

**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, July 11, 2023 at 5:30 p.m. at the **Old Blaine County Courthouse Meeting Room** Hailey, Idaho.

*This meeting is open to the public and attendees are able to attend in person or by web access. Web access instructions below:*

*Please join the meeting from your computer, tablet, or smartphone.*

<https://www.microsoft.com/en-us/microsoft-teams/join-a-meeting>

*Meeting ID: 241 310 773 002*

*Meeting Passcode: TSKRDd*

*You can also dial in using your phone.*

*United States: 1 (208) 996-1013*

*Dial In Conference ID: 436 433 38#*

*The proposed Agenda for the meeting is as follows:*

**AGENDA  
July 11, 2023**

- I. APPROVE AGENDA – ACTION ITEM**
- II. PUBLIC COMMENT (10 Minutes Allotted)**
- III. FRIEDMAN MEMORIAL AIRPORT AUTHORITY MEETING MINUTES OF:**
  - A. June 6, 2023 Regular Meeting – Motion to Approve – **Attachment #1 ACTION ITEM**
- IV. REPORTS**
  - A. Chair Report
  - B. Blaine County Report
  - C. City of Hailey Report
  - D. Fly Sun Valley Alliance Report
  - E. Airport Director’s Report
- V. AIRPORT STAFF BRIEF (5 Minutes Allotted)**
  - A. Noise Complaints in June
  - B. Profit & Loss, ATCT Traffic Operations Count and Enplanement Data – **Attachment #2 – #4**
  - C. Airport Commercial Flight Interruptions (unofficial)
  - D. Review Correspondence
- VI. ACTION ITEMS (a vote may occur but is not required to be taken)**
  - A. NEW BUSINESS
    - 1. None
  - B. CONTINUING BUSINESS
    - 1. None
- VII. UPDATES AND DISCUSSION**
  - A. NEW BUSINESS
    - 1. Second Review – Fiscal Year 2024 DRAFT Budget – Discussion – **Attachment #5**
  - B. CONTINUING BUSINESS
    - 1. Miscellaneous
      - i. Ranch Management – Update and Discussion
      - ii. Future Aeronautical Development – Update and Discussion – **Attachment #6**
    - 2. Construction and Capital Projects
      - i. None
    - 3. Airport Planning Projects
      - i. None
- VIII. PUBLIC COMMENT**
- IX. ADJOURNMENT**

FRIEDMAN MEMORIAL AIRPORT AUTHORITY MEETINGS ARE OPEN TO ALL INTERESTED PARTIES. SHOULD YOU DESIRE TO ATTEND A BOARD MEETING AND NEED A REASONABLE ACCOMMODATION TO DO SO, PLEASE CONTACT THE AIRPORT MANAGER’S OFFICE AT LEAST ONE WEEK IN ADVANCE BY CALLING 208-788-4956 OR WRITING TO 1616 AIRPORT CIRCLE, HAILEY, IDAHO 83333.

## FMAA Meeting Brief 07-11-23

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

A. June 6, 2023 Regular Meeting – Motion to Approve – **Attachment #1 ACTION ITEM**

### IV. REPORTS

A. Chair Report

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

B. Blaine County Report

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

C. City of Hailey Report

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

D. Fly Sun Valley Alliance Report

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

E. Airport Director's Report

This item is on the agenda to permit an Airport Director's report if appropriate.

### V. AIRPORT STAFF BRIEF – (5 Minutes Allotted)

A. Noise Complaints in June

LOCATION	DATE	TIME	AIRCRAFT TYPE	INCIDENT	ACTION/RESPONSE
Bellevue, ID	06/12/2023	12:30AM	LearJet	Resident emailed one of the Airport Ops Specialists "Nice very early morning wake-up call by the jet." No other context provided on the matter	No action requested by complainant.
Hailey, ID	6/29/2023	3:00PM	Small Corporate Jet	Resident called to comment that a medium-sized corporate jet took off low over Hailey. The aircraft was attempting to land on RWY 31 to the north per our voluntary noise abatement recommendations when it performed a "go-around" due to windshear.	Airport director called resident back to explain circumstances.

## FMAA Meeting Brief 07-11-23

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

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

**Attachment #3** is ATCT Traffic Operations Record comparison by month

**Attachment #4** is Enplanements, Deplanements and Seat Occupancy data

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

#### May 2023

Total Non-Federal Revenue	May, 2023	\$287,949
Total Non-Federal Revenue	May, 2022	\$466,610
Total Non-Federal Revenue	FY '23 thru May	\$5,549,104
Total Non-Federal Revenue	FY '22 thru May	\$5,097,325
Total Non-Federal Expenses	May, 2023	\$292,204
Total Non-Federal Expenses	May, 2022	\$297,323
Total Non-Federal Expenses	FY '23 thru May	\$3,291,339
Total Non-Federal Expenses	FY '22 thru May	\$2,502,933
Net Income excluding Federal Programs	FY '23 thru May	\$2,257,765
Net Income excluding Federal Programs	FY '22 thru May	\$2,594,391
Net Income to include Federal Programs	FY '23 thru May	\$551,563
Net Income to include Federal Programs	FY '22 thru May	-\$3,790,987

### C. Airport Commercial Inbound Flight Interruptions (unofficial):

AIRLINE	FLIGHT CANCELLATIONS	FLIGHT DIVERSIONS
	June 2023	June 2023
Alaska Airlines	0	0
Delta	0	0
United	0	0

### D. Review Correspondence

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

**A. NEW BUSINESS**

1. None

**B. CONTINUING BUSINESS**

1. None

**VII. DISCUSSION AND UPDATES**

**A. NEW BUSINESS**

1. Second Review – Fiscal Year 2024 DRAFT Budget – Discussion – **Attachment #5**

**Attachment #5** represents the second version of the DRAFT FY 2024 Budget. This DRAFT budget has been reviewed by the Finance Committee.

