \_\_\_\_\_

## **WORK ORDER 20-02 EXHIBIT A – Scope of Work Friedman Memorial Airport (SUN) Hailey, Idaho**

### **Airfield Pavement Maintenance 2020**

The airport intends to proceed with project tasks related to airfield pavement maintenance.

Proposed project work is to include the following generally described improvements:

1. Runway Pavement Maintenance

The Owner intends to crack seal, conduct rubber removal and remark Runway 13-31.

2. Section 2 Pavement Maintenance

The owner intends to crack seal, seal coat and remark the Section 2 apron and as much of the hangar taxilanes as budget allows.

3. Section 4 Pavement Maintenance

The owner intends to crack seal, seal coat and remark the Section 4 apron and associated hangar taxilane.

Work associated with these projects includes the design, bidding and construction phases. It is anticipated an FAA Airport Improvement Program (AIP) grant will fund 93.75% of eligible project costs (match for small hub and non-hub airports in Idaho is 93.75%). The Friedman Memorial Airport will provide all other required funds. The estimated construction budget for the work items is approximately \$250,000.

Professional services anticipated include services necessary to accomplish the following:

- Contract Administration
- Planning and Formulation
- Preliminary Design
- Final Design
- Bidding Assistance
- Procurement / Construction Services
- Closeout Documentation
- Grant Administration and Additional Services

Services and associated expenses for design (Phases 1-4) will be provided on a Lump Sum (LS) basis. Services associated with the construction or procurement (Phases 5-8) will be provided on a time and materials (T&M) basis.

### **CONTRACTS AND BIDDING:**

There will be one set of bidding and construction/delivery documents produced for the project. The bidding and construction documents will be structured to allow flexibility in award, depending on available funding. This agreement 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.

### AVAILABLE INFORMATION:

- Design, construction and as-constructed drawings, survey data and geotechnical information from AIP 3-16-0018-032, 035, 036, 039, 040, 041, and 043 projects, prepared by T-O Engineers.
- Master Plan Report and Airport Layout Plan (ALP) drawings prepared by Mead & Hunt, 2018.

### PROJECT SCHEDULE:

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

ACTIVITY	COMPLETION
Submit Draft Scope to Owner and FAA	January 2020
Complete Fee Analysis	February 2020
Contract Negotiation Complete	February 2020
Contract Approval	February 11, 2020
Complete Planning and Formulation	February 19, 2020
Complete Preliminary Design	February 28, 2020
Advertise for Bids	March 11, 2020
Complete Final Design and Plans Available	March 13, 2020
Open Bids	April 1, 2020
Airfield Pavement Maintenance Construction	June 1 <sup>st</sup> -5 <sup>th</sup> , 2020
Final Apron Markings	September 2020
Closeout	Winter 2020

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

## **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
- 1.2 Prepare a Work Order, including a detailed Scope of Work. Review the Scope with Owner and FAA and modify it 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 Advise and coordinate with the Owner and FAA through the Phase 1 tasks.
- 1.4 Project management and administration to include monthly cost accounting and budget analysis, invoicing and monitoring of project progress.

### **TASK 2 – PLANNING AND FORMULATION**

The following Consultant tasks shall be considered planning and formulation relative to this project:

- 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 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. Coordination with the airport, users and airlines is anticipated in the formulation of the CSPP.
- 2.3 Prepare preliminary opinions of construction cost and construction time required to complete the construction of the various elements. Summarize and submit to the Owner and FAA for review and discussion.
- 2.4 Coordinate with the Owner and FAA during this phase of the project. This will include one meeting in Hailey with the Airport Staff to discuss the preliminary CSPP and refine the project approach, schedule, phasing, and budget. This task includes travel time.
- 2.5 Coordinate internally with T-O staff during this phase of the project to discuss key aspects of the design.

### **PHASE 3 - PRELIMINARY DESIGN**

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

- 3.1 Develop a pavement marking plan in compliance with AC 150/5340-1L Standards for Airport Markings.
- 3.2 Prepare an exhibit illustrating the project and submit to FAA for Initial Project Airspace Review into OE/AAA website.
- 3.3 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 “boilerplate” items necessary to solicit bids and execute contracts following award.
- 3.4 Prepare a preliminary design and construction plan set to a completion level of approximately 75% (estimate 10 sheets of which 3 are the CSPP sheets from Task 2). Submit to the Owner and FAA for review and comment. Meet with the Owner to review the plans and obtain additional direction for completion of the design and construction plans. This meeting will be held in Hailey with two members of the project team in attendance. This task includes travel time.
- 3.5 Revise preliminary cost estimates, based on the preliminary design.
- 3.6 Coordinate internally with T-O staff during this phase of the project to discuss key aspects of the design.
- 3.7 Conduct internal quality control review by a project manager outside of the project team.
- 3.8 Coordinate with the Owner and FAA during this phase of the project.

#### **PHASE 4 - FINAL DESIGN**

The Final Design phase 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 the construction of improvements. Final Design Services shall include the following work tasks:

- 4.1 Revise design to reflect comments from the Owner and FAA at the 75% design review phase.
- 4.2 Prepare final design and construction plans. It is anticipated there will be 10 sheets in the drawing set. Prepare final 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.
- 4.3 Prepare a final engineer’s opinion of probable construct cost, based on the final design.
- 4.4 Prepare the Engineer’s Design Report including plan review checklists in conformance with FAA guidelines and submit with plans and specifications for FAA review.
- 4.5 Submit final design drawings (estimate 10 sheets), specifications and design report to Owner and FAA for final review and comment. Revise drawings and specifications based on final review comments and prepare 100% (bid set) documents. Submit one complete set of final documents to the Owner and one set of final documents to the FAA.
- 4.6 Coordinate internally with T-O staff during this phase of the project to discuss key aspects of the

design.

- 4.7 Conduct internal quality control review by an aviation principal.
- 4.8 Coordinate with the Owner and FAA during this phase of the project.

## **PHASE 5 – BIDDING**

Assist the Owner in the competitive sealed bid and contractor selection process. It is assumed there will be one bid package required. 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 advertisement(s) for the project and submit to the appropriate newspaper(s) for publication. Maintain a “bidders list” and distribute plans as requested. Assist Owner in promoting 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 two members of the project team will attend the Pre-Bid Conference. This task includes travel time.
- 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 not anticipated that the Consultant will attend the Bid Opening in Hailey. Personnel in T-O Engineers’ Meridian office will evaluate the qualifications of bidders, review the bid packages and forms submitted, and determine each Contractor’s responsiveness to bidding criteria, including compliance with Buy American requirements.
- 5.5 Prepare a detailed Bid Tabulation documenting the bid results and submit to the 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 the Contractor, and assist the Owner and Contractor in processing documents for the project.
- 5.8 Coordinate with the FAA and Owner throughout the bidding and award process. Submit bid documentation including copies of all executed contract documents as required by the FAA.

