

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

**AGENDA  
February 11, 2014**

- |              |  |                       |
|--------------|--|-----------------------|
| <b>I.</b>    | <b>APPROVE AGENDA</b>  |                       |
| <b>II.</b>   | <b>OATH OF OFFICE</b>  | ACTION                |
|              | A. Independent Board Member  |                       |
| <b>III.</b>  | <b>PUBLIC COMMENT (10 Minutes Allotted)</b>  |                       |
| <b>IV.</b>   | <b>APPROVE FRIEDMAN MEMORIAL AIRPORT AUTHORITY MEETING MINUTES OF:</b>                     |                       |
|              | A. December 18, 2013 Special Meeting – Attachment #1                                       | ACTION                |
|              | B. January 7, 2014 Regular Meeting – Attachment #2   | ACTION                |
| <b>V.</b>    | <b>REPORTS</b>   |                       |
|              | A. Chairman Report   | DISCUSSION            |
|              | B. Blaine County Report  | DISCUSSION            |
|              | C. City of Hailey Report   | DISCUSSION            |
|              | D. Airport Manager Report  | DISCUSSION            |
|              | E. Communication Director Report   | DISCUSSION            |
| <b>VI.</b>   | <b>AIRPORT STAFF BRIEF (5 Minutes Allotted)</b>  |                       |
|              | A. Noise Complaints  |                       |
|              | B. Parking Lot Update  |                       |
|              | C. Profit & Loss, ATCT Traffic Operations Count and Enplanement Data – Attachments #3 - #5 |                       |
|              | D. Review Correspondence – Attachment #6   |                       |
|              | E. Airport Weather Interruptions   |                       |
|              | F. Administrative Brief  |                       |
| <b>VII.</b>  | <b>UNFINISHED BUSINESS</b>   |                       |
|              | A. Airport Solutions   |                       |
|              | 1. Existing Site   |                       |
|              | a. Plan to Meet 2015 Congressional Safety Area Requirement                                 |                       |
|              | i. Formulation   | DISCUSS/DIRECT/ACTION |
|              | • Airport Layout Plan  |                       |
|              | • Capital Improvement Program (CIP) – Attachment #7  |                       |
|              | • Cash Flow to Support CIP   |                       |
|              | ii. Project 2 Relocate/Extend Taxiway B and Runway Safety Area Grading                     | DISCUSS/DIRECT/ACTION |
|              | • 65% Design Review  |                       |
|              | iii. Project 3 Terminal Reconfiguration SOW – Attachments #8, #9                           | DISCUSS/DIRECT/ACTION |
|              | iv. Project 4 Airport Operations Building SOW – Attachments #10, #11                       | DISCUSS/DIRECT/ACTION |
|              | v. Project 5 Terminal Apron Reconstruction/Site Preparations                               | DISCUSS/DIRECT        |
|              | vi. Hangar Acquisition   | DISCUSS/DIRECT        |
|              | b. Master Plan SOW – Attachments #12, #13  | DISCUSS/DIRECT/ACTION |
|              | c. Retain/Improve/Develop Air Service  |                       |
|              | i. Fly Sun Valley Alliance Update – Attachments #14, #15                                   | DISCUSS/DIRECT        |
|              | ii. Small Community Air Service Development Program Grant                                  | DISCUSS/DIRECT        |
| <b>VIII.</b> | <b>NEW BUSINESS</b>  |                       |
|              | A. March, April, May 2014 FMAA Meeting Dates   | DISCUSS/DIRECT/ACTION |
| <b>IX.</b>   | <b>PUBLIC COMMENT</b>  |                       |
| <b>X.</b>    | <b>EXECUTIVE SESSION – I.C. §67- 2345 (1)(f)</b>   |                       |
| <b>XI.</b>   | <b>ADJOURNMENT</b>   |                       |

## **II. OATH OF OFFICE**

### **A. Independent Board Member**

The Amended and Restated Joint Powers Agreement states that the Independent Member shall serve a two-year term commencing on January 1 of the year of appointment.

At the January 7, 2014 FMAA meeting, the Board approved Board Member Fairfax to continue as the Independent Board Member until term expiration of December 31, 2014.

BOARD ACTION: 1. Administer Oath of Office

## **IV. APPROVE FRIEDMAN MEMORIAL AIRPORT AUTHORITY MEETING MINUTES**

### **A. December 18, 2013 Special Meeting – Attachment #1**

BOARD ACTION: 1. Action

### **B. January 7, 2014 Regular Meeting – Attachment #2**

BOARD ACTION: 1. Action

## **V. REPORTS**

### **A. Chairman Report**

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

BOARD ACTION: 1. Discussion

### **B. Blaine County Report**

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

BOARD ACTION: 1. Discussion

### **C. City of Hailey Report**

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

BOARD ACTION: 1. Discussion

### **D. Airport Manager Report**

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

BOARD ACTION: 1. Discussion

**E. Communications Director Report**

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

BOARD ACTION: 1. Discussion

**VI. AIRPORT STAFF BRIEF (5 Minutes Allotted)**

**A. Noise Complaints**

There are no noise concerns to report for January.

**B. Parking Lot Update**

**The Car Park Gross/Net Revenues**

Month	FY 2011 Gross	FY 2011 Net	FY 2012 Gross	FY 2012 Net	FY 2013 Gross	FY 2013 Net
December	\$11,029.94	\$3,860.48	\$12,358.00	\$4,189.80	\$15,115.00	\$5,931.74

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

Attachment #3 is Friedman Memorial Airport Profit & Loss Budget vs. Actual. Attachment #4 is 2001 - 2013 ATCT Traffic Operations data comparison by month. Attachment #5 is 2013 Enplanement, Deplanement and Seat Occupancy data. The following revenue and expense analysis is provided for Board information and review:

**November 2012/2013**

Total Non-Federal Revenue	November, 2013	\$121,574.95
Total Non-Federal Revenue	November, 2012	\$99,336.38
Total Non-Federal Revenue	FY '14 thru November	\$327,974.34
Total Non-Federal Revenue	FY '13 thru November	\$310,746.81
Total Non-Federal Expenses	November, 2013	\$218,322.90
Total Non-Federal Expenses	November, 2012	\$181,394.12
Total Non-Federal Expenses	FY '14 thru November	\$442,456.63
Total Non-Federal Expenses	FY '13 thru November	\$409,073.57
Net Income to include Federal Programs	FY '14 thru November	\$-195,708.20
Net Income to include Federal Programs	FY '13 thru November	\$-406,812.44

**D. Review Correspondence - Attachment #6**

Attachment #6 is information included for Board review.

## E. Airport Weather Interruptions

Airline	January, 2014	
	Flight Cancellations	Flight Diversions
Horizon Air	4	10
Delta	0	10
United Express	0	10

## F. Administrative Brief

### 1. PFC Project Status

#### a. PFC 12-08-C-00-SUN

PFC 12 Project Status as of 12/31/13								
Project No.	Project Description	PFC Approved Collection Amt.	Actual Project Expense	Project Exp. Over/Under App. Collection	Adjusted PFC Eligible Expense	Amount Drawn	Amount Remaining to Draw	Project Status
001	Purchase Snow Removal Equip.	\$300,000.00	\$326,933.00	\$26,933.00	\$300,000.00	\$300,000.00	\$0.00	Complete
002	Security Improvements	\$209,000.00	\$215,381.00	\$6,381.00	\$209,000.00	\$35,924.00	\$173,076.00	Complete
003	Implementation & Admin.	\$18,500.00	\$17,722.00	-\$778.00	\$17,722.00	\$17,722.00	\$0.00	Complete
<b>Total:</b>		<b>\$527,500.00</b>	<b>\$560,036.00</b>	<b>\$32,536.00</b>	<b>\$526,722.00</b>	<b>\$353,646.00</b>	<b>\$173,076.00</b>	

#### b. New PFC Application

Project Description	AIP Grant Number	Project Cost	AIP Grant Amount (93.75%)	AIP Grant Match/PFC Funds	Project Status
RSA Formulation	AIP 038	\$710,000.00	\$665,625.00	\$44,375.00	Preliminary
Purchase SRE	Non-AIP	\$500,000.00	N/A	\$500,000.00	Preliminary
Master Plan	Non-AIP	\$550,000.00	N/A	\$550,000.00	Preliminary
Relocate South Taxilane	AIP 039	\$2,685,000.00	\$2,517,187.00	\$167,813.00	Preliminary
Safety and Standard Improvements 2013-2016	N/A	\$21,728,976.00	\$20,370,915.00	\$1,358,061.00	Preliminary
Runway Rehabilitation	Non-AIP	\$150,000.00	N/A	\$150,000.00	Preliminary
PFC Administration	Non-AIP	\$16,920.00	N/A	\$16,920.00	Preliminary
<b>Total</b>		<b>\$26,340,896.00</b>	<b>\$23,553,727.00</b>	<b>\$2,787,169.00</b>	

A Draft 5500-1 PFC Application was submitted to the FAA Helena ADO PFC specialist for review on November 19, 2013. The FAA determined that an airspace evaluation is necessary for the RSA projects. Once completed, the Final PFC Application will be submitted.

## 2. AIP Project Status

Project Description	Grant Amount	Expenditures to Date	95% of Eligible Expenses	93.75% of Eligible Expenses	Grant Amount Remaining	Grant/Project Status	
<b>Existing Airport</b>							
37	Conduct 90-Day Airport Safety Area Standards Study	\$237,230.00	97,160.00	N/A	\$91,087.00	\$146,142.50	ACTIVE
38	RSA Project Formulation to bring airport into compliance with C-III standards.	\$691,860.00	651,741	N/A	\$611,007.00	\$80,853.00	ACTIVE
39	RSA Project Phase I & II	\$2,234,754.00	1,240,313.00		\$1,162,793.00	\$1,071,961.00	ACTIVE
<b>Replacement Airport</b>							
04	Conduct environmental study for replacement airport for Friedman Memorial Airport, Hailey, Idaho (Phase 4)	\$2,500,000.00	\$1,543,570.77	\$1,466,391.00	N/A	\$1,033,609.00	ACTIVE

## VII. UNFINISHED BUSINESS

### A. Airport Solutions

#### 1. Existing Site

##### a. Plan to Meet 2015 Congressional Safety Area Requirement

##### i. Formulation – Attachment #7

- Airport Layout Plan has been submitted to FAA for final review. The document will return to the Board for approval, after FAA review is complete.
- Capital Improvement Program (CIP) - The Board approved the CIP at the last meeting. The CIP was structured based on assumed levels of FAA funding for FY 2014. Following the meeting, FAA indicated that there was a potential for additional funds in FY 2014, and the CIP included at Attachment #7 reflects a more aggressive approach this year. The total amount of the CIP remains unchanged.
- Cash Flow to Support (CIP) – The cash flow to support the project is unchanged since this CIP facilitates the FAA's grant process for FY 2014. Actual year of expenditure should not change. The Airport Manager is monitoring the entire project and will present cash flow changes in the future if changes present.

BOARD ACTION: 1. Discuss/Direct/Approve revised CIP for transmittal to the FAA.

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

The 65% design review for this project was held at the airport on January 28<sup>th</sup>. T-O Engineers will be submitting the 95% design review on February 12<sup>th</sup> and the project will go to bidders on February 19<sup>th</sup>. Dave Mitchell of T-O will provide a project update at the meeting, including the anticipated schedule. The schedule for this project may require a special meeting for the purpose of awarding the project in time for the anticipated start date. This will be discussed at the meeting, as well.

BOARD ACTION: 1. Discuss/Direct/Action

iii. **Project 3 Terminal Reconfiguration SOW – Attachments #8, #9**

Some revisions to the Scope of Work (SOW) for Project 3 were made following the January meeting. These changes were intended to clarify certain aspects of the project and are tracked in the SOW as Attachment #8 for Board Member review. A proposed fee from the T-O/Mead & Hunt team is included as Attachment #9. The final SOW and this proposed fee will be presented at the Board meeting. An Independent Fee Estimate is being prepared and Staff requests Board approval of the fee “not to exceed” \$1,259,979 along with authorization to complete negotiations, subject to FAA and Legal Counsel review.

BOARD ACTION: 1. Discuss/Direct/Approve revised Scope of Work and fee not to exceed \$1,259,979 and direct Staff to proceed with negotiation and coordination with FAA.

iv. **Project 4 Airport Operations Building SOW – Attachments #10, #11**

As with Project 3, clarifying revisions to the SOW for Project 4 were made following the January meeting. The revised scope is included at Attachment #10. Attachment #11 is a proposed fee from the T-O/Ruscitto, Latham, Blanton (RLB) team. Both will be presented at the Board meeting. An Independent Fee Estimate is being prepared for this project as well and Staff requests Board approval of the fee “not to exceed” \$536,810 and authorization to complete negotiations, subject to FAA and Legal Counsel review.

BOARD ACTION: 1. Discuss/Direct/Approve revised Scope of Work and fee not to exceed \$536,810 and direct Staff to proceed with negotiation and coordination with FAA.

v. **Project 5 Terminal Apron Reconstruction/Site Preparations**

Project 5 will include reconstruction of the terminal apron to strengthen and reconfigure the apron for air carrier traffic. This project will also include site preparations for the terminal addition, airport operations building and replacement hangar sites at the north end of the airport. T-O is beginning the scoping effort for this project and will provide a brief introduction at the meeting. The Board can expect to see a proposed SOW at the March meeting.

BOARD ACTION: 1. Discuss/Direct

**vi. Hangar Acquisition**

Property appraisals for the hangars and USFS facility proposed for acquisition are underway. Appraisals are expected by mid-February, with review appraisals following immediately thereafter. Once appraisals have been received, Staff and Legal Counsel will move forward with the negotiation, with some assistance from T-O.

BOARD ACTION: 1. Discuss/Direct

**b. Master Plan Scope Of Work – Attachments #12, #13**

Based upon the Board's direction to move forward with an updated Master Plan, Board Member and Staff feedback has been assembled by the consultant. During the January Board meeting, a scope outline was presented for comment. Based on feedback received, a draft scope has been developed and a projected schedule has been updated. Attachments #12, #13 are the scope and schedule and are provided for comment. Request Board approval to proceed with minor revisions based on any Board comment offered in the meeting. Revisions would be coordinated by Airport Staff and the Board Chair, in coordination with FAA review. Based upon a scope that meets the Board's intent, an Independent Fee Estimate process would proceed in the coming months and the revised scope and fee would return to the Board task order approval.

BOARD ACTION: 1. Discuss/Direct/Action

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

**i. Fly Sun Valley Alliance Update – Attachments #14, #15**

Attachment #14 is the December 19, 2013 Fly Sun Valley Alliance Meeting Minutes. Attachment #15 is the January 16, 2014 Fly Sun Valley Alliance Meeting Agenda.

This item is on the agenda to permit a Fly Sun Valley Alliance report if appropriate.

BOARD ACTION: 1. Discuss/Direct

**ii. Small Community Air Service Development Program Grant**

FMAA received a Small Community Air Service Development Program grant offer from the U.S. Department of Transportation (DOT) on January 8, 2014. Chairman Fairfax executed the grant on January 14, 2014 and the Grant Agreement was returned to DOT. As this Board brief was being prepared, the grant agreement had not yet been returned by DOT, but this formality will not delay Staff in putting the appropriate controls and grant administration in place. You may recall that this is a \$709,000 total project. \$500,000 will be the federal share and the local share will be \$209,000. The Airport is part of that \$209,000 local share. The Airport will be contributing \$10,000 for marketing and \$24,000 for monitoring. The Airport also has an in-kind grant match of \$18,000 in waived landing fees and \$7,000 for grant administration.

BOARD ACTION: 1. Discuss/Direct

## **VIII. NEW BUSINESS**

### **A. March, April, May 2014 FMAA Meeting Dates**

As you know, the February 4, 2014 Regular Board meeting was rescheduled to February 11, 2014 because all three County Board Members had a scheduling conflict. We also know that Board Member Schoen has a conflict with both the March and April regular meetings. Chairman Fairfax would like a discussion about holding the March meeting on March 11<sup>th</sup>, the April meeting on April 8<sup>th</sup> and the May meeting on the normal schedule of May 6<sup>th</sup>. If this schedule means that all Board members will be able to attend, it will also mean that four weeks will separate each meeting. If the March meeting is held on March 4<sup>th</sup> as scheduled, only three weeks will separate the February and March meetings.

BOARD ACTION:                    1. Discuss/Direct/Action

## **IX. PUBLIC COMMENT**

## **X. EXECUTIVE SESSION - I.C. §67- 2345 (1)(f)**

## **XI. ADJOURNMENT**

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

**December 18, 2013  
9:00 A.M.**

**IN ATTENDANCE:** **BOARD MEMBERS:** Chairman – Ron Fairfax, Vice-Chairman – Susan McBryant, Board – Angenie McCleary, Fritz Haemmerle, Don Keirn, Jacob Greenberg  
**FRIEDMAN MEMORIAL AIRPORT STAFF:** Airport Manager – Rick Baird, Administrative Assistant/IT Systems Maintenance Coordinator - April Dieter,  
**AIRPORT LEGAL COUNSEL:** Luboviski, Wygle, Fallowfield & Ritzau – Barry Luboviski; Lawson Laski Clark & Pogue, PLLC – Jim Laski  
**CONSULTANTS:** T-O Engineers – Dave Mitchell

**CALL TO ORDER:** The meeting was called to order at 9:08 a.m. by Chairman Fairfax.

**I. APPROVE AGENDA** The agenda was approved as presented.

**II. PUBLIC COMMENT** No public comment was made.

**III. NEW BUSINESS**

**A. Review Pre-Qualification Applications from Prime Contractors for Construction Projects at Friedman Memorial Airport**

T-O Engineer Dave Mitchell briefed the Board on his review of the pre-qualification applications received from prime contractors for construction projects at Friedman Memorial Airport.

The Board discussed technical aspects of Engineer Mitchell's review of the pre-qualification applications including financial bond qualifications, litigation history, which factors differentiate the large projects from the small projects and how the firms should be notified of which projects they do and/or do not qualify to bid for.

Board Member Haemmerle commented that with respect to Knife River's local performance history and their overall litigation history, Knife River is not qualified to bid for construction projects at the Airport. Board Member Haemmerle also requested that the Board require each contractor to submit a litigation history from the Idaho Depository to be made part of the record.

The Board discussed Board Member Haemmerle's comment regarding Knife River and request to require litigation history from each contractor and the majority of the Board agreed that using litigation history as a criterion for judging the overall performance of a company should be cautioned and is not an appropriate measure of performance history in this case.

**MOTION:** *Made by Board Member Haemmerle to include litigation history as part of the overall performance history criteria.*

**MOTION NOT PASSED**

The Board further discussed the time sensitivity of the pre-qualification process and the criteria used to determine whether or not a contractor qualified for the small and/or large construction projects.

**MOTION:** *Made by Board Member Haemmerle to deem Knife River not qualified based on technical competence and overall performance history. Seconded by Board Member McBryant for the purpose of discussion.*

**MOTION NOT PASSED**

The Board discussed the motion and the majority agreed that Knife River has worked well with Airport Contractors and Staff in the past and performed well on the last project they completed for the Airport.

**MOTION:** *Made by Vice-Chairman McBryant to qualify Gale Lim, Kerr Contractors, Knife River, Oftadel, Osborne, Staker and Parsons and Western Construction as prime contractors for Construction Projects at Friedman Memorial Airport for large projects and qualify C&A Paving, Depatco, Granite Excavation and Lakeside (Valley Paving) for small projects based on the pre-qualification application information as provided by Airport Engineers. Seconded by Board Member Keirn.*

**PASSED**

#### **B. RSA Improvement Project 2 Design Professional Services Fees**

Airport Manager Baird briefed the Board on the RSA Improvement Project 2 Design Professional Services Fees and asked the Board to consider approval of the fees.

The Board discussed technical aspects of Airport Manager Baird's briefing including the Independent Fee Estimate (IFE) purpose and process and whether or not the firm completing the IFE is paid a fee for providing the estimate.

**MOTION:** *Made by Board Member Haemmerle to approve the RSA Improvement Project 2 Design Professional Services Fees not to exceed \$1,020,245 and direct Staff to complete the negotiation process and seek FAA reasonableness of cost determination and concurrence with award. Seconded by Board Member McCleary.*

**PASSED UNANIMOUSLY**

#### **IV. ADJOURNMENT**

The December 18, 2013 Special Meeting of the Friedman Memorial Airport Authority was adjourned at approximately 10:33 a.m.

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Lawrence Schoen, Secretary

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

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

**January 7, 2014  
5:30 P.M.**

**IN ATTENDANCE:**

**BOARD MEMBERS:** Chairman – Ron Fairfax, Vice-Chairman – Susan McBryant, Board – Lawrence Schoen, Angenie McCleary, Fritz Haemmerle, Don Keirn, Jacob Greenberg  
**FRIEDMAN MEMORIAL AIRPORT STAFF:** Airport Manager – Rick Baird, Emergency/Operations Chief – Peter Kramer, Contracts/Finance Administrator – Lisa Emerick, ASC/Special Projects Coordinator/Executive Assistant – Steve Guthrie, Administrative Assistant/Alternate Airport Security Coordinator – Roberta Christensen, Administrative Assistant/IT Systems Maintenance Coordinator - April Dieter, Administrative Assistant – Cecilia Vega  
**AIRPORT LEGAL COUNSEL:** Lawson Laski Clark & Pogue, PLLC – Jim Laski  
**CONSULTANTS:** T-O Engineers – Dave Mitchell; Mead & Hunt – Matt Dubbe, Scott Cary; R/L/B – Nicholas Latham, Michael Bulle; ANTICIPATE – Candice Pate; Simmons & Clubb – Brad Hodges; Rexroat, Harberd & Associates – Laurie Harberd  
**AIRPORT TENANTS/PUBLIC:** Len Harlig, Donna Serrano, Evan Stelma, Felicity Roberts, Dick Fenton, Marc Reineman, Bob Crosby, Atlantic Aviation – Mike Rasch; FSVa – Carol Waller; Glass Cockpit Aviation – John Strauss  
**PRESS:** Idaho Mountain Express – Tony Evans

**CALL TO ORDER:**

The meeting was called to order at 5:36 p.m. by Chairman Fairfax.

**I. APPROVE AGENDA**

The agenda was approved with the following changes:

**VIII. NEW BUSINESS**

**C. February Meeting Date**

**MOTION:**

***Made by Board Member Schoen to approve the agenda as amended. Seconded by Board Member McCleary.***

***PASSED UNANIMOUSLY***

**II. PUBLIC COMMENT**

No public comment was made.

**III. FMAA FINANCIAL STATEMENTS & OTHER FINANCIAL INFORMATION**

Rexroat, Harberd & Associates CPA Laurie Harberd, briefly summarized and explained the FMAA Financial Statements for Fiscal Year 2013.

Simmons & Clubb CPA, Brad Hodges, briefly summarized the FMAA audit process and outcome for the Fiscal Year 2013.

The Board discussed and clarified aspects of Ms. Harberd's and Mr. Hodges' presentations, including asset depreciation and descriptions of various line items.

**MOTION:**

***Made by Board Member Schoen to approve the FMAA Financial Statements & Other Financial Information Year Ended September 30, 2013 and authorize Staff and the Auditor to finalize the documents for distribution to appropriate government agencies. Seconded by Board Member Haemmerle.***

**PASSED UNANIMOUSLY**

**IV. APPROVE FMAA MEETING MINUTES**

**A. December 3, 2013 Regular Meeting (See Brief)**

The December 3, 2013 Friedman Memorial Airport Authority Meeting Minutes were approved as presented:

**MOTION:**

***Made by Board Member Haemmerle to approve the December 3, 2013 Friedman Memorial Airport Authority Regular Meeting Minutes as presented. Seconded by Board Member McCleary.***

**PASSED UNANIMOUSLY**

**V. REPORTS**

**A. Chairman Report**

Chairman Fairfax congratulated and thanked the Board, Staff, FAA, Airport Engineers and community for all efforts put into completing a substantially large workload in 2013. He also welcomed Attorney Laski as the new Airport Attorney.

**B. Blaine County Report**

Board Member Schoen reported that the County Commissioners attended the Inaugural Delta Airlines Regional Jet Welcoming Celebration to show support of the new jet service. He reported that the County met with Airport Manager Baird today to discuss various Airport agenda items in preparation for tonight's meeting.

**C. City of Hailey Report**

Board Member Haemmerle reported that the Hailey City Council discussed issues relative to expansion, which he will expand on during the Master Plan Outline discussion.

**D. Airport Manager Report**

Airport Manager Baird reported that the Board has received national recognition as one of the first Airports in the US to install the Quantum Secure badging system and updated the Board on the current contract tower situation. He also reported that the Airport has received interest from local businesses in regards to providing service in the gift shop area of the terminal.

**E. Communications Director Report**

Communications Director Pate reported that the December Coffee Talk and Airport Tour were well attended. She reported that a collaborative effort with Fly Sun Valley Alliance and the Sun Valley Marketing Alliance continues in developing advertising campaigns and conducting public outreach.

**VI. AIRPORT STAFF BRIEF**

**A. Noise Complaints (See Brief)**

**B. Parking Lot Update (See Brief)**

- C. Profit & Loss, ATCT Traffic Operations Count and Enplanement Data (See Brief)
- D. Review Correspondence (See Brief)
- E. Airport Weather Interruptions (See Brief)
- F. EIS Termination

## VII. UNFINISHED BUSINESS

### A. Airport Solutions

#### 1. Existing Site

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

##### i. Formulation (See Brief)

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

Airport Manager Baird briefed the Board on the proposed cash flow to support the Capital Improvement Program (CIP).

The Board discussed technical aspects of Engineer Mitchell's and Airport Manager Baird's presentation, including CIP project requirements, proposed cash flow projection and clarification that the CIP does not commit the Board to complete projects related to Alternative 7 or land acquisition.

Board Member Schoen commented that an investment in the future of the airport is an appropriate use of the Airport's operational reserve funds and supports the proposed CIP funding plan.

Board Member Haemmerle commented that he considers himself to be in an uncomfortable situation as the Board continues to spend millions of dollars to repeatedly rebuild an inadequate airport that can never meet all specifications, rather than build a replacement airport that meets them all.

**MOTION:**            *Made by Board Member Greenberg to approve the Capital Improvement Program (CIP) as presented and authorize Staff to submit the information to the FAA. Seconded by Board Member Keirn.*

**PASSED UNANIMOUSLY**

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

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

Board Member Haemmerle commented that the Board's decision regarding the pre-qualification of construction contractors for civil projects planned for FY 2014 and FY 2015 was not unanimous.

##### iii. Project 3 Terminal Reconfiguration SOW (See Brief)

Mead & Hunt Architect Matt Dubbe updated the Board on the current status of Project 3 of the RSA Improvements Project Phase 2.

Board Member Greenberg asked when Project 3 construction is scheduled to begin.