The Draft FY 2024 Budget is based on the most current assumptions and information available. We have seen growth since the pandemic, but things seem to be equalizing and returning to normal levels. A summary of the DRAFT budget focusing on changes made since the presentation at the June meeting will be presented by staff via PowerPoint at the meeting.

As a reminder, this is the second review of the DRAFT FY 2024 budget by the Board. The final public hearing and consideration of approval of the budget will be at the August meeting.

**B. CONTINUING BUSINESS**

1. Miscellaneous

- i. Ranch Management – Update and Discussion

Based on the Airport Board Chair's direction, staff has been researching potential goals and objectives for longer-term ranch management to begin in spring of 2024.

Staff will present initial goals and objectives for discussion with the Board as a basis for a draft RFP anticipated to be presented at the September meeting.

- ii. Future Aeronautical Development – Discussion – **Attachment #6**

A draft RFP for initial review by the full Board and public was introduced at the June meeting and is included as **Attachment #6**. No changes were made to the draft RFP since the last meeting.

This agenda item is for the Board to have additional discussion about the draft RFP as deemed appropriate and allow for any public comment.

## **FMAA Meeting Brief 07-11-23**

### **2. Construction and Capital Projects**

i. None

### **3. Airport Planning Projects**

i. None

## **VIII. PUBLIC COMMENT**

## **IX. ADJOURNMENT**

**MINUTES OF A REGULAR MEETING  
OF THE  
FRIEDMAN MEMORIAL AIRPORT AUTHORITY  
June 6, 2023  
5:30 P.M.**

**IN ATTENDANCE:**

**BOARD MEMBERS:**

Board Chair – Martha Burke, Vice Chair – Muffy Davis, Secretary – Angenie McCleary, Board Members - John Strauss, Sam Linnet, Jacob Greenberg, Lindsay Mollineaux, Treasurer – Ron Fairfax

**FRIEDMAN MEMORIAL AIRPORT STAFF:**

Airport Director – Chris Pomeroy, Deputy Director, Finance & Administration – Jenna Elliott, Deputy Director, Operations & Maintenance – Tim Burke, Security Manager – Steve Guthrie, Business Operations Coordinator – Becca Lynn, Administrative Coordinator II – Janice Hicks

**AIRPORT LEGAL COUNSEL:**

Lawson Laski Clark PLLC – Jim Laski, Kaplan Kirsch Rockwell – Peter Kirsch

**CALL TO ORDER:** The meeting was called to order at 5:30 p.m. by Board Chair Burke

**I. APPROVE AGENDA (0:48)**

A motion to approve the agenda as presented.

**MOTION:** *Made by Board Member Greenberg to approve the agenda as presented.  
Seconded by Vice Chair Davis.*

**PASSED UNANIMOUSLY**

**II. PUBLIC COMMENT (1:05)**

None

**III. APPROVE FMAA MEETING MINUTES (2:10)**

A. May 2, 2023, Regular Meeting – Motion to Approve – **Attachment #1 ACTION ITEM**

**MOTION:** *Made by Board Member Strauss to approve the minutes as presented.  
Seconded by Board Member Greenberg.*

**PASSED UNANIMOUSLY**

**IV. REPORTS (2:30)**

A. Chair Report

Board Chair Burke thanked the staff for all their winter efforts.

B. Blaine County Report

No report given.

C. City of Hailey Report

No report given.

D. Fly Sun Valley Report

(3:11)

On behalf of Carol Waller, Airport Director Pomeroy said United has expanded San Francisco in the shoulder season to 2 flights per day.

E. Airport Team Reports (see PowerPoint Presentation)

(3:35)

Airport Director Pomeroy reported April passenger enplanements were up 173% from May 2022. (Airport closure 4/18/22 – 5/17/22) Year-to-date enplanements were up 24% versus 2022.

Operations data for May were up 85% from May 2022. Overall operations were up 8% year-to-date from 2022.

As of 3:15pm today, Director Pomeroy, Airport Attorney Jim Laski and Airport Consultant Nathan Cavala met with county commissioners as it relates to airport zoning overlay efforts. The discussions were productive. There will be a few changes to the draft document, and it's then scheduled to go in front of the commissioners for another review on June 27<sup>th</sup>.

Deputy Director of Operations and Maintenance Burke stated the airport is holding the federally required emergency tabletop exercise on June 7<sup>th</sup>. The aviation camp is coming up the following week to help encourage students who are interested in aviation careers. On June 28/29/30<sup>th</sup> the annual FAA inspection will take place.

In preparation, the airport will be temporarily closed this week between 5 pm-9 pm for grading and smoothing of the dirt on the side of the runway in preparation for the inspection. This will not affect commercial airline schedules.

Deputy of Finance & Administration Elliott stated the airport and Ricondo had their 1<sup>st</sup> meeting with the airlines to renegotiate their lease agreements on 3/30. The second meeting was 5/8 and there is a 3<sup>rd</sup> meeting scheduled for 6/27. The final version will be in front of the Board in August.

The budget is underway for FY2024 which will be present in more detail later.

Security Manager Guthrie stated TSA completed the comprehensive 6-week audit which was a successful result for the airport. Teresa McGoffin, airport IT consultant, will be in Boise June 14/15<sup>th</sup> for an aviation cyber security conference. The tabletop that takes place on June 7<sup>th</sup> will also allow the security side of the operation to meet their requirements.

Airport Director Pomeroy stated that the next board meeting conflicts with the Independence holiday. He stated the options were July 5<sup>th</sup>, July 11<sup>th</sup> or July 18<sup>th</sup>. His preference would be for the July 11<sup>th</sup> date. The Board consensus was to hold it July 11<sup>th</sup>.