## **PHASE 6 – CONSTRUCTION ADMINISTRATION**

During the construction phase, 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. Construction is scheduled for the first week in June and will be accomplished by closures of Runway 13-31 in 4-hour blocks each day for up to 3 days for the runway work. The apron work will be accomplished during

the same week. The second application of markings will be applied to the apron areas in the fall. Construction phase 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 at the Friedman Memorial Airport and prepare and distribute minutes of the Pre-Construction Conference; advise the FAA of Pre-Construction Conference dates, and include FAA items in conference agenda. Complete the FAA Pre-Construction conference checklist. The Project Manager and Resident Project Representative (RPR) will attend the Pre-Construction Conference. This task includes travel time.
- 6.2 Review, comment on, and process Contractors' material submittals (including review of compliance with Buy American requirements), particularly the Work Schedule and Operational Safety Plan. Assist Contractor as required, clarifying and documenting specification and submittal requirements, and re-review submittals as necessary. Coordinate construction activity schedule with the Owner.
- 6.3 Provide one full-time RPR to monitor and document construction activities, conformance with schedules, plans, and specifications; review and document construction quantities; document significant conversations, situations, events or changed conditions; document input or visits from local authorities and officials; prepare and submit routine inspection reports; and maintain a project diary. This task includes travel time for the initial phase of construction and final apron markings.
- 6.4 Provide office administration support and assistance to the Resident Project Representative with senior design, management or other personnel as field activities may require.
- 6.5 Review and approve Contractor monthly Pay Requests. Submit approved pay requests to the Owner for approval and payment. Assume two (2) Pay Requests including Final.
- 6.6 Conduct Substantial Completion and Final Completion Inspections with the Owner and Contractor. Advise and coordinate inspection dates with the FAA. Produce substantial and final completion inspection certificates and document "punch list" items.
- 6.7 Assist the Owner with the review of Contractor Wage and EEO documentation review.
- 6.8 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.
- 6.9 Coordinate with the Owner and FAA throughout the construction process (2 weeks of construction over a 4-month period).

## **PHASE 7 – CLOSEOUT**

Phase 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. Provide Owner with copies of Record Drawings, including electronic copies (PDF) – one for Owner and one to be submitted to the FAA.
- 7.2 Document the Project work and accomplishments in a Final Construction Report in accordance with FAA guidelines, including all financial information, final FAA Forms SF 271 and SF 425, project

certifications, etc.

- 7.3 Coordinate with the Contractor on the Owner's behalf to obtain lien releases from subcontractors and Prime Contractor in preparation for final payment. Coordinate with Contractors, Owner and the Idaho State Tax Commission to obtain a tax release prior to releasing any retainage.
- 7.4 Assist the 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 closeout documentation, DBE accomplishment percentages, etc.

## **PHASE 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 the Owner in the 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 Assist the Owner with the preparation of annual SF 271 and SF 425.
  - 8.1.4 Assist the Owner with quarterly performance reports in accordance with Table 5-16 of FAA Order 5100.38D.
  - 8.1.5 Provide periodic project budget updates to the Owner during the progression of the work.
- 8.2 Provide the following services related to Federal Disadvantaged Business Enterprise requirements (DBE):
  - 8.2.1 Assist the Owner with Disadvantaged Business Enterprise (DBE) annual reporting for FY 2020.
  - 8.2.2 Contact FAA to obtain the most recent revisions to Federal DBE Program requirements. Research and advise the Owner as to new program requirements and the Owners responsibilities as a grantee. Prepare a DBE program acceptable to the Owner and FAA per the requirements of the Federal DBE Program. Review contract documents and special provisions for compliance with Federal and FAA requirements.
- 8.3 Assist and coordinate with independent auditors in locating appropriate documents for performing an A-133 annual audit. In addition to finding appropriate project files, answer questions concerning Contractors wage rates and interview forms as required.

## EXHIBIT B

Friedman Memorial Airport Work Order #20-02							Airfield Pavement Maintenance			
Labor Worksheet							January 31, 2020			
Task	Description	Personnel Hours								Fee
		Prin	PM	PE	CM	EI	PL	Adm.	Total	
		DM	NC	CE	DB	SR	WR	SB	Hours	
		\$68	\$55	\$45	\$37	\$30	\$31	\$15		
<b>Task 1 - Administration</b>										
1.1	Evaluate Project Scope and Schedule with Airport		2						2	\$110
1.2	Prepare SOW, Fee and Work Order	1	6					1	8	\$412
1.3	Coordinate with FAA and Owner		2						2	\$110
1.4	Project Management, Invoicing & Admin.		12					8	20	\$780
<b>Subtotal, Task 1</b>		<b>1</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>32</b>	<b>\$1,411</b>
<b>Task 2 - Planning and Formulation</b>										
2.1	Pre Design Conference		2						2	\$110
2.2	Prepare Preliminary CSPP Narrative and Drawings		2		8	16			26	\$882
2.3	Prepare Preliminary Cost and Schedule Estimate		0.5		2	4			6.5	\$220
2.4	Coordinate with FAA and Owner		2						2	\$110
2.5	Internal Coordination		1		1	1			3	\$121
<b>Subtotal, Task 2</b>		<b>0</b>	<b>7.5</b>	<b>0</b>	<b>11</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>39.5</b>	<b>\$1,443</b>
<b>Task 3 - Preliminary Design</b>										
3.1	Prepare Pavement Marking Plan		1		4	8			13	\$441
3.2	Prepare OEAAA Exhibit and Submit Airspace Case					4			4	\$120
3.3	Prepare Construction Specs and Bid Documents		16		8	2			26	\$1,229
3.4	Prepare 75% Plans and Submit to Owner and FAA (10 Sheets)		8		40	88			136	\$4,539
3.5	Update Cost and Schedule Estimate		0.5		1	2			3.5	\$124
3.6	Internal Coordination		2		2	2			6	\$243
3.7	Internal Quality Control Review		4						4	\$219
3.8	Coordinate with FAA and Owner		2						2	\$110
<b>Subtotal, Task 3</b>		<b>0</b>	<b>33.5</b>	<b>0</b>	<b>55</b>	<b>106</b>	<b>0</b>	<b>0</b>	<b>194.5</b>	<b>\$7,025</b>
<b>Task 4 - Final Design</b>										
4.1	Incorporate 75% Review Comments		1		4	8			13	\$441
4.2	Prepare Final Plans, Specs and Bid Documents		12		4	4			20	\$924
4.3	Prepare Final Cost and Schedule Estimate		0.5		1	2			3.5	\$124

## EXHIBIT B

Friedman Memorial Airport Work Order #20-02							Airfield Pavement Maintenance			
Labor Worksheet							January 31, 2020			
Task	Description	Personnel Hours								Fee
		Prin	PM	PE	CM	EI	PL	Adm.	Total	
		DM	NC	CE	DB	SR	WR	SB		
		\$68	\$55	\$45	\$37	\$30	\$31	\$15	Hours	
4.4	Prepare Design Report		1			8			9	\$295
4.5	Submit Final Documents		2		2	4			8	\$303
4.6	Internal Coordination		1		1	1			3	\$121
4.7	Final Quality Control Review	2							2	\$135
4.8	Coordinate with FAA and Owner		2						2	\$110
<b>Subtotal, Task 4</b>		<b>2</b>	<b>19.5</b>	<b>0</b>	<b>12</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>60.5</b>	<b>\$2,452</b>
<b>Subtotal, Tasks 1-4</b>		<b>3</b>	<b>82.5</b>	<b>0</b>	<b>78</b>	<b>154</b>	<b>0</b>	<b>9</b>	<b>326.5</b>	<b>\$12,331</b>
<b>Task 5 - Bidding</b>										
5.1	Pre Bid Coordination		4		4	4			12	\$485
5.2	Pre Bid Conference		8			12			20	\$798
5.3	Address Contractor Questions and Addenda		4		2	4			10	\$412
5.4	Bid Opening		2			2			4	\$170
5.5	Bid Tabulations		1			4			5	\$175
5.6	Prepare Recommendation of Award		2						2	\$110
5.7	Prepare Award Documents		4		4				8	\$366
5.8	Coordinate with FAA and Owner		4						4	\$219
<b>Subtotal, Task 5</b>		<b>0</b>	<b>29</b>	<b>0</b>	<b>10</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>\$2,734</b>
<b>Task 6 - Construction Administration</b>										
6.1	Pre Construction Coordination		4			12			16	\$579
6.2	Submittal Review		2			4			6	\$229
6.3	Construction Inspection					100			100	\$2,997
6.4	Office Construction Administration		8			8			16	\$678
6.5	Process Pay Requests		2			4			6	\$229
6.6	Substantial and Final Completion Inspections		8						8	\$438
6.7	Certified Payroll Review		1			2		4	7	\$176
6.8	Prepare Change Orders		2			4			6	\$229
6.9	Coordinate with FAA and Owner		2			4			6	\$229