Architect Dubbe answered that construction is tentatively scheduled to begin October 2014, as the terminal needs to be completed and operational by June/July 2015.

**iv. Project 4 Airport Operations Building SOW (See Brief)**

R/L/B Architect Nicholas Latham updated the Board on the current status of Project 4 of the RSA Improvements Project Phase 2.

The Board discussed whether or not they should conduct special Board meetings to select a final terminal design or develop a subcommittee to narrow down the design options and present them at regular Board meetings for final selection.

The Board agreed to develop a subcommittee to narrow down the design options and appointed Board Member Schoen, Board Member Keirn, and Chairman Fairfax to serve on the subcommittee.

**MOTION:** *Made by Board Member Haemmerle to appoint Board Member Schoen, Board Member Keirn, and Chairman Fairfax to serve on a subcommittee to review terminal design plans and submit their selection to the Board for review. Seconded by Board Member Greenberg.*

**PASSED UNANIMOUSLY**

**MOTION:** *Made by Board Member Haemmerle to approve the Scopes of Work for Projects 3 and 4 of the RSA Improvements Project, Phase 2 and authorize Staff to forward the documents to the FAA for comment and proceed with fee negotiation. Seconded by Board Member Schoen.*

**PASSED UNANIMOUSLY**

**v. Hangar Acquisition SOW (See Brief)**

Engineer Mitchell updated the Board on the current status of the Hangar Acquisition Project.

The Board discussed technical aspects of Engineer Mitchell's presentation including legal review of the leases by the Airport Attorney, hangar relocation versus rebuilding and the engineer's fees for hangar appraisals.

**MOTION:** *Made by Vice-Chairman McBryant to approve the Hangar Acquisition Scope of Work and fee, not to exceed \$49,025, and authorize Staff to forward the document and fee to the FAA for comment. Seconded by Board Member Keirn.*

**PASSED UNANIMOUSLY**

**b. Master Plan Outline (See Brief)**

Board Member Haemmerle briefed the Board that the Hailey City Council believes that the Joint Powers Agreement (JPA) would need to be amended in order for the Board to move forward with land acquisition. He commented that allowing the Master Plan to move forward would not mean the City approves expansion and before any scope of work regarding land acquisition can move forward, a necessity for expansion must be proven and accepted by the City and an amended JPA must be in place. He also made it clear that the City of Hailey will not consider expansion for convenience.

Chairman Fairfax agreed with the City's position and added that the Master Plan would show the need for expansion if such a necessity existed.

Vice-Chairman McBryant commented that the Board should also identify and include a bulleted list of trigger points that would start the relocation process as part of the Master Plan.

Board Member Schoen commented that there is nothing unreasonable with the City's position. He added that it is important to all County residents that the Board does not constrain the development of a Master Plan so that the Board can adopt a plan that optimizes safety and reliability for the aircraft that currently operate at the Airport.

Airport Manager Baird commented that the Master Plan will help the Board develop a plan for the future of the Airport and the development of the plan will only examine land acquisition based on necessity, not convenience.

Chairman Fairfax opened the discussion for public comment.

Dick Fenton requested that the Board also address the adequacy of funding sources in order to continue acquiring and promoting air service.

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

**i. Fly Sun Valley Alliance Update (See Brief)**

Fly Sun Valley Alliance representative Carol Waller reported on the success of the inaugural celebration for the new Delta Airlines regional jet service to Sun Valley.

Chairman Fairfax asked if the United Airlines San Francisco flight did well in December.

Ms. Waller answered that the San Francisco flight did not do as well as expected partly due to the severe lack of snow in December and a few unusual situations with diversions and cancellations.

**ii. Small Community Air Service Development Program Grant (See Brief)**

**VIII. NEW BUSINESS**

**A. Friedman Memorial Airport Authority Air Carrier New Market Incentive Policy (See Brief)**

Airport Manager Baird briefed the Board on the purpose of the Draft FMAA Air Carrier New Market Incentive Policy and asked the Board to discuss the adoption of the policy.

Board Member Schoen asked if landing fee waivers would impact operational revenue.

Airport Manager Baird answered that temporary landing fee waivers would not significantly impact operational cash flow.

**MOTION:** *Made by Board Member Haemmerle to approve the Draft Friedman Memorial Airport Authority Air Carrier New Market Incentive Policy. Seconded by Board Member McCleary.*

**PASSED UNANIMOUSLY**

**B. Independent Board Member Selection**

Vice-Chairman McBryant commented that the City discussed this agenda item and agreed that it would be appropriate to advertise the Independent Board Member selection process. She commented that the City also expressed that the Chairman position be held by one of the Airport Owner's representatives.

Board Member Schoen agreed that it would be appropriate to advertise the regular Independent Board Member selection process.

**MOTION:** *Made by Board Member Haemmerle to appoint Chairman Fairfax as the Friedman Memorial Airport Authority Independent Board Member as of December 31, 2012. Seconded by Board Member Keirn.*

**PASSED UNANIMOUSLY**

**C. February Meeting Date**

Airport Manager Baird asked the Board to discuss a new February meeting date as the County Commissioners will be attending a conference on February 4<sup>th</sup>.

The Board directed Staff to change the February meeting date to February 11, 2014.

**MOTION:** *Made by Board Member Schoen to adjust the next meeting date of the Friedman Memorial Airport Authority to February 11, 2014. Seconded by Board Member Keirn.*

**PASSED UNANIMOUSLY**

**IX. PUBLIC COMMENT**

No public comment was made.

## X. ADJOURNMENT

The January 7, 2014 Regular Meeting of the Friedman Memorial Airport Authority was adjourned at approximately 7:58 p.m.

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Lawrence Schoen, Secretary

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

# Friedman Memorial Airport Profit & Loss Budget vs. Actual October through November 2013

	Oct - Nov 13	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
4000-00 · AIRCARRIER				
4000-01 · Aircarrier - Lease Space	14,086.74	84,600.00	-70,513.26	16.7%
4000-02 · Aircarrier - Landing Fees	7,637.06	101,200.00	-93,562.94	7.5%
4000-03 · Aircarrier - Gate Fees	200.00	1,200.00	-1,000.00	16.7%
4000-04 · Aircarrier - Utility Fees	60.00	7,600.00	-7,540.00	0.8%
4010-05 · Aircarrier - '11 PFC Application	0.00	216,000.00	-216,000.00	0.0%
4010-06 · Aircarrier - '12 PFC App	30,155.24			
<b>Total 4000-00 · AIRCARRIER</b>	<b>52,139.04</b>	<b>410,600.00</b>	<b>-358,460.96</b>	<b>12.7%</b>
4020-00 · TERMINAL AUTO PARKING REVENUE				
4020-01 · Automobile Parking - Terminal	13,239.32	80,000.00	-66,760.68	16.5%
<b>Total 4020-00 · TERMINAL AUTO PARKING REVENUE</b>	<b>13,239.32</b>	<b>80,000.00</b>	<b>-66,760.68</b>	<b>16.5%</b>
4030-00 · AUTO RENTAL REVENUE				
4030-01 · Automobile Rental - Commission	38,781.67	350,000.00	-311,218.33	11.1%
4030-02 · Automobile Rental - Counter	1,750.76	7,500.00	-5,749.24	23.3%
4030-03 · Automobile Rental - Auto Prkng	18,240.00	29,100.00	-10,860.00	62.7%
4030-04 · Automobile Rental - Utilities	0.00	400.00	-400.00	0.0%
4030-05 · Automobile Rental - Off. Airtpt.	666.51	25,000.00	-24,333.49	2.7%
4030-00 · AUTO RENTAL REVENUE - Other	1,215.00			
<b>Total 4030-00 · AUTO RENTAL REVENUE</b>	<b>60,653.94</b>	<b>412,000.00</b>	<b>-351,346.06</b>	<b>14.7%</b>
4040-00 · TERMINAL CONCESSION REVENUE				
4040-01 · Terminal Shops - Commission	0.00	1,200.00	-1,200.00	0.0%
4040-02 · Terminal Shops - Lease Space	436.32	6,120.00	-5,683.68	7.1%
4040-03 · Terminal Shops - Utility Fees	0.00	600.00	-600.00	0.0%
4040-10 · Advertising - Commission	4,125.00	35,000.00	-30,875.00	11.8%
4040-11 · Vending Machines - Commission	491.68			
4040-12 · Terminal ATM	9.30			
<b>Total 4040-00 · TERMINAL CONCESSION REVENUE</b>	<b>5,062.30</b>	<b>42,920.00</b>	<b>-37,857.70</b>	<b>11.8%</b>
4050-00 · FBO REVENUE				
4050-01 · FBO - Lease Space	34,822.81	230,000.00	-195,177.19	15.1%
4050-02 · FBO - Tiedown Fees	18,697.50	312,500.00	-293,802.50	6.0%
4050-03 · FBO - Landing Fees - Trans.	20,843.65	287,500.00	-266,656.35	7.2%
4050-04 · FBO - Commission	1,499.96	20,000.00	-18,500.04	7.5%
<b>Total 4050-00 · FBO REVENUE</b>	<b>75,863.92</b>	<b>850,000.00</b>	<b>-774,136.08</b>	<b>8.9%</b>
4060-00 · FUEL FLOWAGE REVENUE				
4060-01 · Fuel Flowage - FBO	12,668.08	200,000.00	-187,331.92	6.3%
<b>Total 4060-00 · FUEL FLOWAGE REVENUE</b>	<b>12,668.08</b>	<b>200,000.00</b>	<b>-187,331.92</b>	<b>6.3%</b>
4070-00 · TRANSIENT LANDING FEES REVENUE				
4070-02 · Landing Fees - Non-Comm./Gov't	306.48	500.00	-193.52	61.3%
<b>Total 4070-00 · TRANSIENT LANDING FEES REVENUE</b>	<b>306.48</b>	<b>500.00</b>	<b>-193.52</b>	<b>61.3%</b>

ATTACHMENT #3

**Friedman Memorial Airport**  
**Profit & Loss Budget vs. Actual**  
October through November 2013

	Oct - Nov 13	Budget	\$ Over Budget	% of Budget
<b>4080-00 · HANGARS REVENUE</b>				
4080-01 · Land Lease - Hangar	93,220.44	495,000.00	-401,779.56	18.8%
4080-02 · Land Lease - Hangar/Trans. Fee	480.20			
4080-03 · Land Lease - Hangar/Utilities	303.66	1,400.00	-1,096.34	21.7%
4080-20 · Land Lease - Government Revenue	1,731.73	7,150.00	-5,418.27	24.2%
<b>Total 4080-00 · HANGARS REVENUE</b>	95,736.03	503,550.00	-407,813.97	19.0%
<b>4090-00 · TIEDOWN PERMIT FEES REVENUE</b>				
4090-01 · Tiedown Permit Fees (FMA)	12,498.28	16,000.00	-3,501.72	78.1%
<b>Total 4090-00 · TIEDOWN PERMIT FEES REVENUE</b>	12,498.28	16,000.00	-3,501.72	78.1%
<b>4100-00 · POSTAL CARRIERS REVENUE</b>				
4100-01 · Postal Carriers - Landing Fees	1,574.90	9,000.00	-7,425.10	17.5%
4100-02 · Postal Carriers - Tiedown	2,970.00			
<b>Total 4100-00 · POSTAL CARRIERS REVENUE</b>	4,544.90	9,000.00	-4,455.10	50.5%
<b>4110-00 · MISCELLANEOUS REVENUE</b>				
4110-06 · Misc. - Security-Prox. Cards	18,740.00	27,000.00	-8,260.00	69.4%
<b>Total 4110-00 · MISCELLANEOUS REVENUE</b>	18,740.00	27,000.00	-8,260.00	69.4%
<b>4120-00 · GROUND TRANSP. PERMIT REVENUE</b>				
4120-01 · Ground Transportation Permit	5,000.00	14,000.00	-9,000.00	35.7%
4120-02 · GTSP - Trip Fee	600.00	3,000.00	-2,400.00	20.0%
<b>Total 4120-00 · GROUND TRANSP. PERMIT REVENUE</b>	5,600.00	17,000.00	-11,400.00	32.9%
<b>4400-00 · TSA</b>				
4400-02 · Terminal Lease	1,090.74	6,600.00	-5,509.26	16.5%
<b>Total 4400-00 · TSA</b>	1,090.74	6,600.00	-5,509.26	16.5%
<b>4520-00 · INTEREST INCOME</b>				
4520-06 · Interest Income - '12 PFC	1.14			
4600-00 · Interest Income - General	1,077.29	12,000.00	-10,922.71	9.0%
<b>Total 4520-00 · INTEREST INCOME</b>	1,078.43	12,000.00	-10,921.57	9.0%
<b>4738-00 · Existing Site Improvement</b>				
4738-01 · AIP '38	0.00	400,000.00	-400,000.00	0.0%
4738-00 · Existing Site Improvement - Other	64,996.00			
<b>Total 4738-00 · Existing Site Improvement</b>	64,996.00	400,000.00	-335,004.00	16.2%
<b>4739-00 · AIP 39 - Safety Area Proj. Imp.</b>				
4739-01 · AIP '39 Project I	825,276.00	500,000.00	325,276.00	165.1%
<b>Total 4739-00 · AIP 39 - Safety Area Proj. Imp.</b>	825,276.00	500,000.00	325,276.00	165.1%
<b>4740-00 · AIP 40 - Safety Area Proj. Imp.</b>				
4740-01 · AIP '40 Project II	0.00	15,000,000.00	-15,000,000.00	0.0%
<b>Total 4740-00 · AIP 40 - Safety Area Proj. Imp.</b>	0.00	15,000,000.00	-15,000,000.00	0.0%
<b>Total Income</b>	1,249,493.46	18,487,170.00	-17,237,676.54	6.8%
<b>Gross Profit</b>	1,249,493.46	18,487,170.00	-17,237,676.54	6.8%

# Friedman Memorial Airport

## Profit & Loss Budget vs. Actual

### October through November 2013

Expense	Oct - Nov 13	Budget	\$ Over Budget	% of Budget
<b>EXPENDITURES</b>				
<b>"A" EXPENSES</b>				
5000-01 · Salaries - Airport Manager	21,260.24	127,402.00	-106,141.76	16.7%
5010-00 · Salaries - Contracts/Finance Adm	14,445.60	84,975.00	-70,529.40	17.0%
5010-01 · Salaries - Office Assist.	28,565.41	168,726.96	-140,161.55	16.9%
5020-00 · Salaries - ARFF/OPS Chief	14,445.60	84,975.00	-70,529.40	17.0%
5030-00 · Salaries - ARFF/OPS Specialist	50,845.41	309,170.06	-258,324.65	16.4%
5040-00 · Salaries-ASC/Sp.Prjct./Ex. Assi	10,670.36	60,966.69	-50,296.33	17.5%
5050-00 · Salaries - Temp.	0.00	15,000.00	-15,000.00	0.0%
5050-02 · Salaries - Merit Increase	0.00	19,392.11	-19,392.11	0.0%
5060-01 · Overtime - General	0.00	2,000.00	-2,000.00	0.0%
5060-02 · Overtime - Snow Removal	0.00	10,000.00	-10,000.00	0.0%
5060-04 · OT - Security	0.00	2,500.00	-2,500.00	0.0%
5100-00 · Retirement	16,281.02	102,761.11	-86,480.09	15.8%
5110-00 · Social Security/Medicare	10,275.95	67,710.81	-57,434.86	15.2%
5120-00 · Life Insurance	332.52	2,000.00	-1,667.48	16.6%
5130-00 · Medical Insurance	28,759.00	166,924.92	-138,165.92	17.2%
5160-00 · Workman's Compensation	0.00	15,000.00	-15,000.00	0.0%
<b>Total "A" EXPENSES</b>	<b>195,881.11</b>	<b>1,239,504.66</b>	<b>-1,043,623.55</b>	<b>15.8%</b>
<b>"B" EXPENDITURES</b>				
<b>"B" EXPENSES - ADMINISTRATIVE</b>				
6000-00 · TRAVEL EXPENSE				
6000-01 · Travel	952.94	15,000.00	-14,047.06	6.4%
<b>Total 6000-00 · TRAVEL EXPENSE</b>	<b>952.94</b>	<b>15,000.00</b>	<b>-14,047.06</b>	<b>6.4%</b>
6010-00 · SUPPLIES/EQUIPMENT EXPENSE				
6010-01 · Supplies - Office	1,218.46	13,000.00	-11,781.54	9.4%
6010-03 · Supplies - Computer	30.99			
<b>Total 6010-00 · SUPPLIES/EQUIPMENT EXPENSE</b>	<b>1,249.45</b>	<b>13,000.00</b>	<b>-11,750.55</b>	<b>9.6%</b>
6020-00 · INSURANCE				
6020-01 · Insurance - Liability	10,216.00	19,425.00	-9,209.00	52.6%
6020-02 · Insurance - Public Officials	4,081.00	14,700.00	-10,619.00	27.8%
6020-03 · Insurance-Bldg/Unlic.Veh./Prop	30,814.00	31,920.00	-1,106.00	96.5%
6020-04 · Insurance - Licensed Vehicles	5,552.00	6,195.00	-643.00	89.6%
6020-05 · Insurance - Crime	0.00	660.00	-660.00	0.0%
<b>Total 6020-00 · INSURANCE</b>	<b>50,663.00</b>	<b>72,900.00</b>	<b>-22,237.00</b>	<b>69.5%</b>
6030-00 · UTILITIES				
6030-01 · Utilities - Gas/Terminal	206.72	13,000.00	-12,793.28	1.6%
6030-02 · Utilities - Gas/Maintenance	1,371.09	7,000.00	-5,628.91	19.6%
6030-03 · Utilities - Elect./Runway&PAPI	1,936.76	6,700.00	-4,763.24	28.9%
6030-04 · Utilities - Elec./Office/Maint.	1,683.74	11,000.00	-9,316.26	15.3%
6030-05 · Utilities - Electric/Terminal	4,127.62	11,000.00	-6,872.38	37.5%
6030-06 · Utilities - Telephone	2,072.27	17,000.00	-14,927.73	12.2%
6030-07 · Utilities - Water	109.86	1,200.00	-1,090.14	9.2%
6030-08 · Utilities - Garbage Removal	1,711.02	8,500.00	-6,788.98	20.1%
6030-09 · Utilities - Sewer	298.38	1,500.00	-1,201.62	19.9%
6030-10 · Utilities - Elec./Sewer	475.79	500.00	-24.21	95.2%
6030-11 · Utilities - Electric/Tower	364.25	5,000.00	-4,635.75	7.3%
6030-12 · Utilities - Elec./Brdfrrd.Hghl	120.12			

Friedman Memorial Airport  
**Profit & Loss Budget vs. Actual**  
 October through November 2013

	Oct - Nov 13	Budget	\$ Over Budget	% of Budget
6030-15 · Utilities - Elec/AWOS	148.74	900.00	-751.26	16.5%
6030-16 · Utilities - Elec. Wind Cone	24.10	210.00	-185.90	11.5%
6030-17 · Utilities - Elec.- Rosenberg	10.65			
6040-01 · Service Provider - Weather	51.00	4,000.00	-3,949.00	1.3%
6040-02 · Service Provider - Term. Music	145.76	1,000.00	-854.24	14.6%
6040-03 · Service Provider - Internet/ISP	931.75	6,500.00	-5,568.25	14.3%
6040-05 · Service Provider - ISP/Terminal	300.00	2,000.00	-1,700.00	15.0%
6040-06 · Service Provider - SSI Movement	0.00	12,000.00	-12,000.00	0.0%
<b>Total 6030-00 · UTILITIES</b>	<b>16,089.62</b>	<b>109,010.00</b>	<b>-92,920.38</b>	<b>14.8%</b>
<b>6050-00 · PROFESSIONAL SERVICES</b>				
6050-01 · Professional Services - Legal	3,101.40	35,000.00	-31,898.60	8.9%
6050-02 · Professional Services - Audit	330.00	30,000.00	-29,670.00	1.1%
6050-03 · Professional Services - Enginee	930.00	10,000.00	-9,070.00	9.3%
6050-04 · Professional Services - ARFF	0.00	2,000.00	-2,000.00	0.0%
6050-05 · Professional Services - Gen.	63.75			
6050-07 · Professional Services - Archite	0.00	1,000.00	-1,000.00	0.0%
6050-08 · Professional Services - Securit	1,040.00	4,000.00	-2,960.00	26.0%
6050-10 · Prof. Svcs.-IT/Comp. Support	2,098.01	14,000.00	-11,901.99	15.0%
6050-11 · Professional Services - Wildlif	0.00	1,000.00	-1,000.00	0.0%
6050-12 · Prof. Serv.- Planning Air Serv.	1,990.00	35,000.00	-33,010.00	5.7%
6050-13 · Prof. Serv.-Website Des.& Maint	170.00			
6050-15 · Prof. Serv. - Public Outreach	0.00	20,000.00	-20,000.00	0.0%
<b>Total 6050-00 · PROFESSIONAL SERVICES</b>	<b>9,723.16</b>	<b>152,000.00</b>	<b>-142,276.84</b>	<b>6.4%</b>
<b>6060-00 · MAINTENANCE-OFFICE EQUIPMENT</b>				
6060-01 · Maint.-Office Equip./Gen.	99.75	10,000.00	-9,900.25	1.0%
6060-04 · Maintenance - Copier	814.09			
6060-05 · Maintenance - Phone	1,274.10			
<b>Total 6060-00 · MAINTENANCE-OFFICE EQUIPMENT</b>	<b>2,187.94</b>	<b>10,000.00</b>	<b>-7,812.06</b>	<b>21.9%</b>
<b>6070-00 · RENT/LEASE OFFICE EQUIPMENT</b>				
6070-01 · Rent/Lease - Office Equip./Gen	0.00	3,400.00	-3,400.00	0.0%
6070-02 · Rent/Lease - Postage Meter	0.00	1,400.00	-1,400.00	0.0%
<b>Total 6070-00 · RENT/LEASE OFFICE EQUIPMENT</b>	<b>0.00</b>	<b>4,800.00</b>	<b>-4,800.00</b>	<b>0.0%</b>
<b>6080-00 · DUES/MEMBERSHIPS/PUBLICATIONS E</b>				
6080-01 · Dues/Memberships/Publications	7,458.48	15,000.00	-7,541.52	49.7%
6080-04 · Airport Marketing	4,625.04	20,000.00	-15,374.96	23.1%
<b>Total 6080-00 · DUES/MEMBERSHIPS/PUBLICATIONS E</b>	<b>12,083.52</b>	<b>35,000.00</b>	<b>-22,916.48</b>	<b>34.5%</b>
<b>6090-00 · POSTAGE</b>				
6090-01 · Postage/Courier Service	364.55	1,500.00	-1,135.45	24.3%
<b>Total 6090-00 · POSTAGE</b>	<b>364.55</b>	<b>1,500.00</b>	<b>-1,135.45</b>	<b>24.3%</b>
<b>6100-00 · EDUCATION/TRAINING</b>				
6100-01 · Education/Training - Admin.	1,291.00	25,000.00	-23,709.00	5.2%
6100-02 · Education/Training - OPS	1,055.00			
6100-05 · Education - Neighborl Flight	5,952.55			
6100-07 · Education - Public Outreach	536.88			
<b>Total 6100-00 · EDUCATION/TRAINING</b>	<b>8,835.43</b>	<b>25,000.00</b>	<b>-16,164.57</b>	<b>35.3%</b>

Friedman Memorial Airport  
**Profit & Loss Budget vs. Actual**  
 October through November 2013

	Oct - Nov 13	Budget	\$ Over Budget	% of Budget
<b>6110-00 - CONTRACTS</b>				
6110-01 - Contracts - General	30,000.00			
6110-02 - Contracts - FMAA	5,600.00	33,600.00	-28,000.00	16.7%
6110-03 - Contracts - SVA/Fee Collection	9,800.00	58,900.00	-49,100.00	16.6%
6110-04 - Contracts - COH LEO	544.00	10,000.00	-9,456.00	5.4%
6110-05 - Contracts - Janitorial	0.00	10,000.00	-10,000.00	0.0%
6110-06 - Electronic Filing System	2,300.00	13,800.00	-11,500.00	16.7%
6110-08 - Contracts - Eccles Tree Lights	0.00	30,000.00	-30,000.00	0.0%
6110-09 - Contracts - Website	0.00	350.00	-350.00	0.0%
6110-10 - Online Email Server Access	280.07	2,500.00	-2,219.93	11.2%
6110-11 - Contracts -Security CMS	7,150.00	42,500.00	-35,350.00	16.8%
<b>Total 6110-00 - CONTRACTS</b>	<b>55,674.07</b>	<b>201,650.00</b>	<b>-145,975.93</b>	<b>27.6%</b>
<b>6120-00 - PERMITS</b>				
6120-01 - Permits - General	0.00	100.00	-100.00	0.0%
<b>Total 6120-00 - PERMITS</b>	<b>0.00</b>	<b>100.00</b>	<b>-100.00</b>	<b>0.0%</b>
<b>6130-00 - MISCELLANEOUS EXPENSES</b>				
6130-01 - Misc. - General	1,788.36	6,500.00	-4,711.64	27.5%
6140-00 - Bank Fees	240.03	1,000.00	-759.97	24.0%
6130-00 - MISCELLANEOUS EXPENSES - Other	-31.60			
<b>Total 6130-00 - MISCELLANEOUS EXPENSES</b>	<b>1,996.79</b>	<b>7,500.00</b>	<b>-5,503.21</b>	<b>26.6%</b>
<b>Total "B" EXPENSES - ADMINISTRATIVE</b>	<b>159,820.47</b>	<b>647,460.00</b>	<b>-487,639.53</b>	<b>24.7%</b>
<b>"B" EXPENSES - OPERATIONAL</b>				
<b>6500-00 - SUPPLIES/EQUIPMENT-ARFF/OPERATI</b>				
6500-01 - Supplies/Equipment - General	118.80	10,000.00	-9,881.20	1.2%
6500-02 - Supplies/Equipment - Tools	131.89			
6500-03 - Supplies/Equipment - Clothing	189.55			
6500-04 - Supplies/Equipment - Janitorial	1,783.16			
6500-05 - Supplies/Equipment - Deice	0.00	15,000.00	-15,000.00	0.0%
6500-06 - Supplies/Equipment - ARFF	159.00	5,000.00	-4,841.00	3.2%
<b>Total 6500-00 - SUPPLIES/EQUIPMENT-ARFF/OPERATI</b>	<b>2,382.40</b>	<b>30,000.00</b>	<b>-27,617.60</b>	<b>7.9%</b>
<b>6510-00 - FUEL/LUBRICANTS</b>				
6510-01 - Fuel/Lubricants - General	123.05	45,000.00	-44,876.95	0.3%
6510-02 - Fuel	4,456.80			
<b>Total 6510-00 - FUEL/LUBRICANTS</b>	<b>4,579.85</b>	<b>45,000.00</b>	<b>-40,420.15</b>	<b>10.2%</b>
<b>6520-00 - VEHICLES/MAINTENANCE</b>				
6520-01 - R/M Equipment - General	1,783.58	25,000.00	-23,216.42	7.1%
6520-02 - R/M Equip. '93 Schmidt Snow	1,340.59			
6520-04 - R/M Equip. '84 Chevy Plow Truck	-8.00			
6520-09 - R/M Equip. - '96 Oshkosh Swp.	47.37			
6520-17 - R/M Equip. '01 Case 921 Ldr.	127.02			
6520-19 - R/M Equip. '02 Ford F-150 PU	51.96			
6520-24 - R/M Equip. - '01 Ford F-250	34.29			
6520-29 - R/M Equip.- 2010 Wausau Plow	2,709.12			
6520-32 - R/M Equip. - '09 Mini Truck	32.76			
<b>Total 6520-00 - VEHICLES/MAINTENANCE</b>	<b>6,118.69</b>	<b>25,000.00</b>	<b>-18,881.31</b>	<b>24.5%</b>