**V. AIRPORT STAFF BRIEF**

- A. Noise Complaints in April
- B. Profit & Loss, ATCT Traffic Operations Count and Enplanement Data (**See Attachment #2-#4**)
- C. Airport Commercial Flight Interruptions (unofficial)
- D. Review Correspondence - **Attachment #5**

**VI. ACTION ITEMS**

- A. NEW BUSINESS (14:55)
  - 1. None

B. CONTINUING BUSINESS

(14:58)

1. None

VII. DISCUSSION AND UPDATES

A. NEW BUSINESS

(15:00)

1. First Review – Fiscal Year 2024 DRAFT Budget – Discussion – **Attachment #6**

Deputy Director of Finance & Administration Elliott referred to and presented PowerPoint slides 15-28. **Attachment #6** represents the first version of the DRAFT FY 2024 Budget. This DRAFT budget has been coordinated with and reviewed by the Finance Committee and refined based on initial committee comments. Refer to PowerPoint for specifics.

The Draft FY 2024 Budget is based on the most current assumptions and information available. We have seen growth since the pandemic, but things seem to be equalizing and returning to normal levels.

As a reminder, this is the first review of the DRAFT FY 2024 budget by the Board. The Board will have another opportunity for review and comment at the July meeting, with the final public hearing and consideration of approval of the budget at the August meeting.

B. CONTINUING BUSINESS

1. Miscellaneous

(40:30)

- i. Ranch Management – Update and Discussion

As previously discussed, the purchase and sales agreement for the recent purchase of the Flying Hat Ranch included a term that provided the option for the former owner/agricultural lessee(s) to continue agricultural operations on the ranch via a lease through March 31, 2023, with an option to extend through March of 2024. The former landowner has advised airport staff and legal counsel they will not exercise the option to extend the agricultural lease for an additional season, thereby ending the lease arrangement for agricultural operations effective, March 31, 2023.

Assistance related to immediate ranch management responsibilities has been provided by the former ranch management team, with this assistance ending May 31, 2023. As of June 1, the airport assumes full management responsibility. As discussed at the last meeting, the current tenant grazing cattle will remain on the ranch offering necessary assistance in management responsibilities through the rest of this agricultural season. The longer-term goal remains to develop a formal Request for Proposals by this Fall to select a qualified proposer for a longer-term ranch management arrangement commencing in the spring of 2024.

Operations Supervisor Carnes is working with Idaho Power on some cost savings options of up to 20% in power usage at the ranch.

- ii. Future Aeronautical Development – Update and Discussion – **Attachment #7** (44:23)

Airport Director Pomeroy stated a draft RFP for initial review by the full Board and public is included as **Attachment #7**. This is the first time the draft RFP is being presented to the Board. He stated the committee involved in the development of the RFP consists of Martha Burke, Jacob Greenberg, John Strauss, Ron Fairfax, Jim Laski & Peter Kirsch. Airport Director Pomeroy has been involved as a technical expert.

Board Chair Burke believes the committee brought forth a fair and thoughtful request for proposal, serving the community and airport. She reiterated tiedown space was lost



when reconfiguring the expanded runway separation, so there is considerable interest in more tiedowns as well as possibly another FBO and fuel farm.

Peter Kirsch provided an overview of the RFP. He stated the committee addressed the issue of hangar development versus Fixed Based Operator. For legal reasons, the authority cannot foreclose the idea of another FBO because there is interest from proposers, and since there is currently only one FBO, the authority is obligated to consider competition. There is interest in both hangar development and tiedowns. Therefore, the committee decided the RFP could allow for proposals of either hangar development and an FBO or just one or the other. This allows for more flexibility for both the proposers and the Board regarding how to best use the site.

He also stated there are 2 different philosophies in drafting RFPs. One is to make them very general & short to allow the market to dictate what the proposals will look like. The committee rejected this in favor of one that is more specific in requirements because they felt it important to get information from prospective proposers that is very specific to this airport and community.

The committee also proposed to attach a form of lease to the RFP. This is to shorten and simplify the negotiation process once one is accepted. There was also considerable time spent on pages 19 & 20 of the draft RFP going through the criteria to evaluate proposals.

Board Member Strauss stated that there was an intent to avoid the word "bidder" in the RFP as this is not a traditional proposal where the high bidder is automatically awarded. The ultimate term that will be used is a "proposer".

He also asked for an estimate of timeframe as to when it may be proposed, seeking guidance from the Chairperson. Board Chair Burke deferred to legal counsel and Peter Kirsch offered the RFP should be open for roughly 90 days, which is reasonable in the industry. There will be a mandatory pre-proposal meeting on site. Following the 90 days, the Board will appoint an evaluation committee for evaluating the proposals. He stated it is realistic to expect a 180-day timeframe from the point the RFP is open to when a proposal is chosen.

Board Member Strauss noted there is a 30-day window for execution of the lease contract after the award is announced. In addition, there is open discussion between now and when the RFP is officially published. Once it is published, there are strict guidelines that all communication must be directed to the designated person within the protocol. There is no provision for any dollar amount specified for the basic infrastructure provided by the airport, which was chosen so it could allow for better input from proposers.

Peter Kirsch emphasized the committee discussed whether there would be a minimum financial commitment to be part considered. The committee decided they wanted to make a much more qualitative judgement about proposals. This allows for the proposals to be viewed overall, versus just on a dollar amount basis.

Peter also addressed why Atlantic Aviation was excluded from participating. He stated there is a legal principle in federal law called prohibition of exclusive rights. This means it is permissible for an airport to have a single supplier of an aeronautical service, however the airport must not take any action to perpetuate that exclusive right. Therefore, it would be impermissible for the authority to select Atlantic as that would prevent the potential for competition.

Board Member Strauss stated the committee will rank and score the proposals and make recommendations to the Board, but the final selection rests with the Board. He also referenced minimum standards which are the controlling document for FBO proposers. The minimum standards are not as explicit for potential hangar development. This allows for an FBO developer to also provide hangars whereas

others may only want to develop an FBO. In closing he re-emphasized there is no obligation to accept any of the proposals, except to give fair consideration to all.