## EXHIBIT B

Friedman Memorial Airport Work Order #20-02								Airfield Pavement Maintenance		
Labor Worksheet								January 31, 2020		
Task	Description	Personnel Hours								Fee
		Prin	PM	PE	CM	EI	PL	Adm.	Total	
		DM	NC	CE	DB	SR	WR	SB	Hours	
		\$68	\$55	\$45	\$37	\$30	\$31	\$15		
<b>Subtotal, Task 6</b>		<b>0</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>138</b>	<b>0</b>	<b>4</b>	<b>171</b>	<b>\$5,786</b>
<b>Task 7 - Closeout</b>										
7.1	Prepare Record Drawings		2			4			6	\$229
7.2	Prepare Final Closeout Report - Construction		6		8	24			38	\$1,341
7.3	Coordinate Closeout Documents with Contractor		2			4			6	\$229
7.4	Coordinate with FAA and Owner		2			2			4	\$170
<b>Subtotal, Task 7</b>		<b>0</b>	<b>12</b>	<b>0</b>	<b>8</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>54</b>	<b>\$1,969</b>
<b>Task 8 - Additional Services</b>										
8.1	Grant Administration									
8.1.1	Prepare Grant Application		2			4		8	14	\$352
8.1.2	Prepare FAA Certifications		1					2	3	\$85
8.1.3	Prepare Annual SF 271 and 425		4						4	\$219
8.1.4	Prepare Quarterly Performance Reports		2						2	\$110
8.1.5	Provide Grant Budget Updates to Owner		2						2	\$110
8.2	DBE Administration									
8.2.1	Prepare and Submit FY 20 Annual DBE Reporting		2	2			4		8	\$235
8.2.2	Update DBE Program Plan		2	6			16		24	\$610
8.3	Audit Assistance		2			2			4	\$170
<b>Subtotal, Task 8</b>		<b>0</b>	<b>17</b>	<b>8</b>	<b>0</b>	<b>6</b>	<b>20</b>	<b>10</b>	<b>61</b>	<b>\$1,889</b>
<b>Subtotal, Task 5-8</b>		<b>0</b>	<b>87</b>	<b>8</b>	<b>18</b>	<b>204</b>	<b>20</b>	<b>14</b>	<b>351</b>	<b>\$12,379</b>
<b>Total, Task 1-8</b>		<b>3</b>	<b>169.5</b>	<b>8</b>	<b>96</b>	<b>358</b>	<b>20</b>	<b>23</b>	<b>677.5</b>	<b>\$24,710</b>

## EXHIBIT B

<b>Friedman Memorial Airport</b>	<b>Airfield Pavement Maintenance</b>
<b>Work Order #20-02</b>	

### Hours & Fees Summary

January 31, 2020

#### Tasks 1-4, Lump Sum

#### 1. Personnel Costs

Classification	Title	Hours	Rate/Hour	Cost
Prin	Principal	3	\$67.72	\$203.16
PM	Project Manager	82.5	\$54.80	\$4,521.00
PE	Project Engineer	0	\$44.50	\$0.00
CM	Construction Manager/Specifier	78	\$36.59	\$2,854.02
EI	Engineer Intern	154	\$29.97	\$4,615.38
PL	Planner	0	\$31.25	\$0.00
Adm.	Administrative Assistant	9	\$15.29	\$137.61
<b>Totals:</b>		<b>326.5</b>		<b>\$12,331.17</b>
Overhead				\$15,365.87
Profit				\$6,924.26
<b>Total Labor</b>				<b>\$34,621.30</b>
<b>Labor Multiplier</b>				<b>2.81</b>

#### 2. Subconsultant Fees

None	\$0.00
Subconsultant Assumption of Risk & Liability	\$0.00
<b>Subtotal, Subconsultant Fees:</b>	<b>\$0.00</b>

#### 3. Reimbursable Expenses

Description	Number	Unit Cost	Cost
Vehicle Travel (Per Mile)	315	\$0.65	\$204.75
Rental Vehicles - (Per Day)	0	\$0.00	\$0.00
Lodging (Per Night)	0	\$180.00	\$0.00
Meals (Day Trips - Per Day)	2	\$33.00	\$66.00
Per Diem (On Site Personnel - Per Day)	0	\$66.00	\$0.00
Document Reproduction (Lump Sum)	1	\$250.00	\$250.00
Shipping, Postage, Telephone, Misc. (Lump Sum)	1	\$100.00	\$100.00
<b>Subtotal, Reimbursable Expenses</b>			<b>\$620.75</b>

<b>TOTAL FEE, TASKS 1-4 (1+2+3):</b>	<b>\$35,242.05</b>
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## EXHIBIT B