# Friedman Memorial Airport Profit & Loss Budget vs. Actual October through November 2013

	Oct - Nov 13	Budget	\$ Over Budget	% of Budget
<b>6530-00 · ARFF MAINTENANCE</b>				
6530-01 · ARFF Maint. General	0.00	5,000.00	-5,000.00	0.0%
6530-04 · ARFF Maint. - Radios	160.20			
<b>Total 6530-00 · ARFF MAINTENANCE</b>	160.20	5,000.00	-4,839.80	3.2%
<b>6540-00 · REPAIRS/MAINTENANCE - BUILDING</b>				
6540-01 · R/M Bldg. - General	449.00			
6540-02 · R/M Bldg. - Terminal	12,609.43	29,000.00	-28,551.00	1.5%
6540-04 · R/M Bldg. - Cold Storage	1,536.12			
6540-05 · R/M Bldg. - Manager's Bldg.	218.57			
<b>Total 6540-00 · REPAIRS/MAINTENANCE - BUILDING</b>	14,813.12	29,000.00	-14,186.88	51.1%
<b>6550-00 · REPAIRS/MAINTENANCE - AIRSIDE</b>				
6550-01 · R/M - General	424.95			
6550-02 · R/M - Airfield	278.03	15,000.00	-14,575.05	2.8%
6550-05 · R/M - Grounds	190.00			
<b>Total 6550-00 · REPAIRS/MAINTENANCE - AIRSIDE</b>	892.98	15,000.00	-14,107.02	6.0%
<b>6560-00 · SECURITY EXPENSE</b>				
6560-01 · Security	4,137.47	20,000.00	-15,862.53	20.7%
<b>Total 6560-00 · SECURITY EXPENSE</b>	4,137.47	20,000.00	-15,862.53	20.7%
<b>6570-00 · REPAIRS/MAINT.-AERONAUTICAL EQU</b>				
6570-01 · R/M Aeronautical Equip - NDB/DME	0.00	22,000.00	-22,000.00	0.0%
6570-05 · R/M Aero.Equip. Flying Hat Lgts	1,189.00			
<b>Total 6570-00 · REPAIRS/MAINT.-AERONAUTICAL EQU</b>	1,189.00	22,000.00	-20,811.00	5.4%
<b>Total "B" EXPENSES - OPERATIONAL</b>	34,273.71	191,000.00	-156,726.29	17.9%
<b>Total "B" EXPENDITURES</b>	194,094.18	838,460.00	-644,365.82	23.1%
<b>"C" EXPENSES</b>				
<b>7000-00 · MISC. CAPITAL EXPENDITURES</b>				
7000-01 · Contingency	0.00	35,000.00	-35,000.00	0.0%
7000-05 · Computer Equipment/Software	1,862.09	30,000.00	-28,137.91	6.2%
7000-36 · Drivers Training Software	9,850.00			
7000-37 · Tractor Rake Attachment	0.00	6,000.00	-6,000.00	0.0%
7000-38 · Snow Monitoring Telemetry Eq.	0.00	7,000.00	-7,000.00	0.0%
7000-39 · Air Pass. Terminal - Int. Paint	0.00	10,000.00	-10,000.00	0.0%
7000-40 · Weather Viewing Equipment	0.00	20,000.00	-20,000.00	0.0%
7000-41 · Terminal Air Service Support	41,306.13			
<b>Total 7000-00 · MISC. CAPITAL EXPENDITURES</b>	53,018.22	108,000.00	-54,981.78	49.1%
<b>7538-00 · Improvements to Existing Site</b>				
7538-01 · AIP '38	69,328.20	425,000.00	-355,671.80	16.3%
<b>Total 7538-00 · Improvements to Existing Site</b>	69,328.20	425,000.00	-355,671.80	16.3%
<b>7539-00 · AIP '39 EXPENSE - Imp. ALP</b>				
7539-01 · AIP '39 - Eligible	912,205.60	535,000.00	377,205.60	170.5%
<b>Total 7539-00 · AIP '39 EXPENSE - Imp. ALP</b>	912,205.60	535,000.00	377,205.60	170.5%

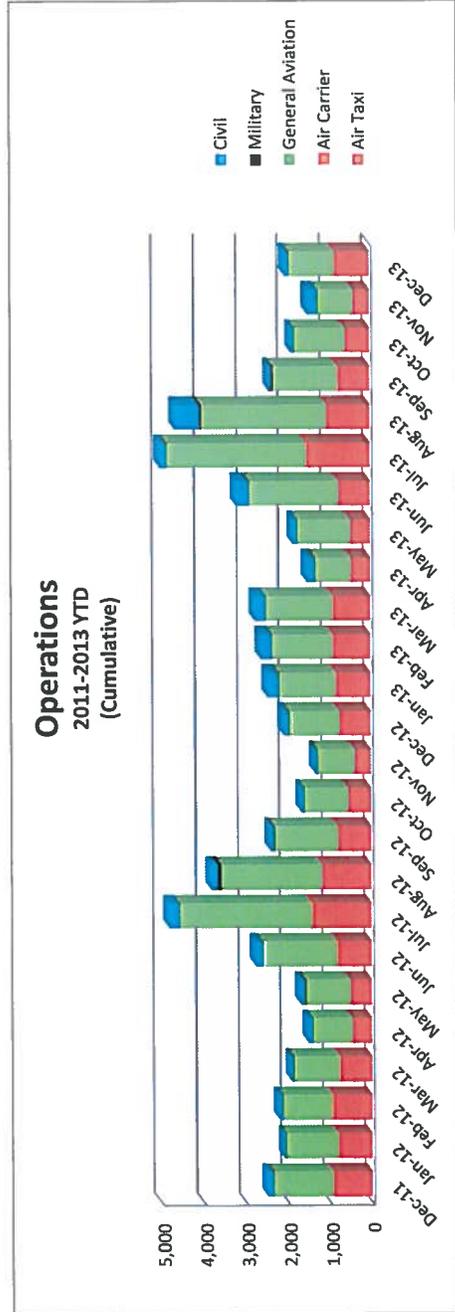
**Friedman Memorial Airport**  
**Profit & Loss Budget vs. Actual**  
 October through November 2013

	Oct - Nov 13	Budget	\$ Over Budget	% of Budget
7540-00 - AIP '40 EXPENSE - Safety Area				
7540-01 - AIP '40 Eligible	0.00	16,000,000.00	-16,000,000.00	0.0%
<b>Total 7540-00 - AIP '40 EXPENSE - Safety Area</b>	<b>0.00</b>	<b>16,000,000.00</b>	<b>-16,000,000.00</b>	<b>0.0%</b>
8000-00 - Replacement Airport				
8000-04 - Public Outreach	2,091.21			
8000-07 - General	-40.00			
<b>Total 8000-00 - Replacement Airport</b>	<b>2,051.21</b>			
9000-00 - PFC EXPENSE				
9000-03 - PFC '12	11,250.00			
9000-06 - PFC '12 - Security Improvements				
<b>Total 9000-03 - PFC '12</b>	<b>11,250.00</b>			
9000-07 - PFC '14	7,478.90			
9000-08 - PFC '14 - Admin Expense				
<b>Total 9000-07 - PFC '14</b>	<b>7,478.90</b>			
9000-10 - PFC - NEW TBD				
9000-11 - PFC - TBD Master Plan Update	0.00	350,000.00	-350,000.00	0.0%
9000-12 - PFC - TBD Approach Proc. Devel.	0.00	100,000.00	-100,000.00	0.0%
<b>Total 9000-10 - PFC - NEW TBD</b>	<b>0.00</b>	<b>450,000.00</b>	<b>-450,000.00</b>	<b>0.0%</b>
<b>Total 9000-00 - PFC EXPENSE</b>	<b>18,728.90</b>	<b>450,000.00</b>	<b>-431,271.10</b>	<b>4.2%</b>
<b>Total "C" EXPENSES</b>	<b>1,055,332.13</b>	<b>17,518,000.00</b>	<b>-16,462,667.87</b>	<b>6.0%</b>
<b>Total EXPENDITURES</b>	<b>1,445,307.42</b>	<b>19,595,964.66</b>	<b>-18,150,657.24</b>	<b>7.4%</b>
<b>Total Expense</b>	<b>1,445,307.42</b>	<b>19,595,964.66</b>	<b>-18,150,657.24</b>	<b>7.4%</b>
<b>Net Ordinary Income</b>	<b>-195,813.96</b>	<b>-1,108,794.66</b>	<b>912,980.70</b>	<b>17.7%</b>
Other Income/Expense				
Other Income	105.76			
Finance Charges	105.76			
<b>Total Other Income</b>	<b>105.76</b>	<b>0.00</b>	<b>105.76</b>	<b>100.0%</b>
<b>Net Other Income</b>	<b>105.76</b>	<b>0.00</b>	<b>105.76</b>	<b>100.0%</b>
<b>Net Income</b>	<b>-195,708.20</b>	<b>-1,108,794.66</b>	<b>913,086.46</b>	<b>17.7%</b>

ATCT Traffic Operations Record

Month	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
January	3,622	3,893	3,912	2,600	3,028	2,787	4,547	2,520	2,070	2,379	2,408	2,098	2,454		
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		
March	4,952	5,126	3,086	4,097	3,618	2,918	4,677	3,097	2,145	2,709	1,813	1,921	2,753		
April	2,494	3,649	2,213	2,840	2,462	2,047	2,581	2,113	1,724	1,735	1,604	1,513	1,509		
May	3,905	4,184	2,654	3,282	2,729	2,134	1,579	2,293	2,280	1,891	1,533	1,693	1,852		
June	4,787	5,039	4,737	4,438	3,674	3,656	5,181	3,334	2,503	3,019	2,898	2,761	3,203		
July	6,359	8,796	6,117	5,910	5,424	5,931	7,398	4,704	4,551	5,005	5,004	4,810	5,345		
August	6,479	6,917	5,513	5,707	5,722	6,087	8,196	4,570	4,488	4,705	4,326	3,823	4,644		
September	3,871	4,636	4,162	4,124	4,609	3,760	4,311	2,696	3,376	3,128	3,359	2,396	2,403		
October	3,879	3,656	3,426	2,936	3,570	3,339	3,103	2,134	2,145	2,012	1,886	1,658	1,874		
November	3,082	2,698	2,599	2,749	2,260	2,912	2,892	1,670	1,901	1,309	1,114	1,325	1,475		
December	3,401	2,805	3,247	3,227	2,722	3,834	2,699	1,848	2,272	1,811	2,493	2,066	2,016		
<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>0</b>	

ATCT Operations Change (current month vs. same month last year)			
	2013	2012	% Change
Air Taxi	720	687	5%
Air Carrier	105	59	78%
General Aviation	1,088	1,197	-9%
Military	7	8	-13%
Civil	96	115	-17%
Total	2016	2066	-2.42%

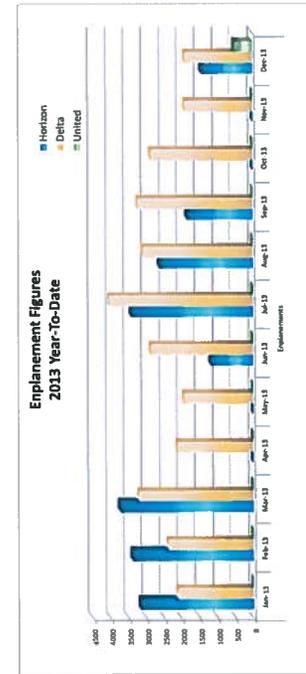
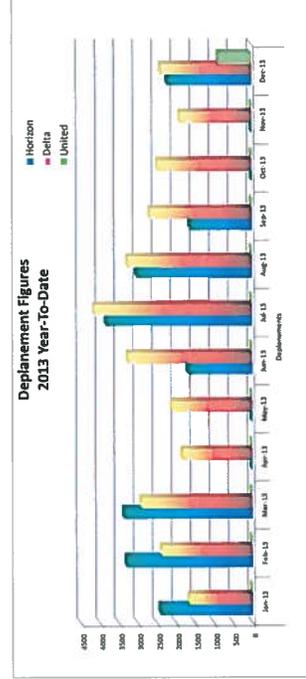


Month	Alaska Airlines					Delta Airlines					United Airlines				
	Revenue	Non-	Prior Year	M-T-M %	Y-T-D	Revenue	Non-	Prior Year	M-T-M %	Y-T-D	Revenue	Non-	Prior Year	M-T-M %	Y-T-D
Jan-13	3,079	71	2,932	7%	2,047	66	2,113	2,395	-12%	5,263	0	0	0	0%	5,263
Feb-13	3,079	67	3,374	19%	2,307	59	3,366	2,265	4%	11,003	0	0	0	0%	11,003
Mar-13	3,630	87	3,717	38%	3,114	71	3,185	2,827	13%	17,905	0	0	0	0%	17,905
Apr-13	0	0	0	0%	2,018	96	2,114	2,151	-2%	20,019	0	0	0	0%	20,019
May-13	0	0	0	0%	1,835	90	1,925	1,974	-2%	21,944	0	0	0	0%	21,944
Jun-13	1,132	41	1,173	-18%	2,742	105	2,847	2,558	11%	25,964	0	0	0	0%	25,964
Jul-13	3,331	74	3,405	-4%	3,893	121	4,014	3,662	10%	33,383	0	0	0	0%	33,383
Aug-13	2,545	63	2,608	-22%	2,968	94	3,062	3,984	-23%	39,053	0	0	0	0%	39,053
Sep-13	1,777	55	1,832	14%	3,086	128	3,214	3,176	1%	44,089	0	0	0	0%	44,089
Oct-13	0	0	0	0%	2,738	106	2,844	2,663	6%	46,943	0	0	0	0%	46,943
Nov-13	0	0	0	0%	1,830	62	1,892	1,804	5%	48,835	0	0	0	0%	48,835
Dec-13	1,388	50	1,438	13%	1,833	57	1,890	1,536	23%	52,679	15	516	0	0%	50,692
<b>Totals</b>	<b>20,189</b>	<b>508</b>	<b>20,697</b>	<b>5.18%</b>	<b>30,411</b>	<b>1,055</b>	<b>31,466</b>	<b>31,015</b>	<b>1.45%</b>	<b>501</b>	<b>15</b>	<b>516</b>	<b>0</b>	<b>0.00%</b>	<b>Y-T-D = Year-To-Date</b>

Legend for Chart: Y-T-Y = Year-To-Year

Month	Alaska Airlines					Delta Airlines					United Airlines				
	Revenue	Non-	Prior Year	M-T-M %	Y-T-D	Revenue	Non-	Prior Year	M-T-M %	Y-T-D	Revenue	Non-	Prior Year	M-T-M %	Y-T-D
Jan-13	2,320	78	2,398	6%	1,575	57	1,632	1,679	-3%	4,030	0	0	0	0%	3,938
Feb-13	3,226	68	3,294	34%	2,807	84	2,891	2,404	20%	9,684	0	0	0	0%	9,259
Mar-13	3,268	87	3,355	0%	1,739	67	1,806	1,891	-4%	15,930	0	0	0	0%	14,169
Apr-13	0	0	0	0%	2,005	81	2,086	2,057	1%	17,736	0	0	0	0%	16,060
May-13	1,608	54	1,662	-10%	3,129	113	3,242	2,739	18%	19,822	0	0	0	0%	18,117
Jun-13	3,735	84	3,819	-2%	3,984	143	4,137	3,819	8%	24,726	0	0	0	0%	22,710
Jul-13	2,941	72	3,013	-19%	3,154	96	3,250	3,550	-8%	32,682	0	0	0	0%	30,440
Aug-13	1,560	51	1,611	30%	2,568	97	2,665	2,663	0%	36,945	0	0	0	0%	37,690
Sep-13	0	0	0	0%	2,348	110	2,458	2,378	3%	43,221	0	0	0	0%	41,589
Oct-13	0	0	0	0%	1,824	46	1,870	1,768	6%	45,679	0	0	0	0%	43,967
Nov-13	0	0	0	0%	2,333	42	2,375	2,175	9%	47,549	0	0	0	0%	45,735
Dec-13	2,172	42	2,214	43%	2,333	42	2,375	2,175	9%	52,985	10	857	0	0%	49,455
<b>Totals</b>	<b>20,830</b>	<b>536</b>	<b>21,366</b>	<b>6.45%</b>	<b>29,776</b>	<b>996</b>	<b>30,772</b>	<b>29,383</b>	<b>4.73%</b>	<b>847</b>	<b>10</b>	<b>857</b>	<b>0</b>	<b>0.00%</b>	<b>Y-T-D = Year-To-Date</b>

Legend for Chart: Y-T-Y = Year-To-Year



Friedman Memorial Airport

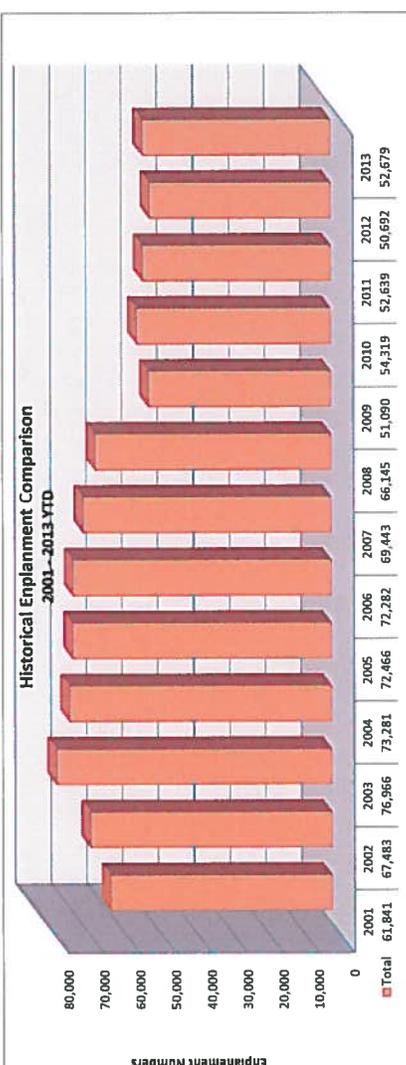
December 2013

2013 Seat Occupancy

Date	Alaska Airlines					Delta Airlines					United Airlines					Annual Seat Occupancy Totals				Annual Seat Occupancy Percentages			
	Departure Flights	Seats Available*	Seats Occupied	Percent Occupied	Departure Flights	Seats Available	Seats Occupied	Percent Occupied	Departure Flights	Seats Available	Seats Occupied	Percent Occupied	Total Seats Occupied Y-T-D	Total Seats Occupied Prior Y-T-D	Y-T-Y % Change	Y-T-D % Occupied	Current Y-T-D % Occupied	Prior Y-T-D % Occupied	Y-T-Y % Change	Y-T-D % Occupied	Prior Y-T-D % Occupied	Y-T-Y % Change	
																							Year-to-Year Comparison
Jan-13	59	4,484	3,150	70%	107	3,210	2,113	66%	0	0	0	0%	5,263	5,327	-1.2%	68.40%	68.40%	70.07%	-2.4%	70.07%	70.07%	-2.4%	
Feb-13	55	4,180	3,374	81%	116	3,460	2,366	68%	0	0	0	0%	11,003	10,431	5.5%	71.66%	71.66%	71.95%	-0.4%	71.95%	71.95%	-0.4%	
Mar-13	59	4,484	3,717	83%	140	4,200	3,185	76%	0	0	0	0%	17,905	15,944	12.3%	74.49%	74.49%	73.12%	1.9%	73.12%	73.12%	1.9%	
Apr-13	0	0	0	0%	98	2,940	2,114	72%	0	0	0	0%	20,019	18,095	10.6%	74.20%	74.20%	73.84%	0.5%	73.84%	73.84%	0.5%	
May-13	0	0	0	0%	92	2,742	1,925	70%	0	0	0	0%	21,944	20,069	9.3%	73.84%	73.84%	73.69%	0.2%	73.69%	73.69%	0.2%	
Jun-13	27	1,836	1,173	64%	167	5,010	2,847	57%	0	0	0	0%	25,964	24,053	7.9%	71.01%	71.01%	71.43%	-0.6%	71.43%	71.43%	-0.6%	
Jul-13	61	4,148	3,405	82%	211	6,330	4,014	63%	0	0	0	0%	33,383	31,278	6.7%	70.96%	70.96%	72.05%	-1.5%	72.05%	72.05%	-1.5%	
Aug-13	56	3,808	2,608	68%	185	5,550	3,062	55%	0	0	0	0%	39,053	38,610	1.1%	69.24%	69.24%	73.47%	-5.8%	73.47%	73.47%	-5.8%	
Sep-13	41	2,788	1,832	66%	152	4,560	3,214	70%	0	0	0	0%	44,099	43,399	1.6%	69.17%	69.17%	73.99%	-6.5%	73.99%	73.99%	-6.5%	
Oct-13	0	0	0	0%	123	3,690	2,844	77%	0	0	0	0%	46,943	46,082	1.8%	69.61%	69.61%	74.02%	-6.0%	74.02%	74.02%	-6.0%	
Nov-13	0	0	0	0%	84	2,520	1,892	75%	0	0	0	0%	48,835	47,886	1.9%	68.80%	68.80%	74.03%	-5.7%	74.03%	74.03%	-5.7%	
Dec-13	34	2,584	1,438	56%	103	3,090	1,890	61%	18	1,188	516	43%	52,679	50,692	3.8%	68.57%	68.57%	72.99%	-6.0%	72.99%	72.99%	-6.0%	
<b>Totals</b>	<b>392</b>	<b>28,312</b>	<b>20,697</b>	<b>73%</b>	<b>1,578</b>	<b>47,322</b>	<b>31,466</b>	<b>66%</b>	<b>18</b>	<b>1,188</b>	<b>516</b>	<b>43%</b>											

Note: Total of 68 Seats Available on aircraft for summer months  
 Total of 76 Seats Available on aircraft for winter months  
 \*Seats are capped at 68 during some periods in the summer due to weight and balance requirements and other times of the year seats may be capped due to environmental conditions

Legend: Y-T-D = Year-to-Date Y-T-Y = Year-To-Year





January 21, 2014

United States Senator James E. Risch  
United States Senate  
Washington, DC 20510

Dear Senator Risch:

Friedman Memorial Airport (SUN) would like to express our gratitude and appreciation to you, as well as the Senate and House appropriations committee leaders for affirming the value of FAA contract towers by providing full, dedicated and protected funding for the program as part of the fiscal year 2014 omnibus appropriations bill. Along with our nation's other 251 airports utilizing FAA contract towers, we thank the leaders of the House and Senate appropriations committees for their recognition of the role contract towers play in enhancing the safety and efficiency of the nation's aviation system.

Towers provide: Significant cost savings to FAA and tax payers; help small airports with retention and development of commercial air service, general aviation and the promotion of economic development and job creation in local communities. The bottom line is that, without this highly successful federal program, many local communities and smaller airports would not receive the significant safety benefits of air traffic control services.

Thank you for your time and efforts to support the FCT program. We look forward to working with you and your staff to ensure its future success.

Sincerely

Richard R. Baird  
Airport Manager  
Friedman Memorial Airport (SUN)  
Hailey, Idaho



January 21, 2014

United States Senator Mike Crapo  
239 Dirksen Senate Building  
Washington, DC 20510

Dear Senator Crapo:

Friedman Memorial Airport (SUN) would like to express our gratitude and appreciation to you, as well as the Senate and House appropriations committee leaders for affirming the value of FAA contract towers by providing full, dedicated and protected funding for the program as part of the fiscal year 2014 omnibus appropriations bill. Along with our nation's other 251 airports utilizing FAA contract towers, we thank the leaders of the House and Senate appropriations committees for their recognition of the role contract towers play in enhancing the safety and efficiency of the nation's aviation system.

Towers provide: Significant cost savings to FAA and tax payers; help small airports with retention and development of commercial air service, general aviation and the promotion of economic development and job creation in local communities. The bottom line is that, without this highly successful federal program, many local communities and smaller airports would not receive the significant safety benefits of air traffic control services.

Thank you for your time and efforts to support the FCT program. We look forward to working with you and your staff to ensure its future success.

Sincerely

Richard R. Baird  
Airport Manager  
Friedman Memorial Airport (SUN)  
Hailey, Idaho



January 21, 2014

United States Representative Mike Simpson  
2312 Rayburn House Office Building  
Washington, DC 20515

Dear Congressman Simpson:

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Richard R. Baird  
Airport Manager  
Friedman Memorial Airport (SUN)  
Hailey, Idaho

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STREET 1616 Airport Way • Hailey, ID 83333



January 21, 2014

United States Representative Raul Labrador  
1523 Longworth HOB  
Washington, DC 20515

Dear Congressman Labrador:

Friedman Memorial Airport (SUN) would like to express our gratitude and appreciation to you, as well as the Senate and House appropriations committee leaders for affirming the value of FAA contract towers by providing full, dedicated and protected funding for the program as part of the fiscal year 2014 omnibus appropriations bill. Along with our nation's other 251 airports utilizing FAA contract towers, we thank the leaders of the House and Senate appropriations committees for their recognition of the role contract towers play in enhancing the safety and efficiency of the nation's aviation system.

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Sincerely

Richard R. Baird  
Airport Manager  
Friedman Memorial Airport (SUN)  
Hailey, Idaho

# Tips for Airport's Airline Recruiters

By Tom Smith

Former airline route planners kicked off the first day of the ACI-NA Air Service Data Seminar in Albuquerque with some "horror stories" from their JumpStart days and provided some tips on how to better pitch their communities to airlines.