Jim Laski added this was a thorough overview between Peter Kirsch and Board Member Strauss.

Board Chair Burke stated the review committee will not be comprised of the same group that developed the RFP. There will be advisors from other resources, which may also include some of the original members.

Airport Director Pomeroy stated the mandatory pre-proposal meeting will be a key mechanism in this process, which will allow everyone to get access to the same information at the same time. Once the RFP is released, the contact for handling information and additional requests will be handled through the Business Operations Coordinator, Becca Lynn.

Peter Kirsch stated there will be two places where responders can ask questions, which will be at the pre-proposal meeting or with written questions where the responses will be posted for everyone to see.

2. Construction and Capital Projects (43:38)

i. Spring/Summer Construction – Update and Discussion

Airport Director Pomeroy stated as previously discussed, the final phase of the runway, taxiway, and apron project, from last spring, was the application of final markings to the runway and reapplication of markings on the taxiway this late spring/early summer. We are happy to report the project was complete on schedule the week of May 21<sup>st</sup> without any major surprises or challenges.

3. Airport Planning Projects

i. None

**VIII. PUBLIC COMMENT** (1:11:20)

Reed Sanborn, as a local pilot thanked the Board and committee for putting this together and stated that our community has a gold standard airport to follow. As far as the RFP and the required information on pages 14, items 3 and 4 are geared for larger corporate entities for development. He felt this may hinder local opportunities for those that know it best. Specifically, audited corporate statements/Dunns credit rating etcetera may limit entities that don't operate in that fashion.

Peter Kirsch responded there are no criteria in the RFP as to how wealthy a company must be. The principle is to ensure the entity has financial responsibility to accomplish what they proposed. The interest of the authority is to ensure they don't award a contract to a firm that doesn't have the capability to carry out its promise. So as drafted, the RFP states the weight of financial capabilities.

Jim Laski noted there is an option for unaudited financial statements so as they are signed by a corporate officer.

Lindsey Mollineaux introduced herself as the new Blaine County Commissioner representing District 1. She is excited to join a group of dedicated public servants.

## **IX. Adjournment**

The June 6, 2023, Regular Meeting of the Friedman Memorial Airport Authority was adjourned at 6:48 p.m.

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Angenie McCleary, Secretary

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

**Friedman Memorial Airport**  
**Profit & Loss Budget vs. Actual (COMBINED '23)**

1:17 PM

07/06/2023

Accrual Basis

## Ordinary Income/Expense

## Income

## 4000-00 · AIRCARRIER

4000-01 · Aircarrier - Lease Space

4000-02 · Aircarrier - Landing Fees

4000-04 · Aircarrier - Utility Fees

4010-07 · Aircarrier - '14 PFC App

Total 4000-00 · AIRCARRIER

## 4020-00 · TERMINAL AUTO PARKING REVENUE

4020-01 · Automobile Parking - Terminal

4020-02 · Automobile Parking - Passes

Total 4020-00 · TERMINAL AUTO PARKING REVENUE

## 4030-00 · AUTO RENTAL REVENUE

4030-01 · Automobile Rental - Commission

4030-02 · Automobile Rental - Lease Space

4030-03 · Automobile Rental - Auto Prkng

4030-04 · Automobile Rental - Utilities

Total 4030-00 · AUTO RENTAL REVENUE

## 4040-00 · TERMINAL CONCESSION REVENUE

4040-01 · Terminal Shops - Commission

4040-03 · Terminal Shops - Utility Fees

4040-10 · Advertising - Commission

4040-11 · Vending Machines - Commission

4040-12 · Terminal ATM

Total 4040-00 · TERMINAL CONCESSION REVENUE

## 4050-00 · FBO REVENUE

4050-01 · FBO - Lease Space

4050-02 · FBO - Overnight Parking Fees

4050-04 · FBO - Commission

Total 4050-00 · FBO REVENUE

## 4060-00 · FUEL FLOWAGE REVENUE

4060-01 · Fuel Flowage - FBO

Total 4060-00 · FUEL FLOWAGE REVENUE

## 4070-00 · TRANSIENT LANDING FEES REVENUE

4070-02 · Landing Fees - Non-Comm./Gov't

Total 4070-00 · TRANSIENT LANDING FEES REVENUE

## 4080-00 · HANGAR REVENUE

4080-01 · Land Lease - Hangar

4080-02 · Land Lease - Hangar/Trans. Fee

4080-03 · Hangar/Utilities (E8,11,24)

4080-05 · Land Lease - FMA Hangar Rentals

Total 4080-00 · HANGAR REVENUE

## 4090-00 · TIEDOWN PERMIT FEES REVENUE

4090-01 · Tiedown Permit Fees (FMA)