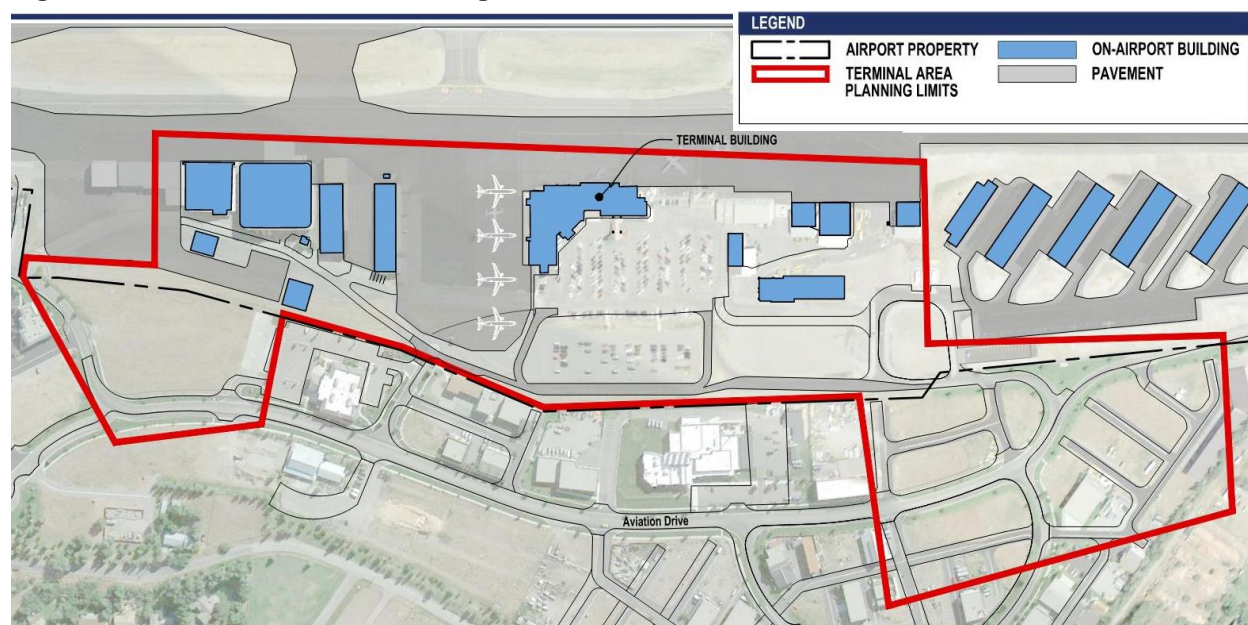
Friedman Memorial Airport		Airfield Pavement Maintenance		
Work Order #20-02				
Hours & Fees Summary			January 31, 2020	
Tasks 5-8, Time and Materials				
1. Personnel Costs				
Classification	Title	Hours	Rate/Hour	Cost
Prin	Principal	0	\$67.72	\$0.00
PM	Project Manager	87	\$54.80	\$4,767.60
PE	Project Engineer	8	\$44.50	\$356.00
CM	Construction Manager/Specifier	18	\$36.59	\$658.62
EI	Engineer Intern	204	\$29.97	\$6,113.88
PL	Planner	20	\$31.25	\$625.00
Adm.	Administrative Assistant	14	\$15.29	\$214.06
Totals:		351		\$12,735.16
			Overhead	\$15,869.28
			Profit	\$7,151.11
			Total Labor	\$35,755.55
			Labor Multiplier	2.81
2. Subconsultant Fees				
None				\$0.00
Subconsultant Assumption of Risk & Liability				\$0.00
Subtotal, Subconsultant Fees:				\$0.00
3. Reimbursable Expenses				
Description	Number	Unit Cost	Cost	
Vehicle Travel (Per Mile)	2,016	\$0.65	\$1,310.40	
Rental Vehicles - (Per Day)	0	\$0.00	\$0.00	
Lodging (Per Night)	9	\$180.00	\$1,620.00	
Meals (Day Trips - Per Day)	5	\$33.00	\$165.00	
Per Diem (On Site Personnel - Per Day)	9	\$66.00	\$594.00	
Document Reproduction (Lump Sum)	1	\$400.00	\$400.00	
Shipping, Legal Notice, Telephone, Misc. (Lump Sum)	1	\$800.00	\$800.00	
Subtotal, Reimbursable Expenses			\$4,889.40	
TOTAL FEE, TASKS 5-8 (1+2+3):			\$40,644.95	
TOTAL FEE, TASKS 1-8 (1+2+3):			\$75,887.00	

**Exhibit A**  
**Terminal Area Planning Study**  
**Scope of Services**  
 January 13, 2020  
 Friedman Memorial Airport  
 Hailey, Idaho

The Friedman Memorial Airport Authority (FMAA), owner/operator of the Friedman Memorial Airport (the Airport, or SUN) wishes to prepare a Terminal Area Plan (TAP) for the Airport and has established a specific direction to be taken toward the preparation of this plan. The following work program describes the effort required to complete the TAP for SUN based on these stated desires, addressing terminal building renovation/expansion needs while also addressing the terminal area layout needs for potential future facilities and providing a program for realistic implementation, including design and construction.

The purpose of the project is to prepare a preferred, detailed facilities layout “concept” plan for development within the terminal area at the Airport. For this project, the “terminal area” is defined as indicated in the graphic below. The “terminal building” is defined as the commercial service terminal and its immediately adjacent support facilities such as ramp and parking. This project will limit its analysis to the defined terminal area, with the exception that facilities unrelated to passenger operations that would be adversely impacted by proposed development will be identified and potential relocation and/or mitigation strategies will be recommended. Mead and Hunt (Consultant) will lead and manage the development of the TAP, as specified in this Scope of Services. The project planning team will be comprised of the Consultant Team and Airport Management, in coordination with the FAA Helena ADO.

**Figure 1: SUN Terminal Area Planning Limits**



Source: SUN Airport Master Plan

The focus of the TAP is to make recommendations for the expansion/redevelopment/renovation of the terminal building, as well as the appropriate use of land parcels in the terminal area. The project will include programming to determine appropriate sizes for terminal building components, aircraft and automobile parking, and other airport facility needs that are quantifiable based on the development of new aviation demand forecasts which will be generated as part of the TAP preparation effort. Programming will then be converted into plan options. A preferred option (with phasing if required) will be developed with preliminary cost estimates and FAA AIP eligibility study. The Terminal Area Plan will assess needs for the short-term planning range (1-5 years), the medium-term planning range (6-10 years) and the long-term planning range (11-20 years).

The TAP is not intended to provide detailed floor plans, interior design or architectural building elevations or renderings for proposed structures. Its scope is limited to only the planning of the terminal area facilities and the passenger terminal building. Preliminary architectural and engineering design is not included in this project, except for conceptual development necessary to create viable planning alternatives and phasing as described herein.

### **Problem Statement and Background Information**

The Airport's most pressing planning issues relate to serving air carrier passengers safely, efficiently, and with a high level of service. The recently completed Master Plan projected strong growth in passenger enplanements and air carrier operations at SUN, but the Airport has surpassed the expectations of the Master Plan forecast in the last few years. The Master Plan projected enplanements increasing from 66,409 in 2014 to 78,797 in 2019. However, the Airport served over 94,000 enplanements in 2018, approximately 20 percent more passengers than anticipated by the Master Plan. Air carrier aircraft operations are also growing faster than forecasted. While the increase in air carrier activity is a positive for the community and the Airport, it has put an increasing strain on passenger terminal facilities at SUN. The Master Plan recommended renovation and expansion of the SUN terminal building and air carrier ramp, as well as reconfiguration of ground vehicle access infrastructure (much of which has been completed). However, the Master Plan did not anticipate the current level of growth and additional improvements for terminal facilities are needed to accommodate demonstrated demand.

Specific terminal area facilities to be analyzed include:

- Terminal building with internal functional area analysis
- Terminal Apron including loading bridges and aircraft parking configuration analysis
- Auto parking (other than passenger parking)
- Vehicle access and circulation
- Pedestrian circulation
- Rental car facilities

Some of the issues and considerations specific to the terminal building include the following:

- Security checkpoint capacity including number of lanes
- Secure hold room capacity and associated areas (i.e. circulation, restrooms, and support spaces)
- Concessions location and sizing
- Non-secure public circulation, viewing, and waiting space

- Terminal building vehicle parking (passenger parking)
- Air carrier aircraft apron

Terminal area facilities and the terminal building will be laid out in consideration of FAA design standards and Part 77 airspace obstruction standards.

### **Project Scope Elements**

The following sections describe the recommended project scope elements for this Terminal Area planning effort.

1. Study Design
2. Project Management, Coordination, Communication
3. Forecasts of Aviation Activity
4. Terminal Area Facility Requirements
5. Initial Terminal Area Development Alternatives
6. Initial Terminal Building Development Alternatives
7. Refined Terminal Area Concept, Development Program, and Meetings
8. Refined Terminal Building Concept and Development Program
9. Financial Feasibility Analysis
10. Documentation

All scope elements will be accomplished in accordance with current Federal regulations, policy, guidance and Advisory Circulars (ACs), including:

- AC 150/5070-6B - *Airport Master Plans*,
- AC 150/5300-13A, *Airport Design*,
- AC 150/5360-13, *Planning and Design Guidelines for Airport Terminal Facilities*, and
- AC 150/5360-9, *Planning and Design of Airport Terminal Facilities at Non-Hub Locations*.