## Presentation mistakes

- Greg Atkin, a consultant with Sixel Consulting Group, formerly with US Airways. – In a meeting with an incumbent carrier, the airport "chews out" the carrier for service and pricing and the meeting ends with both sides angry.
- David Gentry, vice president of air service development for Montgomery Chamber of Commerce, notes that when working for Silver Airlines a community opened a Texas Roadhouse restaurant opposite the airport and it thought this would merit service to Atlanta. "I felt bad for them and I trashed it before anyone else in the office saw it.
- "A city delegation of 14 flew to Silver's headquarter without the knowledge of the airport board and made a pitch for the carrier to fly Saabs against American's regional jets out of Dallas. No one was sure what they were trying to accomplish.
- Marcus Lam, an InterVistas consultant and former route planner for Air Canada, recalls one presentation that 80 percent of the time was spent talking about a new parking lot. "My eyes just started to glaze over."

## Insights and tips

- Atkin — Incentive programs could win the day if an airline has 20 communities vying for two planes because the incentives reduce the start-up risk. In a risk adverse culture, senior route planners may take the safer approach to add capacity to an existing market even when it may not generate excitement to stimulate a market.
- Lam – Belly cargo is not a factor on a domestic route with a narrow-body plane, but it definitely is a factor on an international route with a wide-body plane. "Air cargo made some flights happen for Air Canada," he said.
- Atkin – Keep communication going with your airlines. Ask frank questions and you will get frank answers. Know your aircraft and anticipate if it will be replaced

because of age or maintenance issues. Development and stimulate your traffic so that the community can support a larger aircraft if your small turbo-prop or small RJ goes away.

- Bryan Dietz, air service manager at Pittsburgh International Airport, demographic helps mitigate the risks in conversations with airlines.
- Suggestions from attendees — Monitor mayor's social media feed for the latest developments in your community that could be the latest information tidbit in a presentation. Build your presentation around a story board to weave in your facts to tell your story, which is especially critical in a 20-min. meeting.
- Kim Sippola, vice president of The Quotient Group, Don't only pull information together for effective pitch presentations, but also use in a "unified talk track" in brochures and messages to stakeholders. And, then share with hotels to improve their messaging and to also trade for data. Pull out and use data from economic impact statements, share with the community.
- The stuff others are using to sell the community to bring in jobs or tourists can be used to sell the airlines. Get involved with business retention programs because they also are telling the airport's story.
- Corrina Smith, senior marketing manager of the Albuquerque Convention and Visitors Bureau, suggested working with your community's destination marketing organization and partner with their cooperative advertising campaigns. The DMO can provide bed tax payment reports, access to reports tracking hotel occupancy, analytics from the groups' website.
- Brian Solis, air service development at Lee County Port Authority, uses property tax records and send mailings to those who live outside the county. With a large number of Europeans with second homes in the Fort Meyers area, the discovered many travel multiple times a year to Florida. The move successfully persuaded German carriers to offer more service to his airport.

*Posted by Tom Smith on January 28, 2014*

<http://www.aci-na.org/blog/2014/01/28/tips-for-airports-airline-recruiters/>

[News and Video](#) > [All News](#) > [FAA asks court to dismiss lawsuit over Santa Monica](#)

# FAA asks court to dismiss lawsuit over Santa Monica

January 13, 2014 | By Elizabeth A Tennyson

In court documents filed late Jan. 10, the FAA has asked a federal judge to dismiss a lawsuit brought by the city of Santa Monica over use of the site of Santa Monica Municipal Airport. The lawsuit is the latest in a long line of legal challenges aimed at closing the venerable field.

In its [lawsuit](#), filed Oct. 31, 2013, the Santa Monica City Council asks the court to give the city clear title to airport property and challenges the current effectiveness and constitutionality of agreements that require the city to operate the airport in perpetuity.

But in the motion to dismiss filed Jan. 10, attorneys for the federal government argue that the city is disputing the terms of the land agreement decades too late. According to the court filing, the city had 12 years under the Quiet Title Act to bring suit against the federal government once the city learned of the government's interest in the property. But the city signed the property over to the federal government in 1948, more than 65 years ago, and has repeatedly acknowledged the government's interest in the land over the intervening years.

The motion also argues that the constitutional claims are "unripe" because they can only be triggered by the government's action to take control of the airport, events that have not taken place. The property continues to be used as an airport, and the options that would allow the federal government to decide whether to take title to the property have not been triggered. Other claims in the city's lawsuit are not under the court's jurisdiction, but rather need to be brought, if at all, in another court.

While the city has argued that its claim to the property must be resolved before July 2015 when it says its contractual and legal obligations to operate the airport expire, government attorneys dispute that position, saying the obligations remain in effect through August 2023 regardless of other factors raised in the lawsuit.

The city of Santa Monica has repeatedly attempted to close the popular airport, which serves as an important reliever for nearby Los Angeles International Airport. AOPA has spent hundreds of hours engaging the pilot community, talking to community leaders, working with the FAA, and at times participating in legal actions in support of the field.

"The government's brief is compelling, and we agree that the case is without merit and should be dismissed," said AOPA General Counsel Ken Mead. "These issues have been exhaustively researched, and like it or not, the city is obligated to keep the airport open under the terms of its original agreement in taking the airport back after the war and those terms accord with the multiple agreements the city has made through the years. At the same time, we hope the city will come to recognize that Santa Monica Municipal is a valuable economic asset as well as an important part of the regional and national transportation network."

The city has the chance to respond to the motion, and then it will be heard by the judge who will decide whether to dismiss the city's case or allow it to proceed.

Topics [FAA](#), [Government Agencies](#), [Lawsuit](#), [Aviation Industry](#)



### Charts go electronic with these five apps

Charts apps allow users to back up, or even replace, traditional paper charts.

### Lawsuit to close Santa Monica airport meritless, AOPA says

The city of Santa Monica filed a lawsuit Oct. 31 against the FAA, a move AOPA says lacks any merit in law and is clearly another desperate bid by the city to close Santa Monica Municipal Airport.

### 'Inside Air Shows' features Goulian team

Check out Episode 2 of LiveAirShowTV's new series "Inside Airshows" as it takes a special look inside Goulian Aerosports.

61 Comments

# WestJet expansion continues, Encore heading east

BY AMANDA STEPHENSON, CALGARY HERALD JANUARY 20, 2014

Presented By:



CALGARY - The recent growth spurt at Calgary-based WestJet showed no sign of stopping Monday, as the airline announced five new routes as well as the eastern expansion of regional service Encore.

Effective June 27, WestJet will start Encore service in Toronto, offering flights to and from Thunder Bay as well as service between Thunder Bay and Winnipeg. It will be the first time that Encore — operated using a fleet of Bombardier 400 turboprops — has moved beyond Western Canada.

WestJet — which has been in aggressive expansion mode since launching Encore in June 2013 — called Monday's route announcements "the most comprehensive schedule release" since the airline first took to the skies in 1996. In addition to new routes on both its regional and mainline services, WestJet said it will increase the frequency of 20 existing routes across its network.

"There have been times in the past when we've announced 15 or 17 new destinations in one day, but this is the most well-rounded new schedule announcement," said WestJet spokesperson Brie Ogle. "We're increasing frequency, we're increasing a lot of flights from seasonal to year-round, and we're increasing the Encore network ... There's a lot of things we're building on."

Included in the announcement is a significant number of new flights for Fort McMurray. The northern Alberta city will receive new WestJet Encore service to and from Kelowna, B.C. as well as Vancouver, and an increase in frequency for flights to both Calgary and Edmonton.

WestJet will also start a new direct flight from Fort McMurray to Las Vegas, using its mainline fleet of Boeing 737s. All told, Monday's announcement represents WestJet's largest investment in Fort McMurray since beginning permanent service to the community in 2001.

"Obviously, it's a market that's growing," Ogle said. "Fort McMurray keeps the capacity up, they're huge supporters of WestJet, and they seem to subscribe to the leisure market as much as the business market. We're trying to give them what they're asking for."

Driven by a booming oilsands economy and rapid population growth, Fort McMurray's airport saw a 25 per cent increase in passenger numbers last year alone. It now serves 1.2 million travellers annually.

"We're right up there with Regina and Saskatoon in terms of passenger numbers, and we're right at the top of the nation right now in terms of passenger growth," said Jesse Meyer, spokesperson for the Fort McMurray Airport Authority. "This is a very celebratory morning here in Fort McMurray, because it really is unprecedented to hear a carrier these days make an announcement of three brand new routes from one airport."

WestJet Encore currently operates eight Q400 aircraft, but is expanding rapidly.

Chief financial officer Vito Culmone told an investor conference last week that the airline will soon begin exercising the 25 options it has with Bombardier, in addition to the 20 firm orders for Q400s. "What we have seen thus far in those new destinations is that the flow traffic that is coming from those regional markets into our WestJet mainline is actually exceeding our expectations," he said at an AltaCorp Capital event. He said service between Toronto and New York is an example where the Q400 could be used instead, while the Boeing 737s could be shifted to more profitable routes.

Other highlights of WestJet's 2014 summer schedule include the beginning of its Toronto-St. John's-Dublin service, which marks the airline's first foray into the trans-Atlantic market. There will be new daily non-stop flights between Calgary and Prince George, B.C. and from Calgary to New York's JFK International Airport, as well as service increases to popular summer destinations such as Palm Springs, Los Angeles, Las Vegas, Fort Lauderdale, Phoenix, and certain Caribbean and Mexican destinations.

[asthenson@calgaryherald.com](mailto:asthenson@calgaryherald.com)

With files from The Canadian Press

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High: 28° Low: 22°	High: 38° Low: 25°	High: 40° Low: 26°

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## First Meeting Of The Sun Valley Air Services Board

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By Joey Martin  
Story Created: Jan 23, 2014 at 9:15 PM MST  
(Story Updated Jan 23, 2014 at 10:54 PM MST)

Hailey, Idaho ( KMVT-TV / KTWT-TV ) The newly formed Sun Valley Air Services Board is meeting for the first time.

Last November, voters in Blaine County passed a 1% increase in local option taxes.

The roughly 2 million dollars it will create annually will be used to increase air service to the Sun Valley area.

The newly formed Sun Valley Air Services Board is made up of 4 members.

All three mayors from Sun Valley, Ketchum and Hailey.

Along with a representative from Blaine County.

Now although it's just the beginning, officials say it's beginning of big things.

"With not only the lot but improvements that are being made at the airports and the ability to fly regional jets in here now.... Everything is coming together at the right time."

With any new agency, the first meeting is crucial in setting a path for change.

And this afternoon, the newly formed Sun Valley Air Services Board set that path in making Sun Valley a top travel destination nationwide.

"The people that we will be funding will be working with the airlines to convince more airlines to fly into Hailey... particularly from the areas of Chicago... maybe New York, Dallas or Denver to open up those markets to us." Said the Chairman of the Sun Valley Air Services Board, Dewayne Briscoe.

At Thursdays meeting, two of the major organizations that will receive portions of the nearly two million dollars in tax revenue spoke to the board.

"Fly Sun Valley Alliance has been the party that has organized the commercial air service enhancements that we've had in this area to date. And we anticipate continuing to do that as agents of the board... contracting with the board to continue to perform those functions."

Said Eric Seder, President of the Fly Sun Valley Alliance.

The other agency benefiting from the local option tax will be the Sun Valley Marketing Alliance.

"Ideally what we would like to see is an increased budget that will help us be more competitive. It will allow us to go deeper into the markets that were already in and have a longer presence during the season. And it will also allow us to go after new markets that have air service. So as the funds are used to secure new flights in new destinations, we'll be able



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to market to those destinations to build the demand for those flights." Said Arlene Schieven, President of the Sun Valley Marketing Alliance.

With this being the first official meeting of the new board. The meeting was very preliminary in subject matter.

Including the election of officers, preliminary budget talks and outlining the purpose of the board.

"It's really exciting because this is the first time in my many years of being here that there is a total county cooperation on this... and an enthusiastic cooperation." Said Briscoe.

County-wide cooperation to help bring Sun Valley into a new realm of economic vitality.

The Sun Valley Air Service Board will meet again on February 13th inside Hailey City Hall from 2 to 4.

The meeting is open to the public and the board will be discussing and approving their budget for the rest of the fiscal year.

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2. O'Reilly to Stewart: You're in 'Left-Wing Fantasyland'
3. Seinfeld: Diversity Talk Is 'PC Nonsense'
4. Jesse Ventura: I've Gone 'Off Grid' to Escape Drones
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6. Dramatically Increase Your Social Security Payments
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## Rick Baird

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**From:** Carol Waller <carol@flysunvalleyalliance.com>  
**Sent:** Monday, February 03, 2014 8:23 AM  
**To:** Carol Waller  
**Subject:** Press Release: New Denver-Sun Valley nonstop flights begin July 2  
**Attachments:** UnitedjetatSUN creditSunValleyResort.jpg

**Importance:** High



February 3, 2014

## NEWS

FOR IMMEDIATE RELEASE

### **“New Denver-Sun Valley nonstop flights begin July 2”**

*Sun Valley, ID....* Air service access to Sun Valley continues its upward climb with new nonstop service added from Denver for the 2014 summer season. United Airlines will offer the new seasonal summer service between its Denver (DEN) hub and Sun Valley (SUN) from July 2 through September 23, 2014. The United Express flights will be operated by SkyWest Airlines using CRJ 700 regional jet aircraft with 70 seats; 6 in United First, and 64 in United Economy, including 16 extra-legroom Economy Plus seats.

This announcement was made by Fly Sun Valley Alliance, Friedman Memorial Airport Authority and the Sun Valley Resort, who worked in partnership to secure this new service, which will improve connectivity between Sun Valley and eastern markets. The new United Airlines route will be supported by a US Department of Transportation Small Communities Air Service Development Program Grant which was awarded to Friedman Memorial Airport this past fall. In follow-up to securing the summer service, the partners are also working collectively on adding winter service with United for the Denver-Sun Valley route, and hope to confirm a contract by late spring for next winter's season.

“This new nonstop route to Sun Valley will allow additional connectivity to eastern US cities and other destinations in United’s global route network,” said Vic Kerckhoff, United’s director of leisure sales. “We are pleased to be expanding our service to the Sun Valley market and look forward to a long-term successful partnership with this important destination.”

The flight schedule has been structured to take full advantage of connections from all major eastern markets:

- Departs DEN at 7:15pm, arrives SUN at 9:03pm
- Departs SUN at 7:30am, arrives DEN at 9:11am

The new summer flight will run daily from July 2 – August 25 and 5 times per week from August 26 – Sept 23 and represents 5500 additional seats into Sun Valley for the 2014 summer season.

“We are extremely excited about this additional new United Airlines nonstop service to Denver,” said Eric Seder, Board President of Fly Sun Valley Alliance, an organization engaged in strategic air service development efforts for the Sun Valley area. “Our community has shown its support for improving air service and we are getting results.”

Ron Fairfax, Chairman of the Friedman Memorial Airport noted, “This is one more very positive step in the ongoing public-private partnership work underway to improve air service to Sun Valley for the benefit of our visitors, our businesses and our local residents. The airport is proud to be a part of this collective effort.”

To book the new flights: [united.com](http://united.com)

**Carol Waller, Director**  
carol@flysunvalleyalliance.com  
www.flysunvalleyalliance.com  
Box 6316 Ketchum, ID 83340  
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## Hailey Airport Gets Direct Flights to Denver



A United Airlines jet at the Hailey airport.

February 03, 2014 2:51 pm • By [Karen Bossick For the Times-News](#)

[\(0\) Comments](#)

SUN VALLEY • United Airlines will offer non-stop flights between Denver and Sun Valley beginning July 2.

The new air service will provide 5,500 more seats coming into Sun Valley during summer, potentially injecting millions of dollars into the local economy, said Carol Waller, director of Fly Sun Valley Alliance.

And it will give Sun Valley-area businessmen and residents easier access to markets in the U.S. East that are on United Airlines routes.

The new air service is a coup, considering so many communities across the nation are losing air service right now, said Rick Baird, manager of Friedman Memorial Airport.

"Idaho is a rural state, and as a rural state we have a problem connecting with the rest of the world. So anything like this is huge — not just for Sun Valley, but for the entire state," Baird said.

The daily flights will be offered from July 2 through Sept. 24 on 70-seat CRJ 700 regional jet aircraft operated by SkyWest Airlines.

They will run from July 2 through Aug. 25 and five times a week from Aug. 26 through Sept. 23.

The flights will depart Denver at 7:15 p.m., arriving at Sun Valley at 9:03 p.m. The plane will stay overnight at Friedman, then depart Sun Valley at 7:30 a.m., arriving in Denver at 9:11 a.m.

Fly Sun Valley Alliance and its partners are working to add winter service and hope to confirm a contract by late spring for next winter.

The alliance, Sun Valley Resort and the Friedman Memorial Airport Authority worked together to secure the flight. A local options tax that voters in Sun Valley, Ketchum and Hailey passed in November, along with a Small Communities Air Service Development Program Grant from the U.S. Department of Transportation, helped make it happen as quickly as it did, Baird added.

The local option tax should raise about \$2 million a year based on last year's collection, said Waller. The money will be used to provide minimum revenue guarantees to United Airlines and to publicize the new flights in the Denver area.

Phil Gerhart, a longtime Ketchum resident, was enthusiastic about the news.

"That's awesome. Will they bring weed?" he quipped. "No, actually, it will make it easier for me to go back East, so I'm all for it."

This is the latest in a string of success stories over the past six months from Fly Sun Valley Alliance, Friedman Memorial Airport and Sun Valley Resort.

Delta is now flying regional jets between Salt Lake City and Sun Valley. A direct flight between Sun Valley and San Francisco started this winter. And the periods that airlines fly into Sun Valley are getting longer.

Come July, Sun Valley will have daily non-stop flights to and from Seattle, Los Angeles, San Francisco and Denver plus three daily non-stop flights to Salt Lake City.

"The word on the streets is that the price of flights in and out of Hailey is also getting more competitive," said Baird.

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## Rick Baird

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**Subject:** FW: nice article, and a positive blog comment, woo hoo!

---

**From:** Carol Waller [<mailto:carol@flysunvalleyalliance.com>]  
**Sent:** Wednesday, February 05, 2014 7:37 AM  
**To:** Eric Seder; [dfenton@mdfrealtors.com](mailto:dfenton@mdfrealtors.com); 'Jack Sibbach'; Rick Baird  
**Cc:** Ron McNeill  
**Subject:** nice article, and a positive blog comment, woo hoo!

<http://www.mtexpress.com/index2.php?ID=2007150698#.UvJK8LRvgRs>

Comment on the blog:

[Aspenleaf Haystack](#)

I checked Denver flight prices for the second week in July and it was \$296 round trip from Sun vs \$358 round trip from Boise. That'll work.

**Carol Waller, Director**  
carol@flysunvalleyalliance.com  
www.flysunvalleyalliance.com  
Box 6316 Ketchum, ID 83340  
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Friedman Memorial Airport  
Revised Capital Improvement Program, 2014-2018

Calendar Year	Project	Total Cost	FAA		Match/Local Share		Total
			Entitlements	Discretionary	PFC	Airport*	
2014	Hangar Taxilane Relocation (Match Only - AIP is from 2013)	\$62,500	\$0	\$0	\$62,500	\$0	\$62,500
2014	South RSA Grading/Relocate Taxiway B	\$9,051,000	\$1,000,000	\$7,485,313	\$565,689	\$0	\$565,688
2014	Terminal Apron Reconstruction	\$1,523,000	\$0	\$1,427,813	\$95,188	\$0	\$95,188
2014	North Hangar Taxilane	\$890,000	\$0	\$834,375	\$55,625	\$0	\$55,625
2014	Hangar Acquisitions	\$2,200,000	\$0	\$2,062,500	\$137,500	\$0	\$137,500
2014	SRE/ARFF Shop	\$3,666,000	\$0	\$3,436,875	\$229,125	\$0	\$229,125
2014	Terminal Reconfiguration (AIP Eligible Portion)	\$5,700,000	\$0	\$5,343,750	\$356,250	\$0	\$356,250
2014	Master Plan Update	\$275,000	\$0	\$0	\$275,000	\$0	\$275,000
	Subtotal, 2014	\$23,367,500	\$1,000,000	\$20,590,625	\$1,776,877	\$0	\$1,776,875
2015	Terminal Reconfiguration (Bag Screen and Outbound Bag)	\$390,000	\$0	\$0	\$390,000	\$0	\$390,000
2015	Terminal Reconfiguration (TSA and Airlines)	\$419,250	\$0	\$0	\$0	\$0	\$419,250
2015	Terminal Reconfiguration (Ineligible)	\$181,500	\$0	\$0	\$0	\$181,500	\$181,500
2015	Acquire SRE	\$500,000	\$0	\$0	\$500,000	\$0	\$500,000
2015	Master Plan Update	\$275,000	\$0	\$0	\$275,000	\$0	\$275,000
2015	Airport Admin Office	\$401,000	\$0	\$0	\$0	\$401,000	\$401,000
2015	North RSA Grading/Relocate Taxiway B	\$2,238,000	\$1,000,000	\$1,098,125	\$139,875	\$0	\$139,875
2015	Central Bypass Apron	\$186,000	\$0	\$174,375	\$11,625	\$0	\$11,625
2015	Air Cargo Ramp/North Bypass	\$2,133,000	\$0	\$1,999,688	\$133,313	\$0	\$133,313
2015	Demo Hangars	\$428,000	\$0	\$401,250	\$26,750	\$0	\$26,750
2015	Rehabilitate Runway	\$200,000	\$0	\$0	\$0	\$200,000	\$200,000
2015	Rehabilitate Terminal Parking Lot	\$200,000	\$0	\$0	\$0	\$200,000	\$200,000
	Subtotal, 2015	\$7,551,750	\$1,000,000	\$3,673,438	\$1,476,563	\$982,500	\$2,878,313
2016	Land Acquisition (Alternative 7)	\$3,750,000	\$1,000,000	\$2,515,625	\$234,375	\$0	\$234,375
	Subtotal, 2016	\$3,750,000	\$1,000,000	\$2,515,625	\$234,375	\$0	\$234,375
2017	Construct Aprons (Alternative 7)	\$1,066,667	\$1,000,000	\$0	\$66,667	\$0	\$66,667
2017	Terminal Improvements	\$100,000	\$0	\$0	\$0	\$100,000	\$100,000
	Subtotal, 2017	\$1,166,667	\$1,000,000	\$0	\$66,667	\$100,000	\$166,667
2018	Snow Removal Equipment Storage Building	\$1,066,667	\$1,000,000	\$0	\$66,667	\$0	\$66,667
2018	Terminal Improvements	\$100,000	\$0	\$0	\$0	\$100,000	\$100,000
	Subtotal, 2018	\$1,166,667	\$1,000,000	\$0	\$66,667	\$100,000	\$166,667
	<b>TOTAL</b>	<b>\$37,002,584</b>	<b>\$5,000,000</b>	<b>\$26,779,688</b>	<b>\$3,621,149</b>	<b>\$1,182,500</b>	<b>\$5,222,895</b>

\* Airport costs are costs that can not be reimbursed by PFCs.

# **WORK ORDER 14-03**

## **EXHIBIT A – Scope of Work**

### **Friedman Memorial Airport (SUN)**

#### **Hailey, Idaho**

### **RSA Improvements – Project 3**

#### **Terminal Reconfiguration**

This Scope of Work describes professional services to be provided in support of a project that will reconfigure the terminal at Friedman Memorial Airport (SUN), to include an addition on the north end of the building and various improvements to the existing portions of the terminal building. The primary purpose of this reconfiguration is to relocate the passenger screening and arrival/departure areas from the south end of the facility to the north end. A detailed description of the project and this scope of work is provided below.

### **INTRODUCTION**

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

The airport does not meet current FAA design standards in several critical areas. Traffic by aircraft such as the Bombardier Q400, operated by Horizon Air, and several models of large GA aircraft (e.g., Gulfstream G-V and Bombardier Global Express) dictates that the Runway Design Code for the airport is C-III. Due to the geometry and spatial limitations of the existing site, the airport does not meet standards for many criteria, most critically the Runway Safety Area (RSA).

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

At the direction of the FAA, FMAA recently completed a Technical Analysis of available alternatives for improving the airport to meet standards where practical and to identify required Modifications of Standards, where standards cannot be met. This Analysis identified seven alternative airport configurations and the costs and possible environmental impacts associated with each. Upon review of the Analysis, the conclusion of the community and the FAA was that Alternative 6 would be pursued, with additional future planning to consider elements of Alternative 7 that are necessary to accommodate airport uses displaced by construction of Alternative 6. A graphic of Alternative 6 is attached.



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

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

In order to accomplish this, a large amount of construction must be done, including relocation and extension of the primary parallel taxiway on the west side of Runway 13/31 (Taxiway B), removal of a secondary parallel taxiway on the east side of the runway (Taxiway A), relocation of multiple hangars and various other improvements. One of the key improvements is relocating the terminal aircraft parking from the east side of the terminal (currently in the Runway OFA and in the location of the relocated parallel taxiway) to the north side of the building. With this relocation, a reconfiguration of the terminal will be necessary to safely move passengers to and from aircraft.

All of the improvements identified in Alternative 6 must be completed prior to December 31, 2015. By Congressional mandate, all commercial service airports must have compliant Runway Safety Areas by that date. Following selection of the alternative, the Airport Authority proceeded with a Formulation Study to refine it and determine how the proposed projects would be completed. This study included analysis of options for the terminal reconfiguration and this analysis is available to assist with the design.

## **PROJECT APPROACH**

This project is completely driven by the need for Runway Safety Area improvements at the airport. In order to provide a compliant Runway Safety Area, Taxiway B must be relocated. In order to relocate Taxiway B, terminal aircraft parking must be relocated. In order to safely get passengers to and from the new terminal aircraft parking location, the building must be reconfigured. This Terminal Reconfiguration project will therefore be a multiple component project to update the existing terminal building to accomplish this goal.

During the Formulation project, three options were explored to relocate aircraft parking positions and adjust terminal functionality accordingly. Of the options presented, Option 3 (Exhibits attached) was selected as the preferred option with the facility expansion to the north, east and west to support the operation. Planning level opinions of probable costs were generated for each of the three options.

Pre-design drawings for the Project, developed during the Formulation project as well, will be utilized as a starting point in developing the architectural design of the project. The pre-design was limited to preliminary block plan diagrams and does not include building elevations, building sections, mechanical, electrical and plumbing building system descriptions or site plan development, all of which will need to be developed during initial programming and design phases of the project. Facility sizing was contemplated based upon scheduled service anticipated for FY 2014.

In the preferred option, the building will be expanded north and west to accommodate a pre-screening waiting area, passenger security screening, secure hold room, concessions and restroom. The building will also be expanded east of the ticket counters to accommodate reconfigured airline ticketing and offices, TSA checked baggage screening and outbound baggage room requirements. (Note: some of the improvements in the ticketing and outbound baggage screening areas may not be AIP eligible. An element of this project will be to determine facility needs in these areas and the eligibility of the desired



improvements.) The departures hall and baggage claim area will be updated only to maintain consistent architectural finishes in the public spaces and provide signage and other guidance to passengers.