Total 4090-00 · TIEDOWN PERMIT FEES REVENUE

## 4100-00 · CARGO CARRIERS REVENUE

4100-02 · Cargo Carriers - Tiedown

Total 4100-00 · CARGO CARRIERS REVENUE

## 4110-00 · MISCELLANEOUS REVENUE

4110-01 · Misc. Revenue

Total 4110-00 · MISCELLANEOUS REVENUE

## 4120-00 · GROUND TRANSP. PERMIT REVENUE

	Oct '22 - May 23	Budget	\$ Over Budget	% of Budget
4000-01 · Aircarrier - Lease Space	185,555.66	474,004.00	-288,448.34	39.15%
4000-02 · Aircarrier - Landing Fees	162,240.06	260,000.00	-97,759.94	62.4%
4000-04 · Aircarrier - Utility Fees	240.00	360.00	-120.00	66.67%
4010-07 · Aircarrier - '14 PFC App	269,023.46	447,780.00	-178,756.54	60.08%
Total 4000-00 · AIRCARRIER	617,059.18	1,182,144.00	-565,084.82	52.2%
4020-01 · Automobile Parking - Terminal	552,008.33	576,250.00	-24,241.67	95.79%
4020-02 · Automobile Parking - Passes	920.00	250.00	670.00	368.0%
Total 4020-00 · TERMINAL AUTO PARKING REVENUE	552,928.33	576,500.00	-23,571.67	95.91%
4030-01 · Automobile Rental - Commission	476,289.59	654,000.00	-177,710.41	72.83%
4030-02 · Automobile Rental - Lease Space	22,114.56	29,000.00	-6,885.44	76.26%
4030-03 · Automobile Rental - Auto Prkng	56,611.60	65,000.00	-8,388.40	87.1%
4030-04 · Automobile Rental - Utilities	1,251.80	2,000.00	-748.20	62.59%
Total 4030-00 · AUTO RENTAL REVENUE	556,267.55	750,000.00	-193,732.45	74.17%
4040-01 · Terminal Shops - Commission	14,387.91	12,000.00	2,387.91	119.9%
4040-03 · Terminal Shops - Utility Fees	1,251.63	2,000.00	-748.37	62.58%
4040-10 · Advertising - Commission	33,920.65	45,000.00	-11,079.35	75.38%
4040-11 · Vending Machines - Commission	5,199.89	7,350.00	-2,150.11	70.75%
4040-12 · Terminal ATM	400.00	600.00	-200.00	66.67%
Total 4040-00 · TERMINAL CONCESSION REVENUE	55,160.08	66,950.00	-11,789.92	82.39%
4050-01 · FBO - Lease Space	140,951.79	168,998.00	-28,046.21	83.4%
4050-02 · FBO - Overnight Parking Fees	97,751.25	417,000.00	-319,248.75	23.44%
4050-04 · FBO - Commission	27,156.48	34,002.00	-6,845.52	79.87%
Total 4050-00 · FBO REVENUE	265,859.52	620,000.00	-354,140.48	42.88%
4060-01 · Fuel Flowage - FBO	256,195.41	440,000.00	-183,804.59	58.23%
Total 4060-00 · FUEL FLOWAGE REVENUE	256,195.41	440,000.00	-183,804.59	58.23%
4070-02 · Landing Fees - Non-Comm./Gov't	312,974.55	669,500.00	-356,525.45	46.75%
Total 4070-00 · TRANSIENT LANDING FEES REVENUE	312,974.55	669,500.00	-356,525.45	46.75%
4080-01 · Land Lease - Hangar	536,234.61	658,837.00	-122,602.39	81.39%
4080-02 · Land Lease - Hangar/Trans. Fee	208,000.00	23,345.00	184,655.00	890.98%
4080-03 · Hangar/Utilities (E8,11,24)	1,121.25			
4080-05 · Land Lease - FMA Hangar Rentals	25,273.14	33,454.00	-8,180.86	75.55%
Total 4080-00 · HANGAR REVENUE	770,629.00	715,636.00	54,993.00	107.68%
4090-01 · Tiedown Permit Fees (FMA)	37,018.00	31,465.00	5,553.00	117.65%
Total 4090-00 · TIEDOWN PERMIT FEES REVENUE	37,018.00	31,465.00	5,553.00	117.65%
4100-02 · Cargo Carriers - Tiedown	5,472.00	5,500.00	-28.00	99.49%
Total 4100-00 · CARGO CARRIERS REVENUE	5,472.00	5,500.00	-28.00	99.49%
4110-01 · Misc. Revenue	13,431.21	5,000.00	8,431.21	268.62%
Total 4110-00 · MISCELLANEOUS REVENUE	13,431.21	5,000.00	8,431.21	268.62%