The following TRB Airport Cooperative Research Program Reports and other industry standard guidance documents will also be consulted:

- ACRP Report No. 25. *Airport Passenger Terminal Planning and Design, Volume 1: Guidebook*,
- ACRP Report No. 55. *Passenger Level of Service and Spatial Planning for Airport Terminals*,
- ACRP Report No. 130. *Guidebook for Terminal Restroom Planning and Design*,
- ACRP Report 157. *Improving the Airport Customer Experience*,
- *National Safe Skies Alliance PARAS (Program for Applied Research in Airport Security), Recommended Security Guidelines for Airport Planning, Design, and Construction*,
- *Transportation Security Administration Airport Security Design Guidelines*, and
- *IATA Airport Development Reference Manual*.

### **Meetings and Trips**

This scope of services includes the following meetings and trips, as discussed in the applicable project scope element sections. Efforts will be made to hold multiple meetings on the same trip, when possible and appropriate.

- Up to three (3) FMAA Board presentations, as necessary, two (2) of which would occur on the same trip as the stakeholder meetings and one (1) of which would be a standalone trip (see Section 2.2)
- Project kick-off and information gathering meetings with stakeholders (see Section 4.2)
- Stakeholder planning workshop (see Section 6.3)
- Refined concept review meetings with stakeholders (see Section 8.4)
- One (1) on-site meeting for financial analysis, as necessary (see Section 9.3)

## **1. STUDY DESIGN**

### **1.1 Project Scope, Fee Estimate and Contract**

It is important at the onset of the planning process to define a detailed Scope of Services. The study design includes development of a comprehensive Scope of Services, definition of effort necessary to accomplish the work scope, and preparation of realistic work effort and fee estimates for completing the work. It also serves to organize the project planning team so that the necessary study efforts are effectively executed, and the participant roles and responsibilities are clearly defined. This task includes preparation of a preliminary draft scope of services to be submitted for Airport and FAA staff review and comment. This scope includes up to two (2) conference calls with Airport and/or FAA staff to discuss the preliminary scope, and up to three (3) rounds of revisions to address Airport and FAA comments. Deliverables include the final scope, agreed-upon lump sum project planning budget, and executed agreement for the proposed planning work.

## **2. PROJECT MANAGEMENT, COORDINATION, COMMUNICATION**

### **2.1 Project Coordination, Management Oversight and Quality Control**

The Consultant will work with Airport Management, the FMAA, and interested parties to develop a plan that reflects airport development needs compliant with FAA airport design standards and Part 77, as well as the character of the community. To ensure consistency throughout the project in terms of written and graphic communication, the Consultant will be responsible, through regular in-house meetings and communications, for quality control, final word processing, proof-reading, editing, final graphics, presentation graphics, and production of all documents, including working papers, technical memorandums, draft reports, final reports, summary brochures, and others if included in the scope.

### **2.2 Manage Sponsor and FAA Review and Input Process (including FMAA Board meetings)**

A Sponsor review and input process will be established and include regularly scheduled conference calls with Airport Management. Additionally, chapters of the TAP will be produced and grouped as Working Papers and sent to the Airport and FAA at the appropriate times during the planning process. The role of Airport Management will be to review the Working Papers, provide input, and generally serve in an advisory capacity to the Consultant.

The Consultant will develop a schedule for conducting the TAP, updating it as appropriate with the approval of Airport Management. This scope of services includes up to three (3) in-person presentations to the FMAA Board at their regularly scheduled meetings. These are expected to occur at the following milestones: 1) project kick-off, 2) refined concepts and development programs, and 3) draft final report.

Two (2) of the Board presentations are expected to occur on the same trip as the stakeholder meetings, while one (1) of the presentations would require a standalone trip.

### **2.3 Progress Meetings**

Regular meetings and discussions will be held between the Consultant and Airport Management. It is envisioned that the meetings will be held during development of the TAP via regular telephone discussions as required. The purpose of the meetings will be to report on progress made on the TAP since the prior meeting, receive input, report on important phases or sub-phases that have been completed, identify problems encountered for the purpose of resolution, evaluate and select alternatives presented, and generally afford an opportunity to review the work and findings at various stages of completion. This scope includes up to 12 telephone status briefings to be attended by up to two (2) Mead & Hunt staff.

## **3. FORECASTS OF AVIATION ACTIVITY**

### **3.1 Forecast Development and Working Paper**

Updated forecasts will be critical in determining future Airport requirements, analyzing alternative development plans, and assessing the financial feasibility of proposed improvements. This task includes a comprehensive update to the Master Plan air carrier forecasts (operations and enplanements) to reflect the most recent available activity data and trends. The peak hour air carrier enplanement and operations forecasts will also be updated, and the future air carrier fleet mix will be re-evaluated as new entries to the regional jet and narrow-body jet fleet may change available capacity and potential range. No changes to the Master Plan general aviation forecasts (operations and based aircraft) will be made and these numbers will be summarized in the chapter. The data used to generate the forecasts will be obtained primarily from FAA and Sponsor records, with assistance from the Airport's Mead & Hunt air service analyst as necessary.

Initially, the forecasting effort will include preparation of assumptions that will be used as the basis for the projections. The assumptions will be coordinated with and accepted by both the FMAA and the FAA prior to developing the actual forecasts.

Projections of short-, intermediate-, and long-term demand levels (5, 10, and 20 years) will be developed. Appropriate local, regional, state, and national aviation trends will be investigated to generate up to three (3) different forecast scenarios (low, medium, and high) for passenger enplanements, commercial passenger air carrier operations, general aviation operations, and based aircraft, using industry standard forecasting methodologies, including market share, time series, socioeconomic, and regression methods. Preferred forecasts will be selected with input from the Sponsor. A working paper summarizing the forecasts with appropriate graphics, charts, maps, and drawings will be submitted for FAA review, comment, and approval.

### **3.2 Sponsor and FAA Forecast Coordination**

This scope includes one round of working paper revisions to address Sponsor comments and one round of working paper revisions to address FAA comments. Once approved by FAA, the findings will be integrated as a chapter in the final TAP report.

#### **4. TERMINAL AREA FACILITY REQUIREMENTS**

##### **4.1 Master Plan Facility Requirements Review**

This task includes a summary and review of Chapter C, *Capacity Analysis and Facility Requirements*, from the 2018 Master Plan regarding Terminal Area Facilities. This task also includes documenting any changed conditions and facilities determined needed or potentially needed in the Terminal Area since completion of the Master Plan, based on updated forecasts. The space requirements and access needs for such facilities will be documented. This scope assumes that Mead & Hunt will be provided access to all available drawings of the terminal.

##### **4.2 Kick-Off and Information Gathering Meetings**

Mead & Hunt will work with Airport staff to plan and organize kick-off meetings to be held over the course of two days at the Airport. This includes development of a key stakeholder list and preparation of an information package to be used as a basis for discussion. These meetings will include the following:

1. Kick-off meeting with the Airport Management
2. Information gathering meetings with key stakeholders, including airlines, rental car agencies, concessionaire(s), etc.
3. Building investigations by architecture and engineering professionals (no structural investigation)
4. Anticipated attendees by Consultant Team are:
  - a. Project Manager (Mead & Hunt)
  - b. Project/Terminal Planner (Mead & Hunt)
  - c. Consulting Engineer (T-O Engineers)
  - d. Terminal Architect (Mead & Hunt)

##### **4.3 Terminal Area Facility Requirements and Terminal Building Program Update**

In order to develop concept level alternatives for the terminal area, the requirements identified in the Master Plan will need to be updated in consideration of the Terminal Area Plan forecasts of aviation activity. Detailed air service analysis will not be conducted for the project. The program will be defined by the peak hour as determined in Task 3.1. Once established, this peak hour will be the basis for terminal building program and design options.