Key components of the project include the following renovation and/or additions to the existing building as appropriate:

- Airline ticketing, offices, baggage check-in and screening are expanded into the existing airline ticket office and passenger hold room space and new construction east of the airlines' space.
- Outbound baggage make-up is housed in a new addition to the east of the existing building.
- Security Checkpoint layout will be designed in accordance to the 2012 TSA Checkpoint Design Guidelines.
- TSA offices and break room (if included in the design) will be located in the general area of the existing holdroom and concession areas.
- Existing concessions will be relocated to the secure holdroom.
- Existing baggage claim hall architectural finishes will be updated to match the remaining adjacent facility.
- Rental car counters will be reconfigured to open up circulation from the baggage claim hall to the west terminal area expansion and, if possible, to provide additional rental car space.
- Relocated circulation/greeting space will be located at former storage space next to the mechanical room.
- Expansion to the north and west will house a waiting area, security screening and a secure hold room.
- Site improvements will be limited to grading and paving improvements necessary adjacent to the building, as well as minimal reconfiguration of the terminal parking lot to accommodate the new building space.
- The preferred alternative will be evaluated for Federal eligibility and stakeholder/tenant leasing scenarios.

The project will be designed as one building to be delivered through a design/bid/build methodology. Completion of excavation and utility relocations/extensions is not included in this project. This work will be included in a separate civil construction package to be completed during late Summer of 2014.

Car Rental lease spaces will be included in the project design. Specific layouts and finishes will be provided based on tenant/airport meetings. Car Rental offices will be provided with basic finishes (i.e. carpet tile floors, vinyl base and painted gypsum walls and grid acoustical ceiling with lay-in lighting. Car Rental counters will consist of shell and insert with public face finishes consistent with surrounding terminal area finishes.



~~Lease spaces such as retail, concessions, and car rental will be designed as a "white box" to be finished by others under separate contract. A "white box" is defined as having unpainted gypsum board walls with outlets roughed-in, a concrete floor, no fixed lighting and no finished ceiling.~~

Other tenant lease spaces, specifically retail concession, airline and TSA operations spaces, will be designed to a thirty percent (30%) design level (Schematic Design) at which time the tenants will be engaged by the airport and design team in a process to determine their requirements and whether they support funding expansion necessary for outbound baggage operations and TSA ancillary operations at the airport (Exhibit attached showing planned airline and TSA lease spaces). Subsequent design work will be determined by the scope of the airlines and TSA space requirements and will constitute additional services to the design contract. If the tenants determine that their spaces are sufficient to meet their requirements, the design contract will be amended to show that no additional services are required for these lease spaces.

Design of this project will include site improvements adjacent to the building. Airside site improvements will be designed and constructed under a separate project, as described above. Design and construction of landside improvements included in this project will include parking, area lighting, terminal curbside and approach drive revisions including all site plans required for local land use approvals. This will include modifications and analysis of the existing parking lot. The addition to the terminal will displace vehicle parking spaces which must be replaced elsewhere in the terminal parking lot. An overall analysis of the available terminal parking and lighting relative to current parking usage will also be necessary, as part of the City of Hailey design review process.

~~For the purpose of this proposal, Mead & Hunt will develop exterior improvements in the immediate area surrounding the terminal to the curb line adjacent to the building. Building utility lines will be designed to extend five feet (5') out from the building line to be coordinated with site improvements. In support of T-O Engineers, a code review will be provided for T-O Engineer's developed drawings, reviewing grading, drainage, NFPA, and other relevant code requirements both landside and airside.~~

It is assumed the building site has no environmental issues and that adequately sized utilities are adjacent to the project site, including electric power, water, sewer, gas, and data/communication. If not so, these issues would be addressed by T-O Engineers or others under a separate contract.

~~Architectural and engineering professional services will be provided through the Bidding Phase of the project. Once the design is finalized and a Construction Administration Phase of the project, with construction expected to be performed over approximately 10 months, level of services has been determined, Mead & Hunt will submit a scope and fee for that effort, to be provided under a separate agreement.~~

## PROJECT SCHEDULE

From the date of Owner's notice to proceed, the anticipated project schedule will be as shown on the attached schedule document. ~~design and construction document phases for the entire project will be completed as follows:~~

Programming	8 weeks
Schematic Design	8 weeks
Design Development	10 weeks
Construction Documents	12 weeks
Bidding and Award	6 weeks



The FAA and the Owner desire that the construction of the project is structured so that access to the new aircraft parking area is available by June 2015. Additional work on the project may take place after that point, but all work will be complete by December 31, 2015.

### **ANTICIPATED STAFFING**

T-O Engineers is the prime consultant for this project and will provide contract management, coordination and all other project management services. These services will primarily be provided by a Principal in the firm, in order to provide the experience and leadership necessary to complete the project on an aggressive schedule. T-O will also provide civil site design services.

All architectural elements of the project, including architectural, structural, mechanical, plumbing, electrical and security design will be completed by qualified architectural consultants. Mead & Hunt will serve as the primary architectural consultant, with assistance from Ruscitto/Latham/Blanton, who will provide local knowledge and coordination for the project.

### **AVAILABLE INFORMATION:**

- Previous Airport Layout Plan (ALP) drawings, most recently updated by T-O Engineers in 2010.
- Drawings from previous terminal projects completed at the airport.
- 2012 Technical Analysis, prepared by T-O Engineers.
- Analysis completed under a separate Project Formulation effort, including an abbreviated update to the ALP to reflect the projects identified in Alternative 6.



ID	Task Mode	Task Name	Duration	Start	Finish	2nd Half		1st Half		2nd Half		1st Half		2nd Half	
						Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
42		Project 5 Civil Ramp Completion	4 mons	Wed 5/7/14	Tue 8/26/14										
43		Building Construction NTP	210 days	Tue 10/14/14	Mon 8/3/15										
44		Submittals	6 wks	Tue 10/14/14	Mon 11/24/14										
45		Concourse Operational	7.5 mons	Tue 10/14/14	Mon 5/11/15										
46		Punchlist, non-critical items	3 mons	Tue 5/12/15	Mon 8/3/15										



## SCOPE OF SERVICES

The Consultant will be responsible for providing architectural and engineering design services for Civil, Structural, Architectural, Interior Design (to include standard furniture, fixtures and equipment (FF&E)), Mechanical, Electrical, Plumbing and Fire Protection, Fire alarm, Audio/visual, Cable television, Telecommunications, Sound/intercom and Security systems (MEP/FACTSS) as outlined in the following tasks.

Listings of attendees at meetings in the following scope of services shall be designated as follows: Principal (PR), Project Manager (PM), Design Architect (DA), Project Architect (PA), Master Planner (MP), Aviation Planner (AP), Civil Engineer (T-O) (CE), Interior Designer (ID), Local Architect Representative (LA), Structural Engineer (SE), Mechanical Engineer (ME), Electrical Engineer (EE), Plumbing Engineer (PE) and Special Systems Specialist (SS). Based on the compressed nature of review periods necessary to meet requested timelines, in-person meetings are proposed to efficiently resolve design issues at various stages throughout the process.

### Task 1 Project Management

This task provides project administration and coordination throughout the course of this project and will involve communicating project progress and issues with the Owner, coordinating with the team's activities, coordinating the design with the Owner, providing oversight and quality control, checking documents, organizing project information, administering invoices, and managing the project budget. Coordination with ongoing Master Planning and related [ARFF/SRE Facility and Ramp bid package efforts](#) ~~what will be designed concurrently~~ ~~facility design efforts are also contemplated with~~ this effort.

### Task 2 Programming

Upon notice to proceed, the Programming Task will establish the overall goals of the project and develop and verify the building requirements. This task will provide the further development of the building program and Furniture, Fixtures and Equipment (FF&E) requirements for the project initially developed in the Formulation study. This will include the following items:

#### General Tasks

- Review and confirmation of anticipated peak hour enplanements based on current and future potential aircraft mix scenario(s) for planning and terminal design
- Facility program development and summary of individual space requirements and five-year growth space projections
- Evaluation of design for the preferred option developed during the pre-design study
- Quality and image goals
- Photographing existing building conditions
- FF&E requirements



- Building utility system (mechanical, electrical, plumbing) requirements and energy and sustainable design goals
- Project budget and scope of work
- Project schedule for completion of the design phases
- Initial regulatory requirements review
- Initial contact with relevant governmental regulatory agencies (i.e.: Hailey Building & Safety, Federal Aviation Administration, etc., as required)
- Coordination with the FAA regional representative **if requested** for eligibility determinations
- Site reconnaissance to evaluate existing building conditions based on available as-built drawings provided by the Owner
- Eligibility calculations for funding and calculations for leasing
- Eligibility **and Justification** Plan consistent with the new AIP Handbook and preliminary opinion of probable construction cost
- Meeting minute documentation of site visits and internal team meetings

### **Meetings**

- Two (2) meetings via conference call with FAA, Owner and other project team members as appropriate to confirm project justification and preliminary major scope elements. Attendees: PR, PM, DA, PA
- One (1) one-day meeting at the Airport with the Owner and FAA to discuss project scope and budget. This will include attendance of a board meeting concurrently. Attendees: PR, PM, DA, PA
- One (1) two-day work session at the Airport with the Owner to kick-off the project and develop the building program and the FF&E requirements, confirm space needs, design standards, building quality, building system requirements, building equipment list, sustainable design goals and budget goals. Attendees: PR, PM, PA, DA, MP, ID, CE, LA
- On-site reconnaissance by the design team to evaluate and document existing building conditions. Attendees: PM, DA, ID, PA
- One (1) follow-up conference call meeting with the Owner to review the Programming/FF&E draft submittal. Attendees: PR, PM, DA, PA, MP, ID
- At the completion of the phase, two (2) meetings via conference call with FAA, Owner and other project team members to validate project direction. Attendees: PR, PM, DA, PA

### **Deliverables**

Programming/FF&E Summary deliverables will be submitted for Owner review and approval to include the following:

- Project justification documentation consisting of three exhibits along with bullet points for FAA coordination
- Draft program requirements summary
- Final program requirements summary
- Building area tabulations
- AIP eligibility calculations and plan
- Preliminary regulatory requirements



- Sustainable design goals
- Building quality and image goals and expectations
- Preliminary FF&E Scope Summary
- Airport facility program and operations requirements brief

Owner's review comments will be incorporated into the Programming documents. Object Free Areas, building setbacks, and overall facility height for Part 77 penetrations will be determined by T-O Engineers. Owner changes affecting project scope, schedule or budget will be reviewed with Consultant regarding potential contract modifications.

### **Task 3 Schematic Design**

Upon completion of the Programming Phase and written notice to proceed, the Schematic Design phase will determine the general scope, basis of design, scale and the interfacing of the various structural, mechanical, plumbing, and electrical components of the project. The primary objective is to develop a clearly defined design with a comprehensive scope, building image, preliminary budget and schedule. This Task will include the following elements:

#### ***General Tasks***

- Validate building program developed in pre-design phase
- Review site survey for coordination with the design
- Conduct a preliminary review of regulatory requirements for the project (architectural, structural, mechanical, electrical and plumbing) applying building code and ADA requirements to plans to verify new and existing conditions, building classification, and other life-safety requirements
- Complete a shadow study analysis per FAA requirements
- Develop preliminary building plans, building elevations, and Sketch-Up 3-D drawings
- Develop preliminary site plan, utility design and vehicle parking plan
- Prepare presentation level site plan, floor plans and elevations as required for Owner review and planning department reviews with the city
- Prepare City of Hailey Design Review application and submittal, to include project site plan (terminal site plan, parking plan, and area lighting plan), proposed exterior terminal finishes, site utility plan, site landscape plan, construction phasing plan and (1) exterior rendering.
- Review airport program requirements and coordinate with the building design
- Review the geotechnical report (prepared by others) and develop preliminary foundation, slab and structural frame criteria
- Develop preliminary structural plans
- Select primary interior and exterior finishes
- Develop typical plan layouts of major spaces showing typical furniture, fixtures and equipment.
- Provide schematic development of the MEP/FACTSS building systems
  - Schematic layout of building utility systems
  - Preliminary selection of major equipment
  - Preliminary layouts for equipment rooms
  - Inventory and coordination of existing equipment with the building system design



- Preliminary code review of exterior facility requirements between building exterior and approximately 50' from structure
- Prepare outline specifications
- Develop a preliminary opinion of probable construction cost for the project
- Prepare meeting minute documentation of site visits and internal team meetings

### **Meetings**

- One (1) meeting for on-site reconnaissance to verify and document as-built building systems conditions. Attendees: PA, SE, ME, EE, PE, SS
- One (1) design progress meeting to review architecture and MEP/FACTSS building systems and initial FF&E and make presentation to the Owner. Attendees: PR, PM, DA, MP, ID, LA, CE, SE, ME, EE, PE, SS
- One (1) meeting each with Airlines, TSA, and car rental companies to determine facility program needs. Meetings to occur same day as design progress meeting. Attendees: PR, PM, DA, PA
- One (1) schematic design presentation meeting to the Owner at the Airport for review and sign-off on the design. Attendees: PR, PM, DA, PA, MP, LA
- One (1) meeting to initiate the pre-application review process for site development and building approval with City of Hailey Building & Safety Department and other city regulatory agencies. Attendees: PM, PA, LA

### **Deliverables**

Schematic Design deliverables will be submitted for ~~T-O Engineers and~~ Owner review and approval to include the following:

- Updated facility program area take-offs
- Building/zoning code review
- Site civil engineering code review within 50' of structure of proposed facilities ~~by T-O Engineers (FAA criteria primarily by others).~~
- Schematic level finished floor and utility connections for coordination with site civil package
- Schematic Design level architectural floor plans and building elevations. The project electronic drawings will be Revit format version 2013
- Schematic Design level structural framing and foundations
- Outline specifications – Architectural and structural
- MEP/FACTSS building utility systems narratives
- Visualization drawings
- Updated preliminary opinion of probable construction cost

Deliverables to the Owner will include two (2) half-size sets of drawings, ~~and~~ 3D visualization drawings, CAD drawings of schematic level utility tie-in points and a City of Hailey Design Review submittal package.



Owner's review comments will be incorporated into the Design Development documents. Owner changes affecting project scope, schedule or budget will be reviewed with Consultant regarding potential contract modifications.

## Task 4 Design Development Phase

Upon completion of Schematic Design Phase and authorization to proceed, the Design Development phase will include design work for further development of the approved architectural design along with associated structural and MEP/FACTSS building systems and cross-discipline coordination. This phase will include the following elements:

### General Tasks

#### • Advanced Building Code Review

- Complete the architectural design including typical exterior details, primary interior elevations, finishes and typical details, coordination of final lighting design, and schedules
- Complete the civil site design
- Finalize the project phasing for the development of the building design and building systems and incorporate into the drawings

#### • Determine extent of demolition

#### • Advanced construction phasing and life safety systems

- Complete the structural design including plans, schedules, and typical details
- Complete the FF&E package
- Complete the MEP/FACTSS building systems design including calculations, plans, partial sections showing system designs, typical details, schedules and one-line diagrams
- Prepare design development presentation level site plan, floor plans and elevations as required for Owner review
- Develop draft specifications
- Develop preliminary FAA Engineers report in coordination with civil elements to meet FAA NWMR Regional guidance
- Update the opinion of probable construction cost for the project. Advise Owner of market changes
- Update eligibility calculations and meet with FAA to review
- Prepare meeting minute documentation of site visits and internal team meetings

### Meetings

- One (1) in-progress design presentation meeting with the Owner at the Airport to review the development of the design. Attendees: PR, PM, DA, LA, ID, ME, EE, PE, SE, SS, CE
- One (1) in-progress eligibility meeting with the FAA at the FAA Regional office. Attendees: PR, AP, PA
- ~~One (1) follow-up meeting each with Airlines, TSA, and car rental companies. Meetings to occur same day as design presentation meeting. Attendees: PR, PM, DA~~
- One (1) final design meeting to review the development of the project with the Owner. Attendees: PR, PM, DA, LA, CE



### ***Deliverables***

Design Development deliverables will be submitted for Owner review and approval to include the following:

- Code analysis on drawings
- Review of civil plans within 50' of structure for facility code compliance (FAA criteria primarily by others)
- Demolition plans
- Phasing plans
- Design Development level architectural floor plans; finish plans, roof plan, reflected ceiling plans, building elevations, interior elevations and wall sections
- Preliminary interior and exterior details and schedules
- Furniture, fixtures and equipment (FF&E) selection, plans
- Design development level calculations for building systems
- Building systems (MEP/FACTSS) plans, sections, details and schedules developed to show proposed systems
- Draft copy of specifications
- Preliminary FAA Engineer's report for building related elements
- Updated opinion of probable construction cost

Owner's review comments will be incorporated into the Construction Documents. Owner changes affecting project scope, schedule or budget will be reviewed with Consultant regarding potential contract modifications.

Deliverables to the Owner will include two (2) half-size of drawings.

### **Task 5 Construction Documents Phase**

Subject to approval of the Design Development phase and notice to proceed, construction document drawings and specifications will be generated for bidding purposes. The deliverables provided at the conclusion of the Construction Documents phase will be bid plans and specifications and updated construction cost information. The following Construction Documents services will be provided:

#### ***General Tasks***

- Finalize construction documents for architectural, structural, mechanical, plumbing, fire protection, electrical and data/communication components of the project
- Finalize specifications to include general trade sections and front-end (Division 1) [documents](#)
- Update opinion of probable construction costs to be of adequate detail to be used to compare eligibility percentages after the project designed is finalized. Advise Owner of market changes
- Submit 90% complete pre-final construction documents to Owner for review and approval. Incorporate Owner comments into documents
- Prepare meeting minute documentation of site visits and internal team meetings
- At the completion of the Construction Document phase, deliver four (4) copies of the 100% complete plans, specifications, and opinion of probable construction cost (incorporating review comments) to



#### Owner

- Submit plans/specifications to applicable governmental agencies for review and approval
- Develop final FAA Engineers Report to meet FAA NWMR Regional guidance
- Plan distribution – prior to bidding phase, deliver an electronic copy of the bid documents to commercial printer for printing and distribution. Consultant will pass the cost of printing plan sets onto the contractor as a nonrefundable fee per construction document

#### Meetings

- One (1) Construction Documents phase 50% complete review meeting with the Owner at the Airport to provide final detailed review of the drawings and project phasing and obtain Owner input.  
Attendees: PR, PM, PA, ME, EE, PE, CE, SS
- One (1) conference call meeting at 95% completion to solicit final Owner review comments prior to issuing documents for bidding. Attendees: PR, PM, PA, SE, ME, EE, PE, SS

#### Deliverables

Contract Documents will be submitted for "Issue for Bids" to include:

- Architectural, structural and MEP/FACTSS Construction Drawings and Project Manual (specifications)
- Building Permit package - Three (3) signed and sealed copies of the contract documents for the building permit submittal
- Final FAA Engineer's report for building related elements
- Furniture, fixtures and equipment (FF&E) selection and specifications
- Revised opinion of probable construction cost

Deliverables to the Owner will include a CD and two (2) full-size sets and two (2) half-size of drawings.

### Task 6 Permit Processing

The Consultant will assemble construction documents and assist Owner in completing forms for the applicable regulatory agencies at the City of Hailey for review and permit approval for building and immediate site. This phase will include:

#### General Tasks

- Coordinate permit process for obtaining building permits.
- Address questions from the Building Official and revise Consultant drawings accordingly to facilitate the issuance of a building permit with up to two (2) revision resubmittals of the plans to the appropriate agencies.

### Task 7 Bidding

Subject to approval of the construction documents and authorization to proceed with Bidding, Consultant will distribute bidding documents to interested bidders and plan houses and assist the Owner in obtaining bids. The following services will be provided during bidding:



### **General Tasks**

- Coordinate with site preparation effort, completed under a separate project. Effort will consist of identifying acceptable locations for utility tie-ins, fire protection locations, preliminary finished floor heights and preliminary depth of excavation for addition areas in preparation for footings. No on-site meetings are necessary for this effort.
- Conduct one (1) scheduled pre-bid meeting at the project site and prepare/distribute meeting minutes. Attendees: PR, PA, LA
- Answer questions from contractors and provide clarifications of the bidding documents
- Review requests for substitutions of specified materials and advise Owner as to acceptability of substituted materials/equipment
- If required, prepare and distribute addenda to plan holders
- Attend one (1) bid opening and assist Owner in tabulating bids and identifying the apparent low bid. Attendees: PA, LA
- Update eligibility calculations and review with FAA

### **Task 8 Construction Administration**

The following services are based on a 10-month (40 week) construction schedule including project close-out. Contractor warranty related issues are not included in the scope of basic services. This will be conducted as an additional service. This phase will include:

#### General Tasks

##### Pre-construction Meeting

The basis of fee is 6-8 man-hours per person per site visit, unless noted otherwise.

- Conduct pre-construction conference with Owner, Contractor & Construction Administrator at site
- Prepare and distribute meeting minutes

##### On-site Construction Progress Meetings

The Construction Administrator, in tandem with conducting weekly construction site observation visits, shall attend weekly construction progress meetings one day per week for the duration of the anticipated construction schedule, excluding time related to project closeout and punch list work (total of 40 weeks).

##### Submittal and shop drawing processing

- Review and monitor Contractor's submittal schedule
- Create and maintain log of submittals and shop drawings
- Review and process submittals, samples, and shop drawings required by construction documents, including:
  - Buy American – Review Contractor's submitted compliance data (1 review)
  - DBE participation – Review Contractor's submitted participation level (1 review)



- Distribute reviewed submittals per project protocols

#### Requests for Information

- Create and maintain log of Contractor's requests for information (RFIs)
- Review, research, and respond to Contractor's RFIs (based upon project scope, size, and unique complexity of the project type, 50 RFIs would be a reasonable estimate of RFI submittals to process)
- Generate supplemental design detailing/sketches or product information as required to clarify responses to Contractor RFIs

#### Pay Application review

- Review Contractor's schedule of values and waivers of lien
- Review Contractor's certified wage reports for compliance with mandated rates
- Review Contractor's monthly draft pay applications and discuss perceived discrepancies in percent of work claimed complete versus most recent site observations (up to two(2) drafts per monthly pay application will be reviewed without exceeding the limit of this service)
- Review and process Contractor's monthly finalized pay application with recommendation to T-O Engineers

#### Construction Site Observation

- Review Contractor's periodic progress reports to identify areas of work activity to observe on site
- Review Contractor's schedule updates to identify and notify Owner of deviations from previously approved construction schedule
- Conduct weekly construction site observation visits. The basis of fee is 6-8 man-hours per person per site visit and will include any time spent at Construction progress meetings. The extent of the site observation of work by the Construction Administrator is based on site observation visits one day per week for the duration of the anticipated construction work schedule stated above, exclusive of project walk-throughs to generate pre-final punch lists. Site observation visits shall coincide with dates for scheduled weekly construction progress meetings. See On-Site Construction Progress Meetings above for description of Consultant's individual team site observation visits.
- Prepare and distribute to Owner and Contractor site observation report following each site observation visit. Report identifies recent construction progress, deviations from contract documents and deficiencies, if any, in installed work.
- Establish dates of Substantial Completion and Final Completion
- Upon Notice of Substantial Completion, Consultant will conduct pre-final construction walk-through of the entire project's interior space and exterior project site in order to generate the pre-final punch list. The basis of fee is 6-8 man-hours per person per site visit. Prepare and distribute to Owner and Contractor pre-final punch list identifying construction items that are incomplete, deficient, and/or deviate from the contract documents
- Upon notice from Contractor of Final Completion, with all pre-punch list items having been addressed, Consultant will conduct final construction walk-through of the entire project's interior space and exterior project site in order to generate the final punch list. The basis of fee is 6-8 man-hours per person per site visit.



- Provide, with the assistance of a qualified subconsultant, special testing and inspections for construction.

#### Document changes in Scope of Work

- Issue requests for proposals (RFP) for potential changes in work
- Review change proposals and make recommendations to Owner
- Prepare Construction Change Directives (CCD) to establish final approved scope of changes
- Prepare Change Orders (CO) to incorporate changes into the contract
- Maintain log of RFP's, CCD's and CO's
- Compile and submit project close-out documents including:
  - e-Record drawings inclusive of all changes to the original scope of work as shown and/or described in addenda, approved change orders, and contractor as-built drawings. Record drawings to be provided electronically in PDF files and 1 full-size hard-copy set of drawings.
- e-Operating and Maintenance Manuals provided by contractor
- e-Material and equipment warranties provided by contractor
- e-Final Waivers of lien
- Portions of the FAA Construction Project Closeout report for efforts related to the facility.

### **Task 9 Additional Services**

This task includes "additional services" not directly related to the design and bidding of the project. These services include the following:

#### **General Tasks**

- Grant administration, to include assistance to Airport Staff with reimbursement requests and reporting, as necessary. The grant application relative to this project will be submitted under a separate Work Order agreement.
- Assist the Owner with Disadvantaged Business Enterprise (DBE) reporting. Development of DBE goals are not necessary for this project, as the airport completed three-year goals in 2013. DBE services to be provided shall include annual reporting for FY 2014 only.
- Utility Coordination: Coordinate with Idaho Power, CenturyLink, Intermountain Gas and City of Hailey regarding utility relocations and additional services installations that may be required to accommodate the modifications to the terminal.
- Prepare a Storm Water Pollution Prevention Plan (SWPPP) for the project and assist the Owner with preparation of a Notice of Intent to be filed before construction. The Contractor will be responsible to file a separate Notice of Intent and implement the SWPPP.
- Prepare and submit an FAA Form 7460-1 for the project, to reflect the proposed building addition(s).

### **RESPONSIBILITIES OF OWNER**

Consultant's Scope of Services and Compensation are based on the Owner performing or providing the following:

- A designated representative with complete authority to transmit instructions and information, receive information, interpret policy, and define decisions



- Access to the project site
- Available data, drawings, and information related to the project including as-built drawings of the existing facility
- Owner's building equipment list (IT, security, phone systems, copiers, etc.)
- Review of draft plans and specifications within two weeks of receipt
- Protection of Consultant-supplied digital information or data, if any, from contamination, misuse, or changes

## WORK NOT INCLUDED IN THE SCOPE OF SERVICES

The following items are excluded from this agreement and will be provided by the Owner or provided by the Consultant as an Additional Service only as authorized by the Owner:

- Site survey (previously completed)
- Geotechnical investigation (previously completed)
- Landscape design, beyond basic exterior plantings to meet City of Hailey requirements. Plantings/design will be a non-federal component of the project.
- Fire protection reservoir design and engineering
- Environmental assessments (previously completed)
- Hazardous materials investigation or mitigation efforts. If hazardous materials are found in the work, the Owner shall contract separately to mitigate and/or have them removed
- Planning and Building Department review meetings beyond those indicated in scope of services
- Inventory of Owner's existing furniture, fixtures and equipment
- Preparation of updates to ALP
- Fees related to Building permits
- Supplemental information documents for unknown existing conditions, field changes, Owner design changes
- Custom furniture and fixtures
- ~~Construction Administration and Construction Observation services~~
- Planning and design of airline, TSA and rental car/concessions spaces beyond thirty percent (30%) (Schematic design). These will be provided under separate scope, should Owner wish to proceed.
- Baggage handling systems and CBIS planning and design. These will be provided under separate scope should Owner wish to proceed.