	Oct '22 - May 23	Budget	\$ Over Budget	% of Budget
4120-01 · Ground Transportation Permit	21,120.00	24,000.00	-2,880.00	88.0%
4120-02 · GTSP - Trip Fee	3,720.00	5,000.00	-1,280.00	74.4%
<b>Total 4120-00 · GROUND TRANSP. PERMIT REVENUE</b>	<b>24,840.00</b>	<b>29,000.00</b>	<b>-4,160.00</b>	<b>85.66%</b>
<b>4400-00 · TSA/SECURITY</b>				
4400-02 · Terminal Lease	28,283.36	41,910.00	-13,626.64	67.49%
4400-03 · Security Prox. Cards	30,320.00	33,540.00	-3,220.00	90.4%
<b>Total 4400-00 · TSA/SECURITY</b>	<b>58,603.36</b>	<b>75,450.00</b>	<b>-16,846.64</b>	<b>77.67%</b>
<b>4520-00 · INTEREST REVENUE</b>				
4520-01 · Interest Revenue - General	126,676.90	15,000.00	111,676.90	844.51%
4520-07 · Interest Revenue - '14 PFC	166.39			
4520-12 · Interest Revenue - CFC	95.78			
<b>Total 4520-00 · INTEREST REVENUE</b>	<b>126,939.07</b>	<b>15,000.00</b>	<b>111,939.07</b>	<b>846.26%</b>
<b>4600-00 · Coronavirus Relief Grants Oper.</b>				
4600-01 · Coronavirus Relief Grants Oper.	1,895,726.29	2,000,000.00	-104,273.71	94.79%
<b>Total 4600-00 · Coronavirus Relief Grants Oper.</b>	<b>1,895,726.29</b>	<b>2,000,000.00</b>	<b>-104,273.71</b>	<b>94.79%</b>
<b>4749-00 · AIP '49 - Acq. SRE/Pavement Mai</b>				
4749-01 · AIP '49 - Acq. SRE/Pavement Mai	8,258.03			
<b>Total 4749-00 · AIP '49 - Acq. SRE/Pavement Mai</b>	<b>8,258.03</b>			
<b>4750-00 · Terminal Area Plan (TAP)</b>				
4750-01 · Terminal Area Plan	-13,369.35			
<b>Total 4750-00 · Terminal Area Plan (TAP)</b>	<b>-13,369.35</b>			
<b>4752-00 · CARES Act</b>				
4752-01 · CARES Act	-1,290,206.63	3,905,383.00	-5,195,589.63	-33.04%
<b>Total 4752-00 · CARES Act</b>	<b>-1,290,206.63</b>	<b>3,905,383.00</b>	<b>-5,195,589.63</b>	<b>-33.04%</b>
<b>4753-00 · AIP '53 - Rehabilitate Runway</b>				
4753-01 · AIP '53 - Rehabilitate Runway	-84,602.36	65,000.00	-149,602.36	-130.16%
<b>Total 4753-00 · AIP '53 - Rehabilitate Runway</b>	<b>-84,602.36</b>	<b>65,000.00</b>	<b>-149,602.36</b>	<b>-130.16%</b>
<b>4756-00 · AIP '56 - Rehab Runway Phase 2</b>				
4756-01 · AIP '56 - Rehab Runway Phase 2	28,898.19			
<b>Total 4756-00 · AIP '56 - Rehab Runway Phase 2</b>	<b>28,898.19</b>			
<b>4758-00 · AIP '58 - Rehab Runway Phase 3</b>				
4758-01 · AIP '58 - Rehab Runway Phase 3	55,137.55	365,000.00	-309,862.45	15.11%
<b>Total 4758-00 · AIP '58 - Rehab Runway Phase 3</b>	<b>55,137.55</b>	<b>365,000.00</b>	<b>-309,862.45</b>	<b>15.11%</b>
<b>4800-00 · Current Year AIP</b>	<b>0.00</b>	<b>4,198,000.00</b>	<b>-4,198,000.00</b>	<b>0.0%</b>
<b>4850-00 · CFC Pass-through Revenue</b>	<b>156,555.01</b>	<b>210,000.00</b>	<b>-53,444.99</b>	<b>74.55%</b>
<b>Total Income</b>	<b>4,409,773.99</b>	<b>15,925,528.00</b>	<b>-11,515,754.01</b>	<b>27.69%</b>
<b>Gross Profit</b>	<b>4,409,773.99</b>	<b>15,925,528.00</b>	<b>-11,515,754.01</b>	<b>27.69%</b>
<b>Expense</b>				
<b>5000 · EXPENDITURES</b>				
<b>5000-00 · "A" EXPENSES</b>				
5000-01 · Salaries - Airport Director	116,402.88	166,290.00	-49,887.12	70.0%
5010-00 · Salaries - Deputy Director F&A	72,855.36	101,048.00	-28,192.64	72.1%
5010-01 · Salaries - Admin Coordinator	26,903.55	122,200.00	-95,296.45	22.02%
5010-03 · Salaries - Sr Admin Coordinator	0.00	69,000.00	-69,000.00	0.0%
5010-04 · Salaries - Business Ops Coord	45,896.92			
5020-00 · Salaries - Deputy Director O&M	89,040.00	127,200.00	-38,160.00	70.0%
5030-00 · Salaries - ARFF/OPS Specialist	387,530.35	547,618.00	-160,087.65	70.77%
5030-01 · Salaries - Parking Specialists	61,581.06	107,000.00	-45,418.94	57.55%
5040-00 · Salaries - Security Manager	67,302.57	96,146.00	-28,843.43	70.0%
5050-00 · Salaries- Seasonal-Snow Removal	37,814.25	70,000.00	-32,185.75	54.02%
5050-01 · Salaries - Seasonal - Arpt Host	2,707.25	5,000.00	-2,292.75	54.15%
5050-02 · Salaries - Merit Increase	21,250.00	84,975.00	-63,725.00	25.01%
5050-03 · Salaries - One-time Pay	1,500.00	5,000.00	-3,500.00	30.0%
5050-04 · Salaries - ARFF Coverage	0.00	9,600.00	-9,600.00	0.0%
5060-01 · Overtime - General	6,040.94	2,000.00	4,040.94	302.05%