For the terminal building, this will include estimates of space needs for each functional area within the building. For the larger terminal area, this will include estimates of demand for additional passenger, employee, and rental car parking spaces; improved vehicle and pedestrian circulation; and additional air carrier apron parking capacity.

Terminal building space requirements will be determined based on passenger forecasts. The terminal functional components include the following:

- Administration offices (airline administration and parking management) Aircraft gates
- Airline Ticket Office (ATO): Ticket counters and passenger queuing areas, ground service operations, and airline storage
- Baggage claim and temporary storage
- Baggage make-up and staging
- Building storage and janitor rooms

- Building systems: electrical, HVAC, plumbing, fire protection, and emergency generator
- Car rental office, counters and passenger queueing
- Checked baggage security screening
- Circulation and passenger conveyance
- Concessions including retail, food/beverage, and advertising (both secure and non-secure)
- Curbside
- Gate pre-departure and departures lounges
- Ground Service Equipment (GSE) storage/parking
- Parking
- Passenger waiting and meeter/greeter areas
- Restrooms (both secure and non-secure)
- Security screening checkpoint
- Transportation Security Administration (TSA) offices and operations
- Pet Relief Station (both secure and non-secure)

## **5 INITIAL TERMINAL AREA DEVELOPMENT ALTERNATIVES**

### **5.1 Initial Terminal Area Development of Alternatives**

Based on the demand analysis, up to three (3) conceptual terminal area development alternatives will be produced as determined necessary to meet demand for the 20-year planning period while fully meeting FAA design standards within the terminal area planning limits. Estimated timing of required improvements will also be identified. The terminal area alternatives will focus on the issues that are most important to the future growth and development within the terminal area excluding the terminal building envelope. The purpose of this initial concept development phase is to establish the general planning framework that will be refined into a more detailed concept under subsequent tasks. These initial alternatives will include consideration of a new “conventional” Airport Traffic Control Tower (ATCT) or remote tower control room and camera mast facilities within the terminal area planning limits.

One (1) conceptual terminal area development alternative will be produced for the long-term relocation of the terminal to the area near the south end of the runway while fully meeting FAA design standards. It is anticipated that alternatives will be primarily confined to the identified terminal area plan limits, however it may be necessary to consider other locations should long-term development needs warrant. The alternative for the relocation of the terminal area will be a “space reservation” investigation only to address the question of how much room should be reserved to accommodate potentially needed long-term passenger terminal, along with its airside and landside support facilities. This relocation alternative will provide a “block concept” that illustrates a workable facility arrangement and will not include a detailed layout of terminal area facilities.

The following alternatives will be developed:

- Terminal apron layout alternatives, including loading bridge(s) and aircraft parking configurations
  - One (1) conceptual level layout.

- Vehicle parking, access and circulation – Up to two (2) conceptual level layouts. Consideration will be given to the building curbside and potential remote parking, rental car parking, and ready/return/gas facility.

Order-of-magnitude level construction cost estimates for each alternative will be provided. Construction cost estimates will be based on unit costs for recent civil projects and land acquisition costs, if appropriate, will be based on recent sale prices in the Airport area. These are not for budgetary purposes, but for the purpose of comparing relative costs of alternatives. T-O Engineers will provide engineering support and cost estimates to Mead & Hunt for proposed civil engineering projects, as appropriate.

## **6 INITIAL TERMINAL BUILDING DEVELOPMENT ALTERNATIVES**

### **6.1 Development of Alternatives**

Based on the demand analysis, up to three (3) alternative conceptual level floor plan layouts will be developed to meet forecast demand for the 20-year planning period, while fully meeting FAA design standards within the terminal area planning limits. The facility alternatives will focus on the issues that are most important to the future growth and development of the Airport terminal, in consideration of stakeholder input.

Order-of-magnitude level construction cost estimates for each alternative within the Terminal Area Planning Limits will be provided (this does not include the relocated terminal area alternative). These will be based on square foot costs for new and renovated construction and other significant cost items. These are not for budgetary purposes, but for the purpose of comparing relative costs of alternatives.

### **6.2 Terminal Area Facility Requirements and Initial Alternatives Working Paper**

The consultant will develop a detailed working paper or planning memo describing the analysis included in Elements 4 through 6. The technical portions of the paper will be in terms which are easily understandable to a broad audience. The working paper will be considered a draft of a chapter (or chapters) of the TAP document and will provide information for subsequent decisions. Electronic (pdf format) copies of the working paper will be produced and distributed as required.

### **6.3 Stakeholder Planning Workshop**

Mead & Hunt will work with Airport staff to plan and organize a stakeholder planning workshop to be held at the Airport. This includes development of a key stakeholder list and preparation of an information package to be used as a basis for discussion. The purpose of the workshop will be to review the terminal area facility requirements and initial alternatives with Airport Management and airport designated stakeholders. Anticipated attendees by Consultant Team are:

1. Project Manager (Mead & Hunt)
2. Project Architect (Mead & Hunt)
3. Project/Terminal Planner (Mead & Hunt)

## **7 REFINED TERMINAL AREA CONCEPT AND DEVELOPMENT PROGRAM**

### **7.1 Preferred Alternative/Conceptual Development Plan and Cost Estimates**

This task will include a refinement of the terminal area concept, proposed roadway configuration, vehicle parking, walkways, and conceptual construction phasing for each planning period of the preferred alternative. The Consultant will develop Planning Level cost estimates for the needs and improvements identified for roadways, taxiways and facilities as necessary for each planning period. Cost estimates will consider the necessary level of environmental review and associated costs. T-O Engineers will provide engineering support and cost estimates to Mead & Hunt for proposed civil engineering projects, as appropriate.

### **7.2 Terminal Area Development Project List**

Based on the Conceptual Development Plan in Task 7.1, a list of potential projects will be developed for inclusion in the Airport's Capital Improvement Program (CIP).

## **8 REFINED TERMINAL BUILDING CONCEPT AND DEVELOPMENT PROGRAM, MEETINGS AND DOCUMENTATION**

### **8.1 Preferred Alternative/Conceptual Plan**

Based on the preferred alternative for the development of the terminal, a conceptual plan will be prepared. This scope does not include an update to any of the Airport Layout Plan sheets. The conceptual plans will consider the following:

- Building/Zoning Code Summary
  - Site setbacks, easements
  - Height restrictions
  - Construction type
  - Occupancy type
  - Area summary
  - Exiting Requirements
- Site plan of vehicle parking, passenger drop-off, access and circulation
- Concept level floor plans
- Terminal apron layout including loading bridges, passenger walkways and aircraft parking configurations.
- Conceptual implementation phasing plan

### **8.2 AIP Eligibility Analysis**

An Airport Improvement Program (AIP) eligibility analysis will be performed in accordance with the FAA AIP handbook to identify those portions of the terminal building and terminal area improvements that are eligible for AIP and/or PFC funding. The eligibility analysis will include the preferred alternative within the terminal area planning limits, but not the relocated terminal area.

### **8.3 Terminal Development Project List**

The Conceptual Design Cost Estimates will be used to prepare a draft project list/capital improvement plan for the long-term terminal development. The project list will be finalized with Airport staff input and

the selected projects and associated cost estimates will be incorporated into the Airport's FAA Airport Capital Improvement Program (ACIP).