Additional Meetings - Meetings in addition to those indicated within the basic scope of services will be provided on an as-needed basis as authorized by the Owner and will be provided at actual cost per the fee spreadsheet.

RSA Improvements - Project 3  
Terminal Reconfiguration  
February 5, 2014

Friedman Memorial Airport  
Work Order #14-03  
Fee Worksheet

FIRM	LABOR CLASSIFICATION	BILLING RATE	T-O ENGINEERS										MEAD & HUNT										SUB-CONSULTANT	TASK TOTAL
			P	PM	PE	EI	EL	CL	Total Hours	P	PM	PA	A	CE	SE	ME	PE	EE	SS	CM	CT	CL		
			\$165	\$120	\$80	\$50	\$182	\$158	\$158	\$94	\$162	\$127	\$138	\$141	\$138	\$141	\$138	\$141	\$178	\$104	\$76			
<b>TASK 1 - PROJECT MANAGEMENT</b>																								
	Project Administration & Coordination		40			10	50												20			20		
	Communicate Progress & Issues with Owner		20				20	8											20			28		
	Coordinate Team's Activities		20				20	8											20			28		
	Coordinate Design with Owner		30				30	8											20			28		
	Provide Oversight & Quality Control		20				20	8											20			28		
	Check Documents		4				4	8											20			28		
	Organize Project Information		4			8	12	8											20			28		
	Administer Invoices		9			18	27	8											40			48		
	Manage Project Budget		9			9	9	8											40			48		
	Coordinate with Master Planning/Related Efforts		4			4	4	8											40			48		
	<b>Subtotal, Task 1</b>		160	0	0	36	195	0	72	0	0	0	0	0	0	0	0	140	0	0	212			
																						\$0		
<b>TASK 2 - PROGRAMMING</b>																								
	Review and Confirm Peak Hour Enplanements						0	8														8		
	Facility Program Development & 5-Year Growth						0	16														16		
	Evaluate Design of Preferred Option		2				2	4	8													12		
	Quality & Image Goals						0	2														4		
	Photograph Existing Building Conditions						0	0														0		
	FF&E Requirements						0	0														0		
	Building Utility System Design & Energy Goals						0	1	32										16			15		
	Project Budget & Scope of Work						0	32											8			64		
	Design Phase Project Schedule		2				2	24											8			32		
	Initial Regulatory Requirements Review						0	2														2		
	Coordinate with Government Reg. Agencies						0	2														2		
	Site Reconnaissance of Existing Building		4				4	24											20			208		
	FAA Funding & Leasing Eligibility Calculations						0	2														2		
	FAA Eligibility Plan & Prelim. Probable Cost Est.						0	2														2		
	Meeting Minute Documentation: Site/Meetings						0	8														8		
	<b>Subtotal, Task 2</b>		8	0	0	0	8	124	38	28	20	36	34	34	24	24	24	44	0	0	8	430		
																						\$0		
<b>TASK 3 - SCHEMATIC DESIGN</b>																								
	Validate Pre-Design Phase Building Program						0	1	5	2	16	2	2	2	2	2	2	2	4	4	4	30		
	Review Site Survey for Design Coordination						0	1	2	2	4	2	2	2	2	2	2	2	4	4	4	28		
	Preliminary Review of Regulatory Requirements						0	2	8	8	8	2	2	2	2	2	2	2	4	4	4	22		
	Complete FAA Shadow Study Analysis						0	2	2	2	4	4	4	4	4	4	4	4	12	12	12	20		
	Preliminary plans, elevations & 3-D Drawings						0	2	4	16	40	16	16	16	16	16	16	16	24	24	24	86		
	Preliminary Site Plan, Utility Design & Parking		4	16	24		44	2	4	6	6	6	6	6	6	6	6	6	2	2	2	62		
	Presentation Site, Floor Plans & Elevations		2	8	12		22	2	4	8	16	16	16	16	16	16	16	16	8	8	8	54		
	City of Halley Design Review Submittal		4				4	4	4	4	4	4	4	4	4	4	4	4	8	8	8	52		
	Coordinate Airport Program with Bldg Design						0	4	4	4	4	4	4	4	4	4	4	4	16	16	16	40		
	Review Geotech Report-Design Structure						0	1	2	2	2	2	2	2	2	2	2	2	2	2	2	31		
	Develop Preliminary Structural Plans						0	0	2	2	4	10	10	10	10	10	10	10	28	28	28	83		
	Select Primary Interior & Exterior Finishes						0	2	2	4	4	4	4	4	4	4	4	4	16	16	16	30		
	Develop Layout Plans with Typical FF&E						0	0	2	2	4	10	10	10	10	10	10	10	44	44	44	84		
	Schematic Development of MEP/FACTSS						0	0	2	2	4	4	4	4	4	4	4	4	4	4	4	32		
	Schematic Building Utility Systems Layout						0	0	2	2	4	4	4	4	4	4	4	4	4	4	4	36		
	Preliminary Selection of Major Equipment						0	0	2	2	4	4	4	4	4	4	4	4	4	4	4	28		
	Preliminary Layouts for Equipment Rooms						0	0	2	2	4	4	4	4	4	4	4	4	4	4	4	28		
	Inventory/Coordinate Equipment with Design						0	0	1	4	4	4	4	4	4	4	4	4	4	4	4	7		
	Preliminary Code Review of Exterior Ret's						0	0	2	8	8	8	8	8	8	8	8	8	8	8	8	22		
	Prepare Outline Specifications						0	0	2	8	8	8	8	8	8	8	8	8	8	8	8	42		
	Develop Preliminary Construction Cost Estimate						0	0	2	8	8	8	8	8	8	8	8	8	8	8	8	34		
	Prepare Meeting Minutes of Site/Team Meetings						0	0	2	8	8	8	8	8	8	8	8	8	8	8	8	34		
	<b>Subtotal, Task 3</b>		10	24	36	0	70	8	41	100	162	20	92	72	44	62	24	10	219	16	16	870		
																						\$34,500		
<b>TASK 4 - DESIGN DEVELOPMENT</b>																								
	Validate Pre-Design Phase Building Program						0	1	5	2	16	2	2	2	2	2	2	2	4	4	4	30		
	Review Site Survey for Design Coordination						0	1	2	2	4	2	2	2	2	2	2	2	4	4	4	28		
	Preliminary Review of Regulatory Requirements						0	2	8	8	8	2	2	2	2	2	2	2	4	4	4	22		
	Complete FAA Shadow Study Analysis						0	2	2	2	4	4	4	4	4	4	4	4	12	12	12	20		
	Preliminary plans, elevations & 3-D Drawings						0	2	4	16	40	16	16	16	16	16	16	16	24	24	24	86		
	Preliminary Site Plan, Utility Design & Parking		4	16	24		44	2	4	6	6	6	6	6	6	6	6	6	2	2	2	62		
	Presentation Site, Floor Plans & Elevations		2	8	12		22	2	4	8	16	16	16	16	16	16	16	16	8	8	8	54		
	City of Halley Design Review Submittal		4				4	4	4	4	4	4	4	4	4	4	4	4	8	8	8	52		
	Coordinate Airport Program with Bldg Design						0	4	4	4	4	4	4	4	4	4	4	4	16	16	16	40		
	Review Geotech Report-Design Structure						0	1	2	2	2	2	2	2	2	2	2	2	2	2	2	31		
	Develop Preliminary Structural Plans						0	0	2	2	4	10	10	10	10	10	10	10	28	28	28	83		
	Select Primary Interior & Exterior Finishes						0	2	2	4	4	4	4	4	4	4	4	4	16	16	16	30		
	Develop Layout Plans with Typical FF&E						0	0	2	2	4	10	10	10	10	10	10	10	44	44	44	84		
	Schematic Development of MEP/FACTSS						0	0	2	2	4	4	4	4	4	4	4	4	4	4	4	32		
	Schematic Building Utility Systems Layout						0	0	2	2	4	4	4	4	4	4	4	4	4	4	4	36		
	Preliminary Selection of Major Equipment						0	0	2	2	4	4	4	4	4	4	4	4	4	4	4	28		
	Preliminary Layouts for Equipment Rooms						0	0	2	2	4	4	4	4	4	4	4	4	4	4	4	28		
	Inventory/Coordinate Equipment with Design						0	0	1	4	4	4	4	4	4	4	4	4	4	4	4	7		
	Preliminary Code Review of Exterior Ret's						0	0	2	8	8	8	8	8	8	8	8	8	8	8	8	22		
	Prepare Outline Specifications						0	0	2	8	8	8	8	8	8	8	8	8	8	8	8	42		
	Develop Preliminary Construction Cost Estimate						0	0	2	8	8	8	8	8	8	8	8	8	8	8	8	34		
	Prepare Meeting Minutes of Site/Team Meetings						0	0	2	8	8	8	8	8	8	8	8	8	8	8	8	34		
	<b>Subtotal, Task 4</b>		10	24	36	0	70	8	41	100	162	20	92	72	44	62	24	10	219	16	16	870		
																						\$149,648		
<b>TASK 5 - DESIGN DEVELOPMENT</b>																								
	Validate Pre-Design Phase Building Program						0	1	5	2	16	2	2	2	2	2	2	2	4	4	4	30		
	Review Site Survey for Design Coordination						0	1	2	2	4	2	2	2	2	2	2	2	4	4	4	28		
	Preliminary Review of Regulatory Requirements						0	2	8	8	8	2	2	2	2	2	2	2	4	4	4	22		
	Complete FAA Shadow Study Analysis						0	2	2	2	4	4	4	4	4	4	4	4	12	12	12	20		
	Preliminary plans, elevations & 3-D Drawings						0	2	4	16	40	16	16	16	16	16	16	16	24	24	24	86		
	Preliminary Site Plan, Utility Design & Parking		4	16	24		44	2	4	6	6	6	6	6	6	6	6	6	2	2	2	62		
	Presentation Site, Floor Plans & Elevations		2	8	12		22	2	4	8	16	16	16	16	16									

Fee Worksheet

February 5, 2014

FIRM	LABOR CLASSIFICATION	BILLING RATE	T-O ENGINEERS										MEAD & HUNT										SUB-CONSULTANT	TASK TOTAL
			P	PM	EI	CL	Total Hours	P	PM	PA	A	CE	SE	ME	PE	EE	SS	CM	CT	CL	Total Hours			
			\$165	\$120	\$80	\$50		\$182	\$158	\$158	\$54	\$162	\$127	\$138	\$141	\$178	\$104	\$76						
	Advanced Building Code Review						0		2	8	8									18				
	Complete Architectural Design						0	4	8	64	24						240			340		\$38,320		
	Complete Civil Site Design		4	16	40		60		1	4		24				6	48			83	\$2,000	\$18,518		
	Finalize Project Phasing		2				2		2	8	4					2	16			32		\$4,306		
	Determine Extent of Demolition						0		4	4	2				4	4	2			32		\$3,876		
	Advanced Construction Phasing & LSS						0		2	8	2	24			2	40			94		\$12,392			
	Complete Structural Design						0		2	2	2		112			155			289		\$30,860			
	Complete FF&E Package						0		1	4	4								8	\$5,000	\$6,008			
	Complete MEP/FACTSS Design						0		1	4	4								8		\$75,962			
	Prepare DD presentation site, floor plans, elev's						0	2	1	4	24					20	32			83		\$10,298		
	Develop Draft Specifications		4				4		1	12									16		\$11,406			
	Develop Preliminary FAA Engineers Report		2	8			10		1	4		8				2			11		\$3,100			
	Update Probable Construction Cost Estimate		2		4		6		2	8									40	\$15,000	\$21,172			
	Update Eligibility Calculations & FAA Review		2				2		1	4	4								9		\$1,496			
	Prepare Meeting Minutes of Site/Team Meetings						0		2	8	8								36		\$4,972			
	<b>Subtotal, Task 4</b>		10	30	44	0	84	6	24	140	72	56	136	122	96	32	959	24	1791	\$22,000	\$245,818			
	<b>TASK 5 - CONSTRUCTION DOCUMENTS</b>																							
	Finalize Construction Documents All Disciplines		6	12	24		42		8	100	24		162	62	50	46	4	1100	1600		\$187,514			
	Finalize Specifications w/ Trades & Division 1		1	8			9		4	40			4	16	8	8	24	12	24	140		\$19,481		
	Update Probable Construction Cost Estimate		4		4		6		2	2			4	4	4	8	4		30		\$4,800			
	Submit 90% Complete Const. Docs to Owner						4		2	2									4		\$2,012			
	Prepare Meeting Minutes of Site/Team Meetings						0		2	6									20		\$2,992			
	Submit 100% Documents, Specs, Cost to Owner		1				1		2	2									4		\$1,517			
	Submit Plans/Specs for Gov. Agency Review		4	8			20			2		8				2			16		\$4,404			
	Develop Final FAA Engineers Report		2	4			4		2	2									2		\$1,326			
	Plan Distribution						10		4	10									2					
	<b>Subtotal, Task 5</b>		18	34	28	12	92	0	20	160	24	8	170	86	66	72	6	1128	32	\$0	\$224,718			





**Tasks 1-7, Lump Sum**

1. Personnel Costs - T-O Engineers

Classification	Title	Hours	Rate/Hour	Cost
P	Principal	216	\$165.00	\$35,640.00
PM	Project Manager	98	\$120.00	\$11,760.00
EI	Engineering Intern	120	\$80.00	\$9,600.00
CL	Clerical/Administrative	48	\$50.00	\$2,400.00
<b>Totals</b>		<b>482</b>		<b>\$59,400.00</b>

2. Personnel Costs - Mead & Hunt

Classification	Title	Hours	Rate/Hour	Cost
P	Principal	26	\$182.00	\$4,732.00
PM	Project Manager	281	\$158.00	\$44,398.00
PA	Project Architect	522	\$158.00	\$82,476.00
A	Architect	286	\$94.00	\$26,884.00
CE	Civil Engineer	104	\$162.00	\$16,848.00
SE	Structural Engineer	454	\$127.00	\$57,658.00
ME	Mechanical Engineer	338	\$138.00	\$46,644.00
PE	Plumbing Engineer	252	\$141.00	\$35,532.00
EE	Electrical Engineer	217	\$138.00	\$29,946.00
SS	Special Systems	196	\$141.00	\$27,636.00
CM	Client Manager	232	\$178.00	\$41,296.00
CT	CADD Technician	2366	\$104.00	\$246,064.00
CL	Clerical/Administrative	80	\$76.00	\$6,080.00
<b>Totals</b>		<b>5354</b>		<b>\$666,194.00</b>

3. Subconsultants

Total Subconsultant Fees, Tasks 1-7		\$56,500.00
Mark-Up	0%	\$0.00
<b>Total</b>		<b>\$56,500.00</b>

4. Reimbursable Expenses

Description	Number	Unit Cost	Cost
Vehicle Travel (Lump Sum)	1	\$2,000.00	\$2,000.00
Per Diem	1	\$10,000.00	\$10,000.00
Air Travel (Lump Sum)	1	\$20,000.00	\$20,000.00
Fees (Lump Sum)	1	\$200.00	\$200.00
Document Reproduction (Lump Sum)	1	\$4,000.00	\$4,000.00
Postage, Shipping, Misc. (Lump Sum)	1	\$1,000.00	\$1,000.00
<b>Subtotal, Reimbursable Expenses</b>			<b>\$37,200.00</b>

**SUBTOTAL FEE, TASKS 1-7 (1+2+3+4) \$819,294**

Tasks 8-9, Time and Materials

5. Personnel Costs - T-O Engineers

Classification	Title	Hours	Rate/Hour	Cost
P	Principal	62	\$165.00	\$10,230.00
PM	Project Manager	94	\$120.00	\$11,280.00
EI	Engineering Intern	52	\$80.00	\$4,160.00
CL	Clerical/Administrative	8	\$50.00	\$400.00
<b>Totals</b>		<b>216</b>		<b>\$26,070.00</b>

6. Personnel Costs - Mead & Hunt

Classification	Title	Hours	Rate/Hour	Cost
P	Principal	4	\$182.00	\$728.00
PM	Project Manager	40	\$158.00	\$6,320.00
PA	Project Architect	592	\$158.00	\$93,536.00
A	Architect	268	\$94.00	\$25,192.00
CE	Civil Engineer	0	\$162.00	\$0.00
SE	Structural Engineer	197	\$127.00	\$25,019.00
ME	Mechanical Engineer	205	\$138.00	\$28,290.00
PE	Plumbing Engineer	104	\$141.00	\$14,664.00
EE	Electrical Engineer	223	\$138.00	\$30,774.00
SS	Special Systems	86	\$141.00	\$12,126.00
CM	Client Manager	82	\$178.00	\$14,596.00
CT	CADD Technician	136	\$104.00	\$14,144.00
CL	Clerical/Administrative	26	\$76.00	\$1,976.00
<b>Totals</b>		<b>1963</b>		<b>\$267,365.00</b>

7. Subconsultants

Total Subconsultant Fees, Tasks 8-9		\$115,000.00
Mark-Up	0%	\$0.00
<b>Total</b>		<b>\$115,000.00</b>

8. Reimbursable Expenses

Description	Number	Unit Cost	Cost
Vehicle Travel (Lump Sum)	1	\$2,000.00	\$2,000.00
Per Diem	1	\$5,750.00	\$5,750.00
Air Travel (Lump Sum)	1	\$23,000.00	\$23,000.00
Fees (Lump Sum)	0	\$0.00	\$0.00
Document Reproduction (Lump Sum)	1	\$1,000.00	\$1,000.00
Postage, Shipping, Misc. (Lump Sum)	1	\$500.00	\$500.00
<b>Subtotal, Reimbursable Expenses</b>			<b>\$32,250.00</b>

**SUBTOTAL FEE, TASKS 1-7 (1+2+3+4) \$440,685**

**TOTAL FEE, ALL TASKS (1+2+3+4+5+6+7+8) \$1,259,979**



# **WORK ORDER 14-04**

## **EXHIBIT A – Scope of Work**

### **Friedman Memorial Airport (SUN)**

#### **Hailey, Idaho**

#### **RSA Improvements – Project 4**

##### **Airport Operations Building**

This Scope of Work describes professional services to be provided in support of a project that will relocate the following functions at Friedman Memorial Airport (SUN): Airport Rescue Firefighting (ARFF) equipment storage, maintenance and training; Snow Removal Equipment (SRE) storage and maintenance; and Airport Administration. These functions are currently housed in two separate buildings but will be combined into one facility under this project. The existing facilities will be demolished under a separate project, after construction of the new facility.

#### **INTRODUCTION**

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

The airport does not meet current FAA design standards in several critical areas. Traffic by aircraft such as the Bombardier Q400, operated by Horizon Air, and several models of large GA aircraft (e.g., Gulfstream G-V and Bombardier Global Express) dictates that the Runway Design Code for the airport is C-III. Due to the geometry and spatial limitations of the existing site, the airport does not meet standards for many criteria, most critically the Runway Safety Area (RSA).

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

At the direction of the FAA, FMAA recently completed a Technical Analysis of available alternatives for improving the airport to meet standards where practical and to identify required Modifications of Standards, where standards cannot be met. This Analysis identified seven alternative airport configurations and the costs and possible environmental impacts associated with each. Upon review of the Analysis, the conclusion of the community and the FAA was that Alternative 6 would be pursued, with additional future planning to consider elements of Alternative 7 that are necessary to accommodate airport uses displaced by construction of Alternative 6. A graphic of Alternative 6 is attached.



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

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

In order to accomplish this, a large amount of construction must be done, including relocation and extension of the primary parallel taxiway on the west side of Runway 13/31 (Taxiway B), removal of a secondary parallel taxiway on the east side of the runway (Taxiway A), relocation of multiple hangars and various other improvements. One of the key improvements is relocating the ARFF, SRE and airport administration functions in order to accommodate the relocated south bypass taxiway.

All of the improvements identified in Alternative 6 must be completed prior to December 31, 2015. By Congressional mandate, all commercial service airports must have compliant Runway Safety Areas by that date. Following selection of the alternative, the Airport Authority proceeded with a Formulation Study to refine it and determine how the proposed projects would be completed. This study included analysis of options for the ARFF/SRE building and office and this analysis is available to assist with the design.

## PROJECT APPROACH

This project is completely driven by the need for Runway Safety Area improvements at the airport. In order to provide a compliant Runway Safety Area, Taxiway B must be relocated. In order to relocate Taxiway B, the south bypass taxiway must be relocated. In order to relocate this taxiway, the existing ARFF/SRE building and administration office must be removed. This project therefore includes construction of a new facility for these functions.

During the Formulation Study, more than 10 schemes for a new facility were explored. Of the schemes considered, one was selected as the preferred option, which constructs the new facility to the west of the existing buildings. This scheme is shown on the attached Site Study.

The proposed facility includes space for equipment storage and maintenance, a training room that will primarily be used for ARFF and SRE training and administrative office space. Extensive site grading will be necessary to construct the building in this location, due to site topography, but this configuration is deemed to best meet the needs for the facility without limiting future options for this area of the airport.

Design goals/parameters identified for this facility include the following:

- Design a single building on one level to take advantage of construction and building system efficiencies. Consideration will also be given to a second floor administration area, to improve visibility of the airfield and terminal area from the administrative offices.
- Orient the building to take advantage of solar exposure for the large equipment bay doors and adjacent aprons.
- Position the building on the existing site to minimize costs associated with engineered structural fill. A geotechnical soils investigation is pending.
- Provide reasonable maneuvering clearances adjacent to existing buildings for airport operations, ARFF apparatus, snow removal equipment, and other vehicles.
- Position the building to provide direct ARFF apparatus access to the runway areas.



- Retain as much area as possible for rental car storage and operations.
- Provide adequate circulation for fuel equipment operations.
- Position the structure to provide the administrative staff with as much visible access as possible to the runway and Terminal parking areas.
- Maintain existing Cold Storage building and open air canopy storage structure.
- Position the building to accommodate potential expansion of aircraft operation and parking to the south of the terminal.
- Provide public access and parking to the administration portions of the building.
- SRE storage and maintenance areas will not be designed to accommodate all equipment as authorized by FAA for this airport. If space for all of the equipment owned by the airport is programmed, adequate space is not available on the site for a building this large. Consideration of an additional facility will be given during the Airport's ongoing Master Plan process.
- Demolition of existing facilities is not included in this project. This will be completed under a separate effort.

The scope of this effort includes Architectural and Engineering Services for a proposed Airport Operations Building (AOB), including the following components:

- Airport administration staff and A.R.F.F./S.R.E. staff offices. The preliminary program includes office spaces for 7 to 8 administration and A.R.F.F./S.R.E. staff, reception area with enclosed entrance vestibule and small seating area, conference room, work/copier room, break room, airport badging operations area, restrooms, storage area, mechanical room, IT room, and other ancillary spaces.
- Aircraft Rescue and Fire Fighting (A.R.F.F.) facility. The preliminary program includes two (2) A.R.F.F. apparatus bays, locker, laundry, and break area, equipment storage, A.R.F.F. training room, and other ancillary spaces.
- Snow Removal Equipment (S.R.E.) facility. The preliminary program includes two (2) S.R.E. equipment bays, electrical room, mechanical room, work areas, storage areas, and other ancillary spaces. The program may include a mezzanine area.
- Equipment Maintenance area. The preliminary program includes two (2) equipment service bays, work stations, maintenance office, tool and parts storage rooms, restroom(s), and other ancillary spaces. The program may include a separated, fire rated space for welding operations. The program may include a mezzanine area.

## PROJECT SCHEDULE

From the date of Owner's notice to proceed, the design and construction document phases for the entire project will be completed as follows:

Programming	4 weeks
Schematic Design	4 weeks
Design Development	10 weeks
Construction Documents	12 weeks



Bidding and Award 6 weeks

The FAA and the Owner desire that the construction of the project is structured so that the existing facilities can be vacated by June 2015. Additional work on the project may take place after that point, but all work will be complete by December 31, 2015.

### **ANTICIPATED STAFFING**

T-O Engineers is the prime consultant for this project and will provide contract management, coordination and all other project management services. These services will primarily be provided by a Principal in the firm, in order to provide the experience and leadership necessary to complete the project on an aggressive schedule. T-O will also provide civil site design services.

All architectural elements of the project, including architectural, structural, mechanical, plumbing, electrical and security design will be completed by qualified architectural consultants. Ruscitto/Latham/Blanton will serve as the primary architectural consultant, with assistance from Mead & Hunt, who will provide assistance with certain elements of the project.

### **AVAILABLE INFORMATION:**

- Previous Airport Layout Plan (ALP) drawings, most recently updated by T-O Engineers in 2010.
- Drawings from previous terminal projects completed at the airport.
- 2012 Technical Analysis, prepared by T-O Engineers.
- Analysis completed under a separate Project Formulation effort, including an abbreviated update to the ALP to reflect the projects identified in Alternative 6.



## SCOPE OF SERVICES

The Consultant will be responsible for providing architectural and engineering design services for Civil, Structural, Architectural, Interior Design (to include standard furniture, fixtures and equipment (FF&E)), Mechanical, Electrical, Plumbing and Fire Protection, Fire alarm, Audio/visual, Cable television, Telecommunications, Sound/intercom and Security systems (MEP/FACTSS) as outlined in the following tasks.

### Task 1 Project Management

This task provides project administration and coordination throughout the course of this project and will involve communicating project progress and issues with the Owner, coordinating with the team's activities, coordinating the design with the Owner, providing oversight and quality control, checking documents, organizing project information, administering invoices, and managing the project budget. Coordination with ongoing Master Planning and related facility design efforts are also contemplated with this effort.

### Task 2 Schematic Design

The Consultant shall review the program and other information furnished by the Owner, and shall review the codes, regulations, and FAA Advisory Circulars applicable. Schematic Design will include the following:

#### General Tasks

- Facility program development and summary of individual space requirements. Consider five-year growth projections.~~Programming of space requirements.~~
- Photograph existing building and site conditions.
- Coordinate, conduct and document results of Owner/Board/Administration Staff meeting to establish and confirm the required program for the project.
- Conceptual site planning for the AOB and design coordination with a proposed Terminal Reconfiguration project, which will be completed concurrent with the AOB.
- Conceptual site planning.
- Conceptual building planning.
- Review of Geotechnical report prepared (by others)-review.
- Evaluation of preferred design concepts for development of schematic designs.
- ~~Owner/Board/Administration Staff meetings-~~
- Review of FAA Advisory Circulars related to ARFF and SRE facility design.~~review documents and required clarifications, and/or revisions.~~
- Review FAA funding qualifications for proposed building spaces with the Owner.
- FAA funding eligibility building map for FAA and Owner review and approval.
- Preliminary review of building codes and regulatory requirements.
- Schematic design (floor plans, sections, elevations).
- Owner meetings to review progress of schematic design drawings. Two (2) are anticipated.
- Meet with City of Hailey Community Development, Fire and Building Departments. Discussion to include both the AOB and the concurrent Terminal Reconfiguration projects.
- Design team consultant coordination meeting. One (1) is anticipated.
- Establish building system, energy efficiency, and sustainability design goals.
- Update and review budget and probable project costs.
- FMAA board meeting and presentation. Two (2) are anticipated.