	Oct '22 - May 23	Budget	\$ Over Budget	% of Budget
5060-02 · Overtime - Snow Removal	18,090.13	45,000.00	-26,909.87	40.2%
5100-00 · Retirement	102,656.43	169,298.00	-66,641.57	60.64%
5110-00 · Social Security/Medicare	69,489.84	119,249.00	-49,759.16	58.27%
5120-00 · Life Insurance	0.00	2,000.00	-2,000.00	0.0%
5130-00 · Medical Insurance	175,031.40	255,000.00	-79,968.60	68.64%
5160-00 · Workman's Compensation	22,898.00	20,000.00	2,898.00	114.49%
5170-00 · Unemployment Claims	405.70			
<b>Total 5000-00 · "A" EXPENSES</b>	<b>1,325,396.63</b>	<b>2,123,624.00</b>	<b>-798,227.37</b>	<b>62.41%</b>
<b>6000 · "B" EXPENDITURES</b>				
<b>6000-0 · "B" EXPENSES - ADMINISTRATIVE</b>				
<b>6000-00 · TRAVEL EXPENSE</b>				
6000-01 · Travel	19,339.06	40,000.00	-20,660.94	48.35%
<b>Total 6000-00 · TRAVEL EXPENSE</b>	<b>19,339.06</b>	<b>40,000.00</b>	<b>-20,660.94</b>	<b>48.35%</b>
<b>6010-00 · SUPPLIES/EQUIPMENT EXPENSE</b>				
6010-01 · Supplies/Equipment - Office	7,072.75	8,000.00	-927.25	88.41%
6010-02 · Supplies/Equipment - Parking	861.48	1,000.00	-138.52	86.15%
6010-03 · Supplies/Equipment - Computer	16,922.86	25,000.00	-8,077.14	67.69%
<b>Total 6010-00 · SUPPLIES/EQUIPMENT EXPENSE</b>	<b>24,857.09</b>	<b>34,000.00</b>	<b>-9,142.91</b>	<b>73.11%</b>
<b>6020-00 · INSURANCE</b>				
6020-01 · Insurance	55,029.00	55,100.00	-71.00	99.87%
<b>Total 6020-00 · INSURANCE</b>	<b>55,029.00</b>	<b>55,100.00</b>	<b>-71.00</b>	<b>99.87%</b>
<b>6030-00 · UTILITIES</b>				
6030-01 · Utilities - Gas/Terminal	11,760.23	14,000.00	-2,239.77	84.0%
6030-02 · Utilities - Gas/AOB & Cold Stor	5,372.00	5,500.00	-128.00	97.67%
6030-03 · Utilities - Elect./Runway&PAPI	3,665.19	6,000.00	-2,334.81	61.09%
6030-04 · Utilities - Elec./AOB & Cold St	7,298.60	8,100.00	-801.40	90.11%
6030-05 · Utilities - Electric/Terminal	51,976.79	56,000.00	-4,023.21	92.82%
6030-06 · Utilities - Telephone	13,809.34	17,200.00	-3,390.66	80.29%
6030-07 · Utilities - Water	3,633.51	11,000.00	-7,366.49	33.03%
6030-08 · Utilities - Garbage Removal	11,175.53	14,500.00	-3,324.47	77.07%
6030-09 · Utilities - Sewer	4,397.82	4,800.00	-402.18	91.62%
6030-11 · Utilities - Electric/Tower	5,705.95	7,000.00	-1,294.05	81.51%
6030-12 · Utilities - Elec./Brdfld.Hghl	691.23	500.00	191.23	138.25%
6030-13 · Utilities - Elec. Exit Booth	1,242.68	2,200.00	-957.32	56.49%
6030-15 · Utilities - Elec/AWOS	2,709.80	3,800.00	-1,090.20	71.31%
6030-16 · Utilities - Elec. Wind Cone	50.95	150.00	-99.05	33.97%
6030-17 · Utilities - Elec./Gas- Hangar	5,457.65	5,000.00	457.65	109.15%
6030-18 · Utilities - Lubricant Wst. Dspl	0.00	300.00	-300.00	0.0%
6030-20 · Utilities - Eccles Ranch	7,735.02			
<b>Total 6030-00 · UTILITIES</b>	<b>136,682.29</b>	<b>156,050.00</b>	<b>-19,367.71</b>	<b>87.59%</b>
<b>6040-00 · SERVICE PROVIDER</b>				
6040-02 · Service Provider - Term. Serv.	5,536.38	8,900.00	-3,363.62	62.21%
6040-03 · Service Provider - AOB Services	37,446.50	52,000.00	-14,553.50	72.01%
6040-04 · Service Provider-Ops./Airfield	14,740.00	16,000.00	-1,260.00	92.13%
6040-13 · Service Provider-Parking Lot	4,848.00	8,100.00	-3,252.00	59.85%
<b>Total 6040-00 · SERVICE PROVIDER</b>	<b>62,570.88</b>	<b>85,000.00</b>	<b>-22,429.12</b>	<b>73.61%</b>
<b>6050-00 · PROFESSIONAL SERVICES</b>				
6050-01 · Professional Services - Legal	77,353.21	100,000.00	-22,646.79	77.35%
6050-02 · Professional Serv. - Audit/Fina	80,236.33	93,200.00	-12,963.67	86.09%
6050-03 · Professional Services - Enginee	23,077.35	26,500.00	-3,422.65	87.08%
6050-04 · Professional Services - HR	8,930.00	15,000.00	-6,070.00	59.53%
6050-05 · Professional Services - Gen.	10,255.75	20,000.00	-9,744.25	51.28%
6050-10 · Prof. Svcs.-IT/Comp. Support	86,401.66	132,000.00	-45,598.34	65.46%
6050-12 · Prof. Serv.- Planning Air Serv.	410.00	8,000.00	-7,590.00	5.13%
6050-13 · Prof. Serv.-Website Hosting	629.00	10,000.00	-9,371.00	6.29%
6050-15 · Prof. Serv.-Web Maint-Outreach	10,962.43	25,000.00	-14,037.57	43.85%