#### **8.4 On-site Meetings and Documentation**

Mead & Hunt will work with Airport staff to plan and organize a final round of stakeholder meetings to be held over the course of two days at the Airport. This includes development of a key stakeholder list and preparation of an information package to be used as a basis for discussion. The purpose of these meetings will be to review selected terminal area and terminal building CDP with Airport Management and airport designated stakeholders. Anticipated attendees by Consultant Team are:

1. Project Manager (Mead & Hunt)
2. Project Architect (Mead & Hunt)
3. Project/Terminal Planner (Mead & Hunt)

The consultant will develop a detailed second working paper or planning memo describing the analysis from Elements 7 and 8. The technical portions of the paper will be in terms which are easily understandable to a broad audience. The working paper will include the terminal area and the terminal building Conceptual Development Plan and phasing plans for the preferred alternative. The working paper will be considered a draft of a chapter (or chapters) of the TAP document and will provide information for subsequent decisions. Electronic (pdf format) copies of the working paper will be produced and distributed as required.

### **9 FINANCIAL FEASIBILITY ANALYSIS**

Using project costs and phasing recommendations for the preferred terminal area plan development alternative (preferred alternative), along with consideration of the Airport's most recent ACIP on file with the FAA, and enplanement projections produced by Mead & Hunt, Inc. as well as financial information collected from the Friedman Memorial Airport Authority (the Authority) and funding discussions with the FAA – Helena ADO, Ricondo & Associates, Inc. (Ricondo) will prepare a financial feasibility analysis to determine whether implementation of the preferred alternative is achievable through available funding sources while achieving adequate cash flow. The terminal area plan financial feasibility analysis will consist of the following tasks:

The financial feasibility analysis will consider estimated project costs, proposed timing (phasing) of improvements, and funding sources. To the extent practicable, the financial feasibility analysis will utilize information and methodologies included in previous financial planning efforts conducted by Ricondo on behalf of the Authority. As a result of this analysis, a recommended phasing of projects will be developed to achieve the goals and objectives of the Authority.

#### **9.1 Terminal Area Plan Financial Feasibility Analysis**

This task includes the preparation of a financial plan for carrying out the proposed capital improvement program for the preferred alternative and the Authority's goals and objectives. Included in the financial plan would be the identification and quantification of the need for and availability of specific funding sources, projections of revenues and expenses, and a cash flow analysis. The output of this effort would consist of a financial plan that the Authority can use as a basis for implementing the capital improvement

plan associated with the preferred alternative and associated annual cash flow. A funding plan will be developed based upon estimated capital improvement costs and potential phasing of proposed projects prepared by Mead & Hunt, Inc. Funding sources to be examined will include Federal Aviation Administration (FAA) Airport Improvement Program entitlement and discretionary funds, Passenger Facility Charge revenues, State funds, Customer Facility Charge revenues, third party funds, local funds, and bond proceeds. Additional funding sources may also be considered, as applicable and as directed by the Authority.

The financial feasibility analysis will assess, through the development of pro-forma financial projections, the financial implications associated with the implementation of the preferred alternative. Pro-forma projections of operating expenses, operating revenues, and capital requirements will be developed based upon enplanement projections developed by Mead & Hunt, Inc. Projections of operating revenues and expenses will be further based on assumptions regarding existing and anticipated future tenant leases, additional revenue enhancement opportunities, and estimated operating costs of the proposed capital development projects associated with the preferred alternative. Financial feasibility will be analyzed and measured primarily by calculating the potential impacts on tenant rates and charges (as applicable), Airport cash flow, bond covenant requirements should bond funding be feasible, and cost per enplaned passenger.

## **9.2 Financial Feasibility Analysis Working Paper**

Ricondo will prepare an electronic version of the updated Airport rates and charges analysis based on the outputs associated with Task 9.1 and present it to the Authority. Ricondo will also schedule a conference call to review the assumptions and outcomes of the updated model. Once Authority feedback is obtained, Ricondo will update the financial model to incorporate changes discussed. This scope anticipates two further rounds of “back and forth” with the Authority to arrive at a final version of the updated financial model.

Upon acceptance of the financial model by the Authority, Ricondo will prepare a draft of the Terminal Area Plan Financial Feasibility Analysis Chapter. Upon receipt of Authority feedback on this Chapter, Ricondo will produce a final version of the Chapter for inclusion in the Terminal Area Plan document. Ricondo will further provide the Authority with an updated version of its rates and charges model in Microsoft Excel format. Should it be determined that that insufficient funding sources are readily available to fund the entire plan, Ricondo will identify the shortfall amounts and timing of shortfalls. Client to then be responsible for identifying and securing funding from other parties for the identified shortfall(s).

## **9.3 Meeting**

The scope element recognizes that there is a potential that the consultant team may be required to attend/conduct an on-site meeting to present the recommended financial feasibility analysis. Prior permission from the Authority will be required to attend this on-site meeting and prepare associated meeting materials. If necessary, this meeting will be attended by one (1) Ricondo employee.

## **10 DOCUMENTATION**

### **10.1 Executive Summary**

The consultant will also develop a not more than 5-page Executive Summary outlining the study recommendations and terminal improvement concept for airport use in communicating with the general public about the program. The executive summary will be an 8 ½" x 11" format that will be produced in the same hard copy quantities as the Draft and Final reports. One of the primary purposes of the Executive Summary is for it to be utilized in the FMAA review and approval process.

### **10.2 Draft and Final Reports**

The Draft and Final Reports will be prepared that are compiled from the working documents presented in the TAP planning process which have been revised per comments received and will include a Conceptual Development Plan consisting of the preferred alternatives. Up to 12 draft report hard copies will be prepared and distributed as directed by the Airport sponsor. Following final revisions, up to 12 final report hard copies will be prepared and distributed as directed by the Airport sponsor.

### **10.3 Airport Layout Plan Update**

T-O Engineers will update the Airport Layout Plan (ALP) and Terminal Area Plan drawing sheets to depict the proposed terminal improvements.

Friedman Memorial Airport Terminal Area Planning Study  
Mead & Hunt Project Budget