- FMAA Task Committee meeting and presentation to review schematic designs. One (1) is anticipated.
- Design Review coordination meetings with design teams for both the AOB and Terminal Reconfiguration projects to develop a single review application package for both projects.
- Coordination of City of Hailey Design Review Application package. Package to include the AOB and Terminal projects. Terminal project and overall airport site plan drawings by others.
- Submittal of City of Hailey Design Review Application package.
- City of Hailey Design Review meeting and presentation.
- Three dimensional color rendering of AOB project as may be required for City of Hailey design review approval. One (1) is anticipated.
- Coordination of services (by others)
- ~~• Design team coordination meeting.~~
- ~~• Geotechnical report (by others) review.~~
- ~~• FMAA board meeting and presentation. Two (2) are anticipated.~~
- ~~• Meeting with City of Hailey Community Development, Fire, and Building Departments.~~
- ~~• City of Hailey Design Review application package.~~
- ~~• City of Hailey Design Review meeting and presentation.~~
- ~~• Identify and review with the Owner, portions of the work that by be eligible for FAA funding.~~

### **Task 3 Design Development**

Prepare Design Development Documents for the Owner's approval and illustrate and describe the development of the approved Schematic Design Documents. These documents shall consist of drawings and other documents to fix and describe the size and character of the Project as to architectural, structural, mechanical and electrical systems, and such other elements that may be appropriate. Design Development will include the following:

#### **General Tasks**

- Develop plans, sections, elevations, typical construction details, and diagrammatic layouts of building systems.
- Develop a site plan describing required site improvements outside of the building footprint.
- Develop outline specifications that identify major materials and systems and establish, in general, their quality levels.
- Final review of applicable codes requirements. Prepare a code summary document.
- Update and review budget and probable project costs.
- Assist the Owner to schedule and specify FF&E items.
- Update and coordinate anticipated schedule for design activity completion.
- Design team consultant coordination meeting. One (1) is anticipated.
- Meeting with Owner to review progress of design development drawings. One (1) is anticipated.
- Meeting with FAA representatives. One (1) meeting is anticipated.

### **Task 4 Construction Documents**

Assist the Owner in the development and preparation of construction documents. The Construction Documents Phase will include the following:



### **General Tasks**

- Development and preparation of public works bidding and procurement information that describes the time, place and conditions of bidding, including bidding or proposal forms.
- Development and preparation of the form of agreement between the Owner and Contractor.
- Development and preparation of the Conditions of the Contract for Construction (General, Supplementary and other Conditions).
- Compile a Project Manual that includes the Conditions of the Contract for Construction and Specifications and may include bidding requirements and sample forms.
- Illustrate and describe the further development of the approved Design Development Documents consisting of Drawings and Specifications setting forth in detail the quality levels of materials and systems and other requirements for the construction of the Work. These documents shall include:
  - Architectural and structural design
  - Mechanical HVAC and plumbing design
  - Electrical power, lighting and data/communication design
  - Fire protection design
  - Utility design
  - Site design
- Incorporate into the Construction Documents the design requirements of governmental authorities having jurisdiction over the Project.
- Update and review budget and probable project costs in adequate detail to be used to compare eligibility percentages after the project design is finalized.
- Submit 60% complete construction documents to Owner for review and approval. Incorporate Owner comments into documents.
- Submit 90% complete construction documents to Owner for review and approval. Incorporate Owner comments into documents.
- Deliver two (2) copies of the 100% complete plans, specifications, and probable project costs to the Owner.
- Coordination of City of Hailey building permit application package. Submit necessary copies of stamped plan/specifications to City of Hailey for building permit application review and approval.
- Review, document, and submit to the City of Hailey, if necessary, building permit application review comments.
- Assist the Owner to develop a final project report as may be necessary for FAA NWMR Regional review and guidance.
- ~~Develop opinion of probable construction cost for the project.~~
- Develop final FAA Engineers Report to meet FAA Northwest Mountain Regional guidance.

### **Task 5 Bidding**

Assist the Owner in the bidding of the project, including the following:

#### **General Tasks**

- Assist the Owner in distributing the Bidding Documents to prospective bidders.
- Assist the Owner to organize and conduct a pre-bid conference for prospective bidders. One (1) pre-bid conference is anticipated.
- Prepare responses to questions from prospective bidders and provide clarifications and interpretations of the Bidding Documents to all prospective bidders in the form of addenda.
- Assist the Owner to organize and conduct the opening of the bids, and subsequently documenting



and distribution the bidding results as directed by the Owner.

- Consider requests for substitutions, if the Bidding Documents permit substitutions, and prepare and distribute addenda identifying approved substitutions to all prospective bidders.

## Task 6 Construction

Advise and consult with the Owner during the Construction Phase. Consultant shall not have control over, charge of, or responsibility for the construction means, methods, techniques, sequences or procedures, or for safety precautions and programs in connection with the Work, nor shall the Consultant be responsible for the Contractor's failure to perform the Work in accordance with the requirements of the Contract documents. The Consultant shall visit the site at intervals appropriate to the stage of construction to become generally familiar with the progress and quality of the portion of the Work completed, and to determine, in general, if the Work observed is being performed in a manner indicating that the Work, when fully completed, will be in accordance with the Contract Documents. However, the Consultant shall not be required to make exhaustive or continuous on-site inspections to check the quality or quantity of the Work. On the basis of the site visits, the Consultant shall keep the Owner reasonably informed about the progress and quality of the portion of the Work complete. The Consultant has the authority to reject Work that does not conform to the Contract Documents. Whenever the Consultant considers it necessary or advisable, the Consultant shall have the authority to require inspection or testing of the Work in accordance with the provisions of the Contract Documents. Services provided during The Construction Phase will include the following:

### General Tasks

- Visit the site at intervals appropriate to the stage of construction to become generally familiar with the progress and quality of the portion of the Work completed.
- Attend weekly construction meetings onsite.
- Review and certify of the contractor's Certificates of Payment. Certification for payment shall constitute a representation to the Owner, based on the Consultant's evaluation of the Work and on the data comprising the Contractor's Application for Payment, that, to the best of the Architect's knowledge, information and belief, the Work has progressed to the point indicated and that the quality of the Work is in accordance with the Contract Documents.
- Maintain a record of Applications and Certificates for Payment.
- Review submittals and samples required by the Contract Documents.
- Maintain a record of submittals and copies of submittals supplied by the Contractor.
- Review and respond to requests for information (RFI's) about the Contract Documents.
- Conduct reviews and punchlists of the completed work to determine the date or dates of Substantial Completion and the date of final completion.
- Issue Certificates of Substantial Completion.
- Issue a final Certificate for Payment based upon a final inspection indicating the Work complies with the requirements of the Contract documents.
- Provide reports to the FMAA Board on the general progress of the project during construction.
- Coordinate and compile record drawings and Operations and Maintenance documents received from the building contractor for Owner's use.
- Provide, with the assistance of a qualified subconsultant, special inspection and testing as required during construction.



## Task 7 Additional Services

This task includes “additional services” not directly related to the design and bidding of the project. These services include the following:

### General Tasks

- Grant administration, to include assistance to Airport Staff with reimbursement requests and reporting, as necessary. The grant application relative to this project will be submitted under a separate agreement.
- Assist the Owner with Disadvantaged Business Enterprise (DBE) reporting. Development of DBE goals are not necessary for this project, as the airport completed three-year goals in 2013. DBE services to be provided shall include annual reporting for FY 2014 only.
- Utility Coordination: Coordinate with Idaho Power, CenturyLink, Intermountain Gas and City of Hailey regarding utility relocations and additional services that may be required to accommodate the modifications to the terminal.
- Prepare a Storm Water Pollution Prevention Plan (SWPPP) for the project and assist the Owner with preparation of a Notice of Intent to be filed before construction. The Contractor will be responsible to file a separate Notice of Intent and implement the SWPPP.
- Prepare and submit an FAA Form 7460-1 for the project, to reflect the proposed building.

## Responsibilities of Owner

Consultant's Scope of Services and Compensation are based on the Owner performing or providing the following:

- A designated representative with complete authority to transmit instructions and information, receive information, interpret policy, and define decisions
- Access to the project site
- Available data, drawings, and information related to the project including as-built drawings of the existing facility
- Owner's building equipment list (IT, security, phone systems, copiers, etc.)
- Review of draft plans and specifications within two weeks of receipt
- Protection of Consultant-supplied digital information or data, if any, from contamination, misuse, or changes

## Excluded Items

The following items are specifically excluded from this Scope of Work:

- Contractor pre-qualification services and meetings.
- Geotechnical engineering report services.
- Landscape design services, beyond basic planting to comply with City of Hailey requirements.
- Special inspections and testing.
- Special consultant services not normal to this type of project.
- Special site retaining and soils conditions and associated engineering specific to this site.
- Special structure engineering not normal to this type of project (i.e. piling design and engineering).



- Coordination of documents and associated environmental testing of existing structures for mitigation or removal of hazardous materials (i.e. asbestos).
- As-constructed record drawings.

Fee Worksheet

FIRM LABOR CLASSIFICATION BILLING RATE	T-O ENGINEERS										RLB					SUB-CONSULTANT	TASK TOTAL
	P \$165	PM \$120	EI \$80	CL \$50	Total Hours	AP \$150	SEP \$125	CEP \$150	PA \$125	A \$95	SE \$95	CE \$95	AI \$65	CL \$35	Total Hours		
<b>TASK 1 - PROJECT MANAGEMENT</b>																	
Project Administration & Coordination	40			10	50	6			10						16	\$9,250	
Communicate Progress & Issues with Owner	20				20	4			4						8	\$4,400	
Coordinate Team's Activities	20				20	4			4					6	14	\$4,610	
Coordinate Design with Owner	10				10	12			12						24	\$4,950	
Provide Oversight & Quality Control	20				20	4			4						8	\$4,400	
Check Documents	4				4	2			2						14	\$2,510	
Organize Project Information	4				4	2			2						30	\$2,700	
Administer Invoices	9				9	2			2						22	\$4,105	
Manage Project Budget	9				9	2			2						10	\$2,425	
Coordinate with Master Planning/Related Efforts	4				4	2			2						6	\$1,460	
<b>Subtotal, Task 1</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>176</b>	<b>40</b>	<b>2</b>	<b>2</b>	<b>62</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46</b>	<b>152</b>	<b>\$40,810</b>	
<b>TASK 2 - SCHEMATIC DESIGN</b>																	
Facility Program Development & 5-Year Growth					0	8			12	8					32	\$4,010	
Photograph Existing Building and Site					0				2	2					4	\$440	
Owner/Board/Admin Program Meeting(s)	4				4	8			8						16	\$2,960	
Design Coordination	8				8	2			4						10	\$2,670	
Conceptual Site Planning	4	12	20		36	4			4	12	4				52	\$3,700	
Conceptual Building Planning					0	4			4	4	4				16	\$5,140	
Review Geotech Report					0				2	2					2	\$250	
Evaluate Preferred Design Concepts					0	4			4	4					16	\$2,030	
Review FAA Design Circulars					0	1			4						5	\$650	
Review FAA Funding Qualifications with Owner	2				2	2			2						4	\$7,500	
FAA Funding Eligibility Building Map					0				2	4					14	\$1,150	
Preliminary Code Review					0	1			2	2					5	\$590	
Schematic Design					0	4			4	16	4				68	\$9,010	
Owner Meetings to Review Schematic Design	2				2	4			4		4				8	\$1,430	
Design Team Coordination Meeting	3				3	3			2						4	\$550	
Establish Design Goals	2				2	2			3	3					6	\$1,320	
Update and Review Costs/Budget		2	4		6				1	4					13	\$1,585	
FMAA Board Meetings and Presentation (2)	2				2	4			6						10	\$1,680	
Design Review Coordination Meetings	8				8	4			4						12	\$2,680	
City of Halley Design Review Package Coord.	4				4	4			4						8	\$1,760	
City of Halley Design Review Package Submittal					0	1			8	12					33	\$3,070	
City of Halley Design Review Mtg/Presentation					0	1			1	4					9	\$765	
3D Color Rendering					0	1			2	12					39	\$650	
Coordination of Services	12				12	4			4	4					8	\$3,100	
<b>Subtotal, Task 2</b>	<b>51</b>	<b>14</b>	<b>24</b>	<b>0</b>	<b>89</b>	<b>62</b>	<b>12</b>	<b>12</b>	<b>95</b>	<b>80</b>	<b>8</b>	<b>8</b>	<b>108</b>	<b>0</b>	<b>385</b>	<b>\$60,130</b>	
<b>TASK 3 - DESIGN DEVELOPMENT</b>																	
Develop Building Plans					0	8			6	8					260	\$50,650	
Develop Site Plan	4	24	60		88				0	100					0	\$8,340	
Develop Outline Specifications	2	8			10	1			1	16					55	\$5,450	
Final Code Review					0	2			4						6	\$900	

FIRM	LABOR CLASSIFICATION	BILLING RATE	T-O ENGINEERS			AP			SEP			CEP			PA			RLB			SUB-CONSULTANT			TASK TOTAL				
			P	PM	EI	CL	Total Hours	\$165	\$120	\$80	\$50	AP	\$150	\$125	\$150	CEP	\$150	PA	\$125	A	SE	\$95	CE		\$95	AI	\$65	CL
	Update and Review Costs/Budget		1	4	8					13	1					2	4	4	2	2	2	8					19	\$2,965
	Schedule and Specify FF&E Items									0	1					8	12					10					31	\$2,940
	Update and Coordinate Schedule		1							1						2											3	\$565
	Design Team Coordination Meeting		4							4	4					4											8	\$1,760
	Owner Progress Meeting		4							4	4					4											8	\$1,760
	FAA Meeting		4							4	4					4											8	\$1,760
	<b>Subtotal, Task 3</b>		20	36	68	0	124	26	7	9	68	112	102	102	286	20	732										732	\$76,995

TASK 4 - CONSTRUCTION DOCUMENTS	
Develop Procurement Information	
Develop Agreement	
General and Supplementary Conditions	
Project Manual	
Drawings and Specifications	
Architectural and Structural	
Mechanical HVAC and Plumbing	
Electrical	
Fire Protection	
Utilities	
Site Design	
Incorporate Governmental Design Requirements	
Update and Review Costs/Budget	
60% Document Submittal	
90% Document Submittal	
100% Documents	
Coordinate City of Halley Permit Package	
Respond To Permit Comments	
Final Report	
<b>Subtotal, Task 4</b>	

TASK 5 - BIDDING	
Distribute Bidding Documents	
Pre-Bid Conference	
Questions/Clearifications	
Bid Opening	
Substitutions/Addenda	
<b>Subtotal, Task 5</b>	
<b>SUBTOTAL, TASKS 1-5</b>	

TASK 6 - CONSTRUCTION	
Site Visits	
Weekly Meetings	
Certificates of Payment	
Record of Payment	
Submittal and Sample Review	
Record of Submittals	
<b>Subtotal, Task 6</b>	
<b>SUBTOTAL, TASKS 1-6</b>	



**Tasks 1-5, Lump Sum**

1. Personnel Costs - T-O Engineers

Classification	Title	Hours	Rate/Hour	Cost
P	Principal	237	\$165.00	\$39,105.00
PM	Project Manager	119	\$120.00	\$14,280.00
EI	Engineering Intern	192	\$80.00	\$15,360.00
CL	Clerical/Administrative	48	\$50.00	\$2,400.00
<b>Totals</b>		<b>596</b>		<b>\$71,145.00</b>

2. Personnel Costs - RLB

Classification	Title	Hours	Rate/Hour	Cost
AP	Architect, Principal	182	\$150.00	\$27,300.00
SEP	Structural Engineer, Principal	84	\$125.00	\$10,500.00
CEP	Consulting Engineer, Principal	105	\$150.00	\$15,750.00
PA	Project Architect	389	\$125.00	\$48,625.00
A	Architect	471	\$95.00	\$44,745.00
SE	Structural Engineer	321	\$95.00	\$30,495.00
CE	Consulting Engineer	341	\$95.00	\$32,395.00
AI	Architectural Intern	921	\$65.00	\$59,865.00
CL	Clerical/Administrative	194	\$35.00	\$6,790.00
<b>Totals</b>		<b>3008</b>		<b>\$276,465.00</b>

3. Subconsultants

Total Subconsultant Fees		\$63,500.00
Mark-Up	0%	\$0.00
<b>Total</b>		<b>\$63,500.00</b>

4. Reimbursable Expenses

Description	Number	Unit Cost	Cost
Vehicle Travel (Per Mile)	1,000	\$0.55	\$550.00
Per Diem	5	\$50.00	\$250.00
Air Travel (Per Trip)	0	\$0.00	\$0.00
Fees (Lump Sum)	1	\$200.00	\$200.00
Document Reproduction (Lump Sum)	1	\$2,000.00	\$2,000.00
Postage, Shipping, Misc. (Lump Sum)	1	\$500.00	\$500.00
<b>Subtotal, Reimbursable Expenses</b>			<b>\$3,500.00</b>

**SUBTOTAL FEE, TASKS 1-5 (1+2+3+4)**

**\$414,610**

**Tasks 6-7, Time and Materials**

5. Personnel Costs - Prime

Classification	Title	Hours	Rate/Hour	Cost
P	Principal	59	\$165.00	\$9,735.00
PM	Project Manager	66	\$120.00	\$7,920.00
EI	Engineering Intern	32	\$80.00	\$2,560.00
CL	Clerical/Administrative	8	\$50.00	\$400.00
<b>Totals</b>		<b>165</b>		<b>\$20,615.00</b>

6. Personnel Costs - Architect

Classification	Title	Hours	Rate/Hour	Cost
AP	Architect, Principal	90	\$150.00	\$13,500.00
SEP	Structural Engineer, Principal	46	\$125.00	\$5,750.00
CEP	Consulting Engineer, Principal	90	\$150.00	\$13,500.00
PA	Project Architect	180	\$125.00	\$22,500.00
A	Architect	90	\$95.00	\$8,550.00
SE	Structural Engineer	46	\$95.00	\$4,370.00
CE	Consulting Engineer	46	\$95.00	\$4,370.00
AI	Architectural Intern	90	\$65.00	\$5,850.00
CL	Clerical/Administrative	46	\$35.00	\$1,610.00
<b>Totals</b>		<b>724</b>		<b>\$80,000.00</b>

7. Subconsultants

Total Subconsultant Fees		\$40,000.00
Mark-Up	0%	\$0.00
<b>Total</b>		<b>\$40,000.00</b>

8. Reimbursable Expenses

Description	Number	Unit Cost	Cost
Vehicle Travel (Per Mile)	1,000	\$0.55	\$550.00
Per Diem	5	\$50.00	\$250.00
Air Travel (Per Trip)	0	\$0.00	\$0.00
Fees (Lump Sum)	1	\$200.00	\$200.00
Document Reproduction (Lump Sum)	1	\$1,000.00	\$1,000.00
Postage, Shipping, Misc. (Lump Sum)	1	\$200.00	\$200.00
<b>Subtotal, Reimbursable Expenses</b>			<b>\$2,200.00</b>

**SUBTOTAL FEE, TASKS 6-7 (5+6+7+8) \$122,200**

**TOTAL FEE, ALL TASKS (1+2+3+4+5+6+7+8) \$536,810**

## Exhibit A

### Master Plan Update Scope of Services

Friedman Memorial Airport  
Hailey, Idaho

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

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

#### Background Information

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

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

potential need to replace the Airport at an alternate site that poses fewer constraints. Previous planning studies that have evaluated issues at the current site, as well as the potential for relocating the airport, include:

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

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

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

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

Alternative 6 will be used as basis for airport development until the end of 2015 in order to resolve runway safety area issues.

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

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

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

### **Master Plan Areas of Emphasis**

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

- Identification of potential improvements related to SUN's instrument approach capabilities from available data.
- Provide guidance on requirements for future environmental studies required to implement improvement recommendations.
- Summarize previously prepared planning documents related to a replacement airport site and recommend the most feasible sites to "protect".

## Reference Documents

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

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

## Project Scope Elements

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

1. Study Design

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

## 1. Study Design

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

### 1.1 Scope of Services and Contract Documents

The effort for this task includes preparation of this scope of services for the master planning efforts. The deliverables for this element will be draft and final scope of services, project schedule, an agreed-upon project planning budget and an agreement for the proposed planning work. Specialty sub-consultants and their scope of work will be identified and included in the process. The scope of services, the schedule and the budget will all be detailed by study element. In addition, the budget will be identified using rates by role, labor hours by task, person-trips, reimbursable costs and specialty sub-consultant budgets. The effort includes one (1) meeting at the FAA's Helena ADO (attended by 1 Mead & Hunt employee).

These documents will form the basis of the agreement to provide professional services for this project. This task includes one (1) trip to Hailey to review scope with FMAA, with a contingency budget for one (1) additional scope review or "Master Planning 101" FMAA briefing to be held if necessary (see task 12.1).

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

## 2. Project Management, Coordination and Communication

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

### 2.1 Project Management

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

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

### 2.2 Sponsor Coordination

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

#### Airport Primary Point of Contact

Rick Baird, Airport Manager

#### Mead & Hunt Point of Contact

Mark McFarland, Project Manager

#### Mead & Hunt Point of Contact

Scott Cary, Program Manager

#### Mead & Hunt Point of Contact

Evan Barrett, Assistant Project Manager

Specific critical needs of this project will be identified for related consultant support. This scope of services anticipates 18 monthly meetings, 6 of which will be on site (held in conjunction with other meetings) and 12 via teleconference.

### **3. Public Information, Education, and Outreach**

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

#### **3.1 FMAA Board Meetings**

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

Mead & Hunt staff will conduct five (5) presentations at regular meetings of the FMAA board over the course of the project to provide briefings on project progress, and to promote interaction among the FMAA Commissioners, Staff, and Consultant team. These meetings will be scheduled to coincide with critical decision points in the process and be used to solicit information and responses from FMAA Commissioners and Staff regarding information presented by the Consultant team. This scope also includes a contingency budget for up to three (3) additional FMAA meetings, if necessary (see Task 12.2). Each FMAA meeting will be attended by at least one (1) Mead & Hunt staff.

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

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

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

#### **3.2 Public Information Meetings**

Two (2) Public Information Meetings will be held during the course of the master planning process. The purpose of these meetings is to inform interested citizens about progress on the Master Plan Update. The Consultant will be responsible for the preparation of all meeting materials, while the Sponsor will be responsible for securing a location for the meeting, along with publicity and meeting notifications. For budgeting purposes, it is assumed the Public Information Meetings can be scheduled to coincide with the FMAA board presentations described above. It is anticipated that Public Information Meetings will be held following the preparation of the following draft work products:

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

#### **4. Background Information / Inventory**

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

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

##### **4.1 Identification of Available Information**

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

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

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

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

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

#### **4.2 Update Base Mapping for Airport Layout Plan and Master Plan Report Graphics**

A complete Airports GIS survey effort was conducted in 2012 as part of project formulation for the Airport Alternatives Technical Analysis study completed in January 2013. This survey included collection of aerial photography imagery, planimetric/topographic mapping, and obstruction identification. This data is loaded to the FAA Airports GIS for use in multiple future projects; therefore, no aerial photography, mapping, or obstruction survey will be conducted for the Master Plan. The base mapping for the airport will be updated using the existing information, data and mapping provided by the Airport to the consultant.

#### **4.3 Facilities Inventory**

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

#### **4.4 Existing Land Use and Zoning Inventory**

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

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

#### **4.5 Airspace and NAVAIDS Inventory**

The Consultant team will identify and present how airspace utilization affects operations and is affected by operations at the Airport. This will provide an inventory and assessment of all procedures and the utilization of airspace that is potentially affected by, or affects, operational activity at the Airport.

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

#### **4.6 Environmental Conditions Inventory**

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

#### **4.7 Wind Data Collection and Analysis**

Wind data for use and analysis in the Facility Requirements element will be acquired from the National Oceanic and Atmospheric Administration (NOAA). The data will be formatted as specified by the FAA for use on the Airport Layout Plan and for runway orientation analysis.

#### **Deliverables**

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

### **5. Forecasts of Aviation Activity**

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

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

### **5.1 Collect and Evaluate Existing Aviation Activity Data**

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

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

### **5.2 Aviation Activity Evaluation and Projections**

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

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

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

- Passenger enplanements
- Aircraft operations
  - Commercial Service
  - General aviation (local/itinerant)
  - Military
- Based aircraft by type
  - Single-engine
  - Multi-engine
  - Turboprop
  - Turbojet
  - Rotor
- Aircraft fleet mix (based and operational)
- Air cargo volume
- Critical aircraft by Airport Reference Code (ARC)

Projections of aviation demand will be developed using standard forecasting methodologies, such as share of the market, regression analysis, time series analysis, and trend line analysis. Mead & Hunt will assess these forecasts with varying levels of certainty, analyzing the probability of a low, mid-level and high forecast scenario for total based aircraft, total aircraft operations, and total enplanements, and ultimately recommending a preferred forecast for each factor.

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

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

### **5.3 Forecasts Approval**

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

#### **Deliverable: Working Paper**

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

## **6. Demand/Capacity Analysis and Facility Requirements**

Within this task, current activity levels will be compared to the Airport's operational capacity, using established FAA criteria and the findings from previous work efforts (i.e. inventory and projections). Mead & Hunt will review the existing runway configuration to determine its capacity and limitations. The capacity of the Airport's existing aviation facilities will be compared to demand projections for the short-, intermediate-, and long-range planning periods (5-, 10-, and 20-years). Surpluses and deficiencies will be identified.

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

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

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

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

### **6.1 Airfield Capacity**

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

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

### **6.2 Landside Capacity**

Landside facilities at the Airport will also be analyzed in terms of their capacity and ability to accommodate current and projected demand. Using FAA guidelines, as well as consultant-developed factors, capacities of landside facilities such as general aviation hangars and apron space will be determined. To determine their adequacy, these capacities will be compared to current and projected demand identified during the inventory and forecast elements.

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

roadway system (including the terminal building/roadway system interface area and roadway signage).