	Oct '22 - May 23	Budget	\$ Over Budget	% of Budget
6050-17 · Prof. Serv. - Airspace Consult.	0.00	35,000.00	-35,000.00	0.0%
6050-18 · Prof. Services - Approach Maint	3,535.00	35,000.00	-31,465.00	10.1%
6050-19 · Prof. Serv.-ATCT Relocation	5,280.00	60,000.00	-54,720.00	8.8%
6050-20 · Prof Services - New Approach	4,466.50	0.00	4,466.50	100.0%
6050-21 · Professional Services - Other	6,460.00	35,000.00	-28,540.00	18.46%
<b>Total 6050-00 · PROFESSIONAL SERVICES</b>	<b>317,997.23</b>	<b>594,700.00</b>	<b>-276,702.77</b>	<b>53.47%</b>
<b>6060-00 · MAINTENANCE-OFFICE EQUIPMENT</b>				
6060-04 · Maintenance - Copier	694.08	2,000.00	-1,305.92	34.7%
6060-05 · Maintenance - Phone	1,249.00	1,215.00	34.00	102.8%
<b>Total 6060-00 · MAINTENANCE-OFFICE EQUIPMENT</b>	<b>1,943.08</b>	<b>3,215.00</b>	<b>-1,271.92</b>	<b>60.44%</b>
<b>6070-00 · RENT/LEASE OFFICE EQUIPMENT</b>				
6070-02 · Rent/Lease - Postage Meter	877.95	1,171.00	-293.05	74.97%
<b>Total 6070-00 · RENT/LEASE OFFICE EQUIPMENT</b>	<b>877.95</b>	<b>1,171.00</b>	<b>-293.05</b>	<b>74.97%</b>
<b>6080-00 · DUES/MEMBERSHIPS</b>				
6080-01 · Dues/Memberships	6,560.00	6,000.00	560.00	109.33%
6080-04 · Publications	0.00	3,500.00	-3,500.00	0.0%
6080-07 · Cove Canal Assoc Dues - Ranch	2,085.72			
<b>Total 6080-00 · DUES/MEMBERSHIPS</b>	<b>8,645.72</b>	<b>9,500.00</b>	<b>-854.28</b>	<b>91.01%</b>
<b>6090-00 · POSTAGE</b>				
6090-01 · Postage/Courier Service	710.09	1,000.00	-289.91	71.01%
<b>Total 6090-00 · POSTAGE</b>	<b>710.09</b>	<b>1,000.00</b>	<b>-289.91</b>	<b>71.01%</b>
<b>6100-00 · EDUCATION/TRAINING</b>				
6100-01 · Education/Training - Admin.	5,383.00	10,000.00	-4,617.00	53.83%
6100-02 · Education/Training - OPS	3,489.16	14,000.00	-10,510.84	24.92%
6100-03 · Education/Training - ARFF	1,317.90	20,000.00	-18,682.10	6.59%
6100-04 · Ed/Train. - ARFF Trienn. Drill	1,881.58	4,000.00	-2,118.42	47.04%
6100-06 · Education - Security	648.00	2,500.00	-1,852.00	25.92%
<b>Total 6100-00 · EDUCATION/TRAINING</b>	<b>12,719.64</b>	<b>50,500.00</b>	<b>-37,780.36</b>	<b>25.19%</b>
<b>6101-00 · PUBLIC OUTREACH/ADS/COMMUNICATI</b>				
6101-01 · Advertising/Social Media/Sponso	10,761.82	35,000.00	-24,238.18	30.75%
6101-02 · Public Outr/Comm - Noise Abatem	0.00	500.00	-500.00	0.0%
6101-03 · Public Outr/Comm - SAAC	10,349.82	10,000.00	349.82	103.5%
<b>Total 6101-00 · PUBLIC OUTREACH/ADS/COMMUNICATI</b>	<b>21,111.64</b>	<b>45,500.00</b>	<b>-24,388.36</b>	<b>46.4%</b>
<b>6110-00 · CONTRACTS</b>				
6110-02 · Contracts - FMAA	40,000.00	42,000.00	-2,000.00	95.24%
6110-16 · Contracts - Prkg Mngt Fee/Ops	1,260.00	50,000.00	-48,740.00	2.52%
6110-17 · Contracts - Landing Fee Equip.	13,261.00	16,000.00	-2,739.00	82.88%
6110-18 · Contracts - Vector Commissions	40,686.67	100,000.00	-59,313.33	40.69%
<b>Total 6110-00 · CONTRACTS</b>	<b>95,207.67</b>	<b>208,000.00</b>	<b>-112,792.33</b>	<b>45.77%</b>
<b>6130-00 · MISCELLANEOUS EXPENSES</b>				
6130-01 · Misc. - General	524,605.87	15,000.00	509,605.87	3,497.37%
6140-01 · Merchant Fees	34,233.76	22,000.00	12,233.76	155.61%
<b>Total 6130-00 · MISCELLANEOUS EXPENSES</b>	<b>558,839.63</b>	<b>37,000.00</b>	<b>521,839.63</b>	<b>1,510.38%</b>
<b>Total 6000-0 · "B" EXPENSES - ADMINISTRATIVE</b>	<b>1,316,530.97</b>	<b>1,320,736.00</b>	<b>-4,205.03</b>	<b>99.68%</b>
<b>6001 · "B" EXPENSES - OPERATIONAL</b>				
<b>6500-00 · SUPPLIES/EQUIPMENT-OPERATIONS</b>				
6500-01 · Supplies/Equipment - General	6,152.59	13,500.00	-7,347.41	45.58%
6500-02 · Supplies/Equipment - Tools	3,863.43	20,000.00	-16,136.57	19.32%
6500-03 · Supplies/Equipment-ClothingOps	1,984.87	4,000.00	-2,015.13	49.62%
6500-04 · Supplies/Equipment - Janitorial	25,959.13	22,000.00	3,959.13	118.0%
6500-07 · Supplies/Equipment-ClothingPark	300.32	2,000.00	-1,699.68	15.02%
<b>Total 6500-00 · SUPPLIES/EQUIPMENT-OPERATIONS</b>	<b>38,260.34</b>	<b>61,500.00</b>	<b>-23,239.66</b>	<b>62.21%</b>
<b>6505-00 · EQUIP/VEHICLE - LEASE/RENTAL</b>				
6505-01 · Eq./Vehi Lease/Rental - General	87,942.10	88,000.00	-57.90	99.93%
<b>Total 6505-00 · EQUIP/VEHICLE - LEASE/RENTAL</b>	<b>87,942.10</b>	<b>88,000.00</b>	<b>-57.90</b>	<b>99.93%</b>

	Oct '22 - May 23	Budget	\$ Over Budget	% of Budget
<b>6510-00 · FUEL/LUBRICANTS</b>				
6510-02 · Fuel	72,048.95	50,000.00	22,048.95	144.1%
6510-03 · Lubricants	5,052.63	8,000.00	-2,947.37	63.16%
<b>Total 6510-00 · FUEL/LUBRICANTS</b>	<b>77,101.58</b>	<b>58,000.00</b>	<b>19,101.58</b>	<b>132.93%</b>
<b>6520-00 · VEHICLES/MAINTENANCE</b>				
6520-01 · R/M Equipment - General	30,895.90	50,000.00	-19,104.10	61.79%
6520-06 · R/M Equip