Elements/Tasks	Project Manager \$164	Senior Architect \$141	Arch/Plnr/Engr III \$128	Arch/Plnr/Engr II \$115	Senior Analyst \$203	Tech III \$105	CAD Tech \$92	Admin \$95	Total Labor & Subconsultant Cost
<b>1 Study Design</b>									
Project Scope, Fee Estimate and Contract	32		4	2				4	\$ 6,448
Subtotal Study Design	32		4	2	0	0	0	4	\$ 6,448
<b>2 Project Management, Coordination, Communication</b>									
Project Coordination, Management Oversight and Quality Control	80								\$ 13,120
Manage Sponsor and FAA Review and Input Process (including Board mtgs)	60		20						\$ 12,400
Progress Meetings	24		24						\$ 7,008
Subtotal Project Management	164	0	44	0	0	0	0	0	\$ 32,528
<b>3 Forecasts of Aviation Activity</b>									
Forecast Development and Working Paper	16			96	70			4	\$ 28,254
Sponsor and FAA Forecast Coordination	12			60	16			2	\$ 12,306
Subtotal Forecssts	28	0	0	156	86	0	0	6	\$ 40,560
<b>4 Terminal Area Facility Requirements</b>									
Master Plan Facility Requirements Review	4		16	16					\$ 4,544
Kick-Off and Information Gathering Meetings	32	32	32						\$ 13,856
Terminal Area Facility Requirements and Building Program Update	12	8	56	24					\$ 13,024
Engineering Support	T-O Engineers Lump Sum								\$ 1,000
Subtotal Facility Requirements	48	40	104	40	0	0	0	0	\$ 32,424
<b>5 Initial Terminal Area Development Alternatives</b>									
Terminal Apron Layout Alternatives	4			12			20		\$ 3,876
Vehicle Parking, Access, and Circulation Alternatives	4			12			20		\$ 3,876
Engineering Support	T-O Engineers Lump Sum								\$ 6,500
Subtotal Initial Terminal Area Alternatives	8	0	0	24	0	0	40	0	\$ 14,252
<b>6 Initial Terminal Building Development Alternatives</b>									
Development of Alternatives	2	8	48			64			\$ 14,320
Terminal Area Facility Requirements and Initial Alternatives Working Paper	8	8	32	32				4	\$ 10,596
Stakeholder Planning Workshop	32	32	32						\$ 13,856
Subtotal Initial Terminal Building Alternatives	42	48	112	32	0	64	0	4	\$ 38,772
<b>7 Refined Terminal Area Concept and Development Program</b>									
Preferred Alternative/Conceptual Development Plan and Cost Estimates	8		48	48			24		\$ 15,184
Terminal Area Development Project List	4		8						\$ 1,680
Engineering Support	T-O Engineers Lump Sum								\$ 2,500
Subtotal Refined Terminal Area Concept	12	0	56	48	0	0	24	0	\$ 19,364
<b>8 Refined Terminal Building Concept and Development Program</b>									
Preferred Alternative/Conceptual Plan	4	8	24			56			\$ 10,736
AIP Eligibility Analysis	1	4	16						\$ 2,776
Terminal Development Project List	2	4	4						\$ 1,404
On-Site Meetings and Documentation	32	32	32						\$ 13,856
Subtotal Refined Terminal Building Concept	39	48	76	0	0	56	0	0	\$ 28,772
<b>9 Financial Feasibility Analysis</b>									
Terminal Area Plan Financial Feasibility Analysis	Ricondo Associates Lump Sum								\$ 24,014
Financial Feasibility Analysis Working Paper	Ricondo Associates Lump Sum								\$ 8,978
Meeting	Ricondo Associates Lump Sum								\$ 5,932
Subtotal Financial Feasibility Analysis	0	0	0	0	0	0	0	0	\$ 38,924
<b>10 Documentation</b>									
Executive Summary	4		8	8		16			\$ 4,280
Draft and Final Reports	4		32	16		32	32		\$ 12,896
Airport Layout Plan Update	T-O Engineers Lump Sum								\$ 6,323
Subtotal Documentation	8	0	40	24	0	48	32	0	\$ 23,499
<b>Total Labor &amp; Subconsultants</b>	<b>381</b>	<b>140</b>	<b>434</b>	<b>324</b>	<b>86</b>	<b>168</b>	<b>96</b>	<b>14</b>	<b>\$ 275,543</b>

Lump Sum Mead & Hunt Reimbursable Expenses	\$ 17,825
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Total Lump Sum Mead & Hunt Budget	\$	293,368
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Proposed 2020 Tiedown Lease Rates

ATTACHMENT 7

Hangar Section	Billing Cycle	Current Rate (Last adjusted 2010)	Potential Monthly Rate Based on CPI Increase	Potential Annual Rate Based on CPI Increase	CPI Rate % Increase over current rate	Monthly Rate Based on Committee's Suggestion	Annual Rate Based on Committee's Suggestion	% Increase over current rate	Notes
<b>Section 2 (South of T-Hangars)</b>									
Single < 6,000 lbs. mtow and wingspan < 40 ft	Annual	\$ 495.00	\$ 48.90	\$ 586.77	18.5%	\$ 60.00	\$ 720.00	45%	
Twin < 6,000 lbs. mtow and wingspan < 40 ft	Annual	\$ 706.00	\$ 69.74	\$ 836.89	18.5%	\$ 80.00	\$ 960.00	36%	
Single/Twin > 6,000 lbs. mtow and wingspan < 45 ft	Annual	\$ 1,700.00	\$ 154.08	\$ 1,848.91	8.8%	\$ 150.00	\$ 1,800.00	6%	
Single/Twin > 6,000 lbs. mtow and wingspan > 45 ft	Annual	n/a	\$ 161.78	\$ 1,941.35	n/a	\$ 200.00	\$ 2,400.00	n/a	New Category
<b>6 Month leases for TD14 and TD15 (May - Oct)*</b>									
Single < 6,000 lbs. mtow and wingspan < 40 ft	6 Mos	n/a	\$ 24.45	\$ 293.39	n/a	\$ 72.00	\$ 432.00	n/a	6 month rate / New Category
Twin < 6,000 lbs. mtow and wingspan < 40 ft	6 Mos	n/a	\$ 34.87	\$ 418.45	n/a	\$ 96.00	\$ 576.00	n/a	6 month rate / New Category
Single/Twin > 6,000 lbs. mtow and wingspan < 45 ft	6 Mos	n/a	\$ 77.04	\$ 924.45	n/a	\$ 180.00	\$ 1,080.00	n/a	6 month rate / New Category
Single/Twin > 6,000 lbs. mtow and wingspan > 45 ft	6 Mos	n/a	\$ 80.89	\$ 970.68	n/a	\$ 240.00	\$ 1,440.00	n/a	6 month rate / New Category
<b>West Hangar Apron (Lights)**</b>									
Single < 6,000 lbs. mtow and wingspan < 40 ft	Annual	\$ 990.00	\$ 97.80	\$ 1,173.55	18.5%	\$ 90.00	\$ 1,080.00	9%	
Twin < 6,000 lbs. mtow and wingspan < 40 ft	Annual	\$ 1,412.00	\$ 139.48	\$ 1,673.79	18.5%	\$ 110.00	\$ 1,320.00	-7%	
Single/Twin > 6,000 lbs. mtow and wingspan < 45 ft	Annual	n/a	\$ 308.15	\$ 3,697.81	n/a	\$ 180.00	\$ 2,160.00	n/a	New Category
Single/Twin > 6,000 lbs. mtow and wingspan > 45 ft	Annual	n/a	\$ 323.56	\$ 3,882.71	n/a	\$ 230.00	\$ 2,760.00	n/a	New Category
<b>West Hangar Apron (Power &amp; Lights)***</b>									
Single < 6,000 lbs. mtow and wingspan < 40 ft	Annual	\$ 990.00	\$ 102.69	\$ 1,232.23	24.5%	\$ 120.00	\$ 1,440.00	45%	New Category (Previously billed the same as 'Lights Only')
Twin < 6,000 lbs. mtow and wingspan < 40 ft	Annual	\$ 1,412.00	\$ 146.46	\$ 1,757.48	24.5%	\$ 140.00	\$ 1,680.00	19%	New Category (Previously billed the same as 'Lights Only')
Single/Twin > 6,000 lbs. mtow and wingspan < 45 ft	Annual	n/a	\$ 323.56	\$ 3,882.71	n/a	\$ 210.00	\$ 2,520.00	n/a	New Category
Single/Twin > 6,000 lbs. mtow and wingspan > 45 ft	Annual	n/a	\$ 339.74	\$ 4,076.84	n/a	\$ 260.00	\$ 3,120.00	n/a	New Category

**Rates subject to annual increase based on published CPI rate.**