### **6.3 Design Standard Review/Evaluation**

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

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

### **6.4 Facility Requirements – Airfield and Support Facilities**

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

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

Future requirements will provide the basis for evaluating alternative development actions that might be adopted to satisfy the need for improved facilities. The facility requirements analysis for the Airport will focus on a number of specific issues that are most important to the Airport's future growth and development, including issues associated with both commercial and general aviation activity. This assessment will take into account existing facilities that the Airport will lose due to the Modifications of Standards, including aircraft parking apron, hangars, air traffic control tower, and fuel facilities. The alternatives analysis will identify, review, and evaluate options for accommodating these activities in their existing location over the planning period. The objective

of the facility requirements analysis will be to ensure that each of the Airport's functional aviation areas has long-term flexibility and growth potential that will enable it to respond to changing demand scenarios. Facility requirements will generally be tied to the 5-, 10-, and 20-year demand projections developed as part of this study.

### **6.5 Demand Triggers for Replacement Airport**

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

#### **Deliverable: Working Paper**

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

## **7. Development Alternatives and Recommended Plans**

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

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

### **7.1 Goals Development**

Based on inventory findings, demand considerations, forecasts of aviation activity and input from airport staff and FAA; Mead & Hunt will assemble a series of goals that subscribe to the intent, direction and purpose of and for the existing Airport site. These goals will serve as a basis for the preparation of the Development Plan.

### **7.2 Prepare Airside Development Alternatives**

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

- The projected ultimate design aircraft;

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

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

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

### **7.3 ATCT Siting Analysis**

The recently approved Modification of Standards related to the Airport's runway object free area (ROFA) is conditioned on removal of the existing air traffic control tower (ATCT) located east of the runway, as it is currently within the ROFA. Therefore a future site for the ATCT will be identified by the Master Plan Update. Based on an analysis of United States Standards for Terminal Instrument Procedures (TERPS) criteria, FAR Part 77 criteria, sight distances and shadowing effects, and physical considerations such as infrastructure development, access, topography, and general location factors, and facility construction costs (using information obtained from FAA ANM-510 or other FAA sources), the Consultant shall prepare a location analysis for a new Airport Traffic Control Tower (ATCT). Potential sites shall be identified, based on the foregoing, with the opportunities and constraints of each site being presented. A final site shall be recommended that best meets the above criteria. This task includes initial coordination

(via telephone and/or email) with FAA regarding the siting analysis and recommended site; however, it does not include a meeting with FAA personal in any location other than Hailey.

#### **7.4 Landside Development Alternative Concepts, Including Terminal Area Considerations**

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

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

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

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

It should be noted that initial design and construction of near-term passenger terminal area improvements will occur simultaneously with the Master Plan Update. The purpose of these improvements is to allow the Airport to maintain service to the existing commercial fleet while also complying with conditions and restrictions imposed by the recently approved Modifications of Standards. Therefore, a primary purpose of this task is to identify an ultimate terminal area layout that is not only consistent with the near-term improvements currently underway, but that can also accommodate projected long-term changes in the commercial aircraft fleet and passenger enplanements. This task will result in identification of an ultimate concept for the layout of passenger terminal area for the existing Airport site, including space reservation for terminal building and support facilities.

### **7.5 Conceptual Development Plan, Improvement Recommendations and Phasing**

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

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

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

### **7.6 Preliminary Financial Feasibility Analysis (SUN)**

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

The preliminary feasibility analysis is intended to be used as an evaluation tool to determine if modifications need to be made to the preferred development alternative to reduce costs, or to modify the timing/phasing of certain capital program elements.

### **7.7 Siting Evaluation for Replacement Airport**

The primary goal of the Master Plan Update is to identify an ultimate development concept that will allow the Airport to maximize its safety, reliability, and utility within its existing footprint. However, in accordance with the Master Plan's "dual path" approach, this task will re-evaluate sites that have been identified as potential replacement sites once the Airport outgrows its current footprint. In an effort to allow sufficient time to appropriately plan and finance the replacement airport, "demand triggers" have been identified in previous tasks (see task 6.5), which also identifies the anticipated timing for the occurrence of the "demand triggers".

Using previously prepared planning documents; replacement airport sites will be identified and re-evaluated with a focus on technical considerations. Based on the results of this re-evaluation, the most favorable potential sites will be identified and the minimum acceptable criteria required for each site will be validated. The following efforts will be conducted as part of this task.

**Identify Sites to be Re-evaluated**

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

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

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

**Re-Evaluate Sites**

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

**7.8 Improvement Program for Replacement Airport**

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

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

**7.9 Preliminary Financial Feasibility Analysis – Replacement Site**

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

conducted using a lower level of refinement compared to the detailed analyses conducted in Task 9.

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

Although more than one replacement airport site may be identified as being favorable for potential future development only one “representative” site will be taken forward into the financial review.

**Deliverable: Working Paper**

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

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

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

The objectives of this element are to prepare an overview of environmentally sensitive features on and surrounding the Airport, and to identify the potential impacts upon those as part of the recommended development plan. In consideration of the programmed improvements identified for both the existing and relocated airport sites, potential environmental concerns will be identified, along with the likely extent and cost of environmental documentation which will be required before improvement programs can be implemented. The primary purpose of this element is to provide guidance on future environmental studies that will be required to implement improvement recommendations.

### **8.1 Environmental Review**

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

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

## **8.2 Environs Land Use Planning**

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

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

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

### **Deliverables**

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

## **9. Financial Implementation Analysis**

A detailed financial analysis will be prepared which will examine the fiscal feasibility of the proposed improvement program (for both the existing and the relocated airport sites). The financial implementation analysis will consider project costs, proposed timing (phasing) of improvements and funding sources. As a result of this analysis, the recommended phasing of projects will be refined to achieve fiscal goals of the FMAA.

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

### **9.1 Inventory of Financial Information**

The purpose of this task is to compile, present, and analyze all applicable financial information for the Airport. This task will include a comprehensive review of FMAA's financial structure to determine the composition of Airport management, relevant leases, and other operating issues that will affect future cash flow at the Airport. The budgeting process used by the Airport will be

examined and historical O&M expenses, operating revenue, and capital expenditures will be analyzed. The existing rates and charges schedule will also be examined, including airline and tenant lease terms and rates. The financial information inventory will be used as a basis for development of a comprehensive financial plan.

## **9.2 Financial Plan Development**

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

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

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

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

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

### **Deliverable: Working Paper**

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

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

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

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

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

- Title Sheet
- Airport Layout Drawing
- Airport Layout Data Summary (if required as a separate sheet)
- Airport Airspace Drawing – Plan View
- Airport Airspace Drawing – Profile View
- Runway 17/35 Inner Portion of Approach Surface Drawings
- Runway 8/26 Inner Portion of Approach Surface Drawings
- Runway departure surface drawings
- Terminal Area Plan (Individual Area Plans)
- Land Use Drawing
- Airport Property Map

### 10.1 Airport Layout Plan

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

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

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

### **10.2 On-Airport Individual Area Plans**

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

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

These drawings will include apron utilization information to provide a feasible plan for apron expansion and/or reconfiguration, and new taxiway/taxilane alignments. The information on these drawings shall be depicted at a scale not less than 1"=100', unless another scale is mutually agreed upon by the sponsor, the FAA, and Mead & Hunt.

### **10.3 Land Use Plan**

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

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

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

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

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

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

A height zoning analysis, per FAR Part 77, will be performed to determine existing obstructions and the potential for future obstructions. A map will be prepared showing the Part 77 surfaces, the existing structures, existing variances from the Part 77 criteria and areas of potential development that will not affect airspace utilization or present a hazard to aircraft.

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

#### **10.5 Property Map**

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

## 11. Documentation

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

### 11.1 Working Papers and Meeting Materials

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

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

### 11.2 Master Plan Report

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

Anticipated sections/chapters of the master plan report include:

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

### 11.3 Executive Summary

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

### 11.4 Airport Layout Plans

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

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

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

Preparation of these documents will be coordinated closely with the FAA-ADO, and Airport Management. Final documents will reflect appropriate responses to comments received on draft materials from all reviewing agencies. Deliverables will include and FAA-approved ALP.

## 12. Contingency for Additional Meetings

The scope element recognizes that there is a potential that the consultant team may be required to attend/conduct additional meetings in Hailey to enable the completion of the Master Plan Update in manner that meets the goals of the FMAA. Prior permission from Airport Staff/FMAA will be required to attend the additional meetings and to expend these contingency funds.

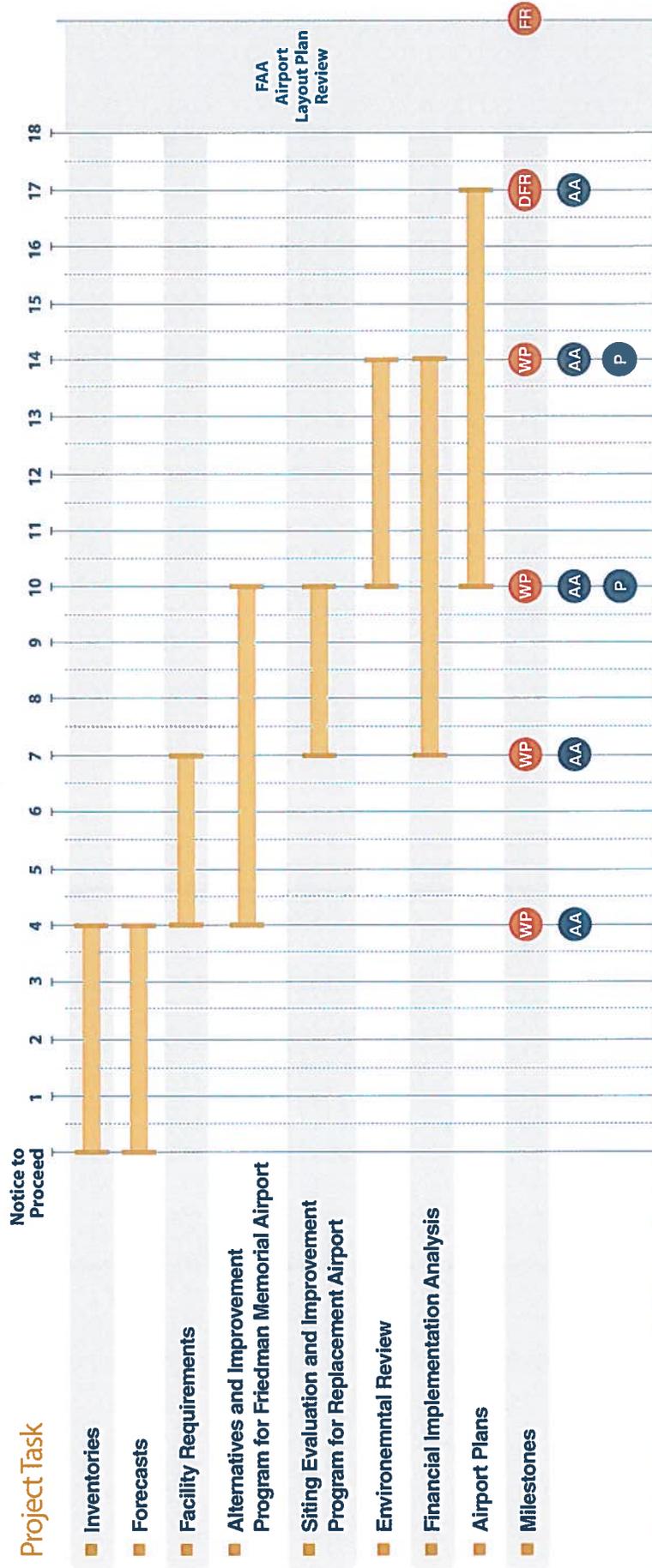
### 12.1 Additional Meeting to Finalize the Scope of Services

One additional meeting with the FMAA to finalize the scope of services may be required. If necessary, this meeting will be attended by one (1) Mead & Hunt employee.

### 12.2 Additional Meetings During the Planning Process

Up to three additional meetings during the planning process in Hailey with FMAA or others, are allocated in this task. If necessary and pre-approved, these meetings will be attended by a minimum of (1) Mead & Hunt employee.

**PRELIMINARY**  
Project  
Schedule



Time Frame

- AA Airport Authority
- P Public Information Meeting
- CC County Commission Meeting
- WP Working Papers
- DFR Draft Master Plan Final Report
- FR Master Plan Final Report



## FLY SUN VALLEY ALLIANCE BOARD MEETING MINUTES

Thursday, December 19, 2013 8:00am, Sun Valley Resort

**Board Members Present:** Eric Seder, Dick Fenton, Jack Sibbach, Tim Silva, Arlene Schieven, Peter Scheurmier, Rick Baird, Wally Huffman, Michelle Griffith, Patrick Buchanan, Lisa Horowitz Staff: Carol Waller.

**Board Members Absent:** Jacob Greenberg, Maurice Charlat, Martha Burke, Deb Fox,

**Special Guest:** Ketchum City Council President Baird Gourlay, SV councilmen-elect Peter Hendricks, Keith Saks

### TOPIC DISCUSSED:

#### Consent Items:

- **Nov Minutes:** Jack moved to approve, Wally seconded VOTE: All in favor
- **Nov FY13 YTD Financials & Payables:** Wally moved to approve, Jack seconded VOTE: All in favor
- **2014 Board & Officers Slate:** Wally moved to approve, Tim seconded VOTE: All in favor

### Reports:

#### Funding

- **FSVA City/County Updates:**  
Blaine County & City of Ketchum have approved FSVA FY14 contract for services, City of Sun Valley will consider Jan 9.
- **1% LOT Update:**
  - **Air Service Board:** Nina Jonas has been appointed as Ketchum rep; Larry Schoen as Blaine County rep, Fritz Haemmerle as Hailey rep; SV will appoint their rep on Jan 9.
  - **Air Service Board Job Description:** Carol was asked by Mayor Haemmerle to draft a Job Description for ASB members – draft has been provided to all city staff members, FSVA, SVMA, etc. as informational resource document. Includes a projected timeline, checklist for organization of Air Service Board. There have been several meetings with all key city staff to discuss how to best assist ASB with implementation.
  - **Projected 1% LOT timeline:** Carol shared draft FSVA timeline that has been prepared by Executive Committee, as well as annual air service development timeline.
- **1% LOT FY 14 Projections/Draft Budget:** Carol provided a projected revenue analysis based on FY13 actual collections. 1% LOT funds will be collected starting Jan 1 but will not start flowing to ASB via cities until at least March 1. FSVA executive committee worked on initial draft of potential FY14 budget for air service/marketing for March-Sept 2014 based on anticipated FY 1% revenues accrued Jan-Sept 2014. They have also met with SVMA executive committee to review/discuss. There was discussion about what the cities might do in terms of determining cost to collect the tax. Board agreed it should be based on incremental costs, in keeping with the intent of the JPA, to ensure as much funding as possible will go towards the actual approved uses of air service development and air service marketing.

#### Programs/Fundraising

- **Realtors for Air:** 15 offices have signed on as 100% offices with \$52,000 committed to date. Carol is discussing future opportunities for the program with SVBR.
- **2013.14 Air Support Business Ski Pass Program:** \$162K in passes sold, budget was \$140K, last year was \$137K
- **Ski for Air Service Day:** Date is set for Sunday, January 26, \$40 lift tickets will be sold by FSVA courtesy of Sun Valley Resort, as a fundraiser for FSVA. Carol has begun working on event organization, promotion to launch in early Jan.

#### Air Service Initiatives/Research/Promotions:

**United Airlines Inaugural Flight Celebration:** was held at FMA on Dec 12 – coordinated by Friedman Memorial Airport and Fly Sun Valley Alliance with assistance from Sun Valley Resort and SVMA. Great turnout to welcome 50+ passengers on the first inbound flight, plus water cascade, ribbon cutting, cake, champagne, music and welcome gift bags. United representatives said they were very impressed with our community's efforts and excitement about the new service. Carol toured UA reps around the north part of the valley during their visit and they were impressed and appreciative.

#### Booking Reports/Update:

- Winter booking update on LAX, SEA, SFO was presented/reviewed. Recent AS fare sale generated strong increase in bookings Jan-March. FSVA and FMA did joint campaign to promote the fare sale locally and in southern Idaho, SVMA and SVR promoted in SEA and LAX markets.

- **New UA Local Discount Program:** Carol launched this special program on Dec 11, and 50 people have requested/received discount codes this past week. It is a lot of additional work but one more way to encourage local people to fly SUN.
- **Winter Diversion Bussing update:** Small FSVA subcommittee met to discuss ways to enhance the diverted passenger experience. SkyWest station manager also attended. Carol followed up with SV Express with ideas –they cannot provide water/snacks for passengers diverted to TF because the busses sit outside. They will however try to provide water/snacks to inbound Boise diverted passengers, with FSVA picking up cost and Carol is working to arrange. SV Express also reported that they have new busses and vans, and purchased their competition in Boise, Interwest, recently. They are working on contract with Horizon/Alaska for bus diversions to/from Boise.

**\$550K USDOT SCASDP:** FSVA/FMA received proposal about 2014 new service and EC will be meeting to discuss early next week. Rick expects to see grant confirmation/materials soon as well.

**SUN Airport Update:** FMAA is working ahead on its airport improvement program, estimated at \$35M, which will primarily be paid by FAA. Phase I is being implemented, Phase II will begin in April/May, airport will need to be closed for this work. Rick said the FMA is also putting about \$100K into marketing and other air service development activities as a full partner in the collective community efforts to improve air service.

**Research:**

- Summer air passenger survey report was completed, presented to FMAA in Dec, distributed and is posted at [www.flysunvalleyalliance.com](http://www.flysunvalleyalliance.com). Winter survey has been shortened to 2 pages, Carol has to hire surveyor to start collection on Jan 1.
- **Air Service Marketing Update:** SVC and SVMA winter marketing is underway, SVMA will put more funds into SFO market to help stimulate flight bookings and Jack is working on several new promotions for winter season that will include discounted flight/lodging/lift packages, etc.

**Monthly Directors Report:** Provided for review.

**2013 YTD SUN Enplanements & Seat Occupancy Reports:** Provided for review

*Respectfully Submitted, Carol Waller, FSVA Director*

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## **FLY SUN VALLEY ALLIANCE BOARD MEETING MINUTES**

Tuesday, January 7, 2014 9:00am, Sun Valley Resort

**Board Members Present:** Eric Seder, Dick Fenton, Jack Sibbach, Arlene Schieven, Peter Scheurmier, Rick Baird, Wally Huffman, Lisa Horowitz Staff: Carol Waller.

**Board Members Absent:** Tim Silva, Jacob Greenberg, Maurice Charlat, Martha Burke, Deb Fox, Michelle Griffith, Patrick Buchanan

### **TOPIC DISCUSSED:**

#### **New FSVA Board Members**

- Walt Denekas, new FSVA Board member was welcomed to his first meeting
- Lisa Horowitz noted that Baird Gourlay had been appointed by Mayor Jonas to serve as the new Ketchum City Council liaison rep to FSVA, but that he was ill so she was filling in for him today.

#### **Proposal for new air service**

FSVA Board reviewed a negotiated contract proposal from an airline for new east coast connecting air service starting in 2014. USDOT Grant funds would be used for the air service contract with SVMA and SVR contributing \$250K in marketing support for the new service. An LOC will be required, Jack will confirm with SVC management to secure and provide.

Carol is working to with RRC Associates to compile visitor and 2<sup>nd</sup> homeowner geo data from previous air passenger surveys, skier surveys, summer Sun Valley Resort guest surveys and Blaine County non-resident property records. Web traffic data from [www.visitsunvalley.com](http://www.visitsunvalley.com) and [www.sunvalley.com](http://www.sunvalley.com) will also be included. This information will be used to identify 1-2 key eastern markets to target with marketing dollars for new service.

**VOTE:** Wally moved to approve moving ahead with final contracting. Jack seconded. All in favor.

*Respectfully Submitted, Carol Waller, FSVA Director*



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



**WOW!**

**SKI FOR AIR SERVICE DAY**

**JANUARY 26**

**\$40 Full Day Lift Ticket**

Advance Purchase January 15-25 ONLY at Participating Ski Shops

**& 50% OFF Rentals & Demos**

**50% OFF Select Lodging**

**Purchase Tickets at:**

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

- Board Bin • Formula Sports • PK's Ski & Sports
- Ski Tek • Sturtevant's-SV • Sturtos Hailey • Elevation Sports (Twin Falls)
- Newt & Harold's (Boise) • Idaho Mountain Trading (Idaho Falls)

The shops listed above are also offering 50% OFF Rentals & Demos on January 26.

**\*No \$40 tickets will be sold on January 26 – they must be purchased in advance.**

**3-5pm at River Run Lodge**

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

*Alaska Airlines*

(system-wide, including Hawaii and Mexico!)

\*Terms and conditions apply.

**Sun Valley Luxury Condo Rentals**  
Coldwell Banker Distinctive Properties &  
Wyndham Vacation Rentals



[www.flysunvalleyalliance.com](http://www.flysunvalleyalliance.com)



## Monthly Report December 2013

### 1. AIR SERVICE

#### AIR SERVICE RETENTION, IMPROVEMENT, DEVELOPMENT

- Monitored weekly booking reports for AS and UA winter flights; DL connectivity analysis, fare analysis, etc
- Worked with consultant on booking curve tracking, load factor/MRG analysis for winter flights
- Worked with consultant, others on analysis of east coast markets relative to USDOT grant for new connecting service
- Promoted new air service/ airfare deals via press release, social media, enews, local ads (*Alaska Fare Sale deal*)
- Participated in reviewing marketing opportunities with airline partners winter season; followed up as needed.
- Coordinated/ executed plans for UA Inaugural flight on Dec 12 and DL inaugural RJ flight on Jan 6 (*press release, invites, eblast, signage, ribbon-cutting, UA representative hosting, etc.*)
- Worked with UA to set up "United Locals Only Fare Discount" program, launched Dec 11, processed 50 to date (*Admin involves provision of unique discount pin #s for local passengers, tracking, email confirmations, etc*)
- Diversion bussing improvement efforts – met with airlines & FSVA subcommittee to discuss new ideas; pursued follow-up with SV Express and potential videographer, followed up with airlines, bus company on passenger complaints, misinformation, etc.
- Ongoing communication/work with airlines, M&H consultant, FMA , other partners; attended meetings with stakeholders
- Provided information via FSVA Enews and ongoing social media postings; updated website content as needed

### 2. FUNDING

#### REALTORS FOR AIR PROGRAM

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

#### BUSINESS SUPPORT SKI PASS PROGRAM

Results: **\$163,789 in passes sold. 17% higher than projected budget of \$140K; 19% higher than FY13 actual of \$137K.**

**SKI FOR AIR SERVICE DAY:** Began planning/implementation for Jan 26 event.

**1% LOT:** Met with city/county staff on Air Service Board creation, etc. Drafted proposed ASB Job Description at request of cities.

### ▪ BOARD/ADMIN BUSINESS

- Developed/compiled/distributed all materials for monthly Board Packets; prepared minutes from meeting(s) Prepared Monthly Report. Reviewed Financials, approved invoices/signed & processed checks, reviewed payables list, presented to Board for review/approval. Made deposits as needed.
- Prepared draft FY14 budget and FY15 projected budget, with 1% LOT additional income projections
- Prepared Board orientation materials for new board member Walt Denekas. Updated Board & officer list for 2014.

### 4. RESEARCH/OTHER

- Presented final 2012/13 SUN Air Passenger survey to FMAA board at their meeting, followed up with media/others.
- Finalized winter 2013.14 survey form and schedule, hired surveyor, began survey collection
- Continued work on compiling/tracking relevant comparative data and information of air service

#### FY14 KEY PERFORMANCE METRICS PROGRESS

- **RETAIN/EXPAND CURRENT AIR SERVICE:**
  - Retain contracted nonstop SEA,LAX, and new SFO flights; **DONE**
  - Expand seats by 10% (2,500) for SEA and LAX flights in 2014 calendar year, by extending flights in spring and fall. **DONE**
- **Total 2014 air service improvements YTD: 30% increase in seats 2014 vs 2013**
- **MINIMIZE AIR SERVICE CONTRACT COSTS:** Work with airlines & marketing partners to increase load factors & minimize air service costs
- **NEW AIR SERVICE:** Pursue at least one new non-stop market flight for 2014.15
- **RESEARCH:** Conduct 1000+ air passenger surveys at SUN; continue with competitive analysis, economic impact and air service ROI research.
- **FUNDRAISING:** Raise at least \$250K in private sector funding for air service contract expense by 9/30/14.
  - **Raised \$214,000 (cash and commitments) as of 12/30/13.**



**FLY SUN VALLEY ALLIANCE BOARD OF DIRECTORS MEETING**  
**Thursday, Jan 16, 2014 8:00am – 10:00am**  
**FRIEDMAN MEMORIAL AIRPORT**

**AGENDA:**

**Welcome to Baird Gourlay as new Ketchum City Council liaison**

**1. Consent Items:**

- Review/approval of December & Jan 7 Special Meeting Minutes (*attached*)
- Review/approval of December financials & payables (*attached*)
- 2014 Board meeting dates (all 3<sup>rd</sup> Thursdays except\*): Feb 20, **March 13\***, April 17, May 15, **June 12\***, July 17, Aug 21, Sept 18, Oct 16, Nov 20, Dec 18

**2. Program Reports:**  
**Funding**

- FY14 Budget update – City of SV approved FSVA FY14 contract on 1/9/2014
- 1% LOT/Air Service Board:
  - Air Service Board appointments: Ketchum/Nina Jonas, Sun Valley/Dewayne Briscoe, Hailey/Fritz Haemmerle, Blaine County/Larry Schoen
  - First ASB meeting: January 23, 2-4pm at Hailey City Hall
  - Projected FY14 1% LOT revenues & draft timeline (*attached*)
- Realtors for Air: **\$52,000 committed to date**, 100% offices=15
- Air Support Business Ski Pass program: **\$166,000 sold YTD! Budget was \$140K, last year was \$137K**
- Ski for Air Service Day: **Sunday, January 26, 2014** (*attached*) – Promotion is launched, sales underway  
 Need volunteers to help sell raffle tickets on 1/26 at Warm Springs and River Run

**3. Air Service Initiatives/Research/Promotion**

- **Successful Delta Inaugural RJ Flight on Jan 6!** KMVT news story on it ran 1/10/2013
- SCASDP Grant; new service update – Rick/Carol
- Winter YTD booking report summary for AS and UA flights (*attached*); recent AS fare sale (SEA & LAX) just concluded; FSVA/FMA did local marketing (print, email, social media) in WRV and Twin Falls; SVR/SVMA did external social media, email promo
- UA Local 10% Discount Fare Program – Carol (*56 requests processed to date*)
- Winter diversion bussing/flight issues/update – Carol
- Airport update – Rick
- Air Service Marketing update – Jack/Arlene
- Research – winter air passenger surveys underway
- Other

**Other attachments:**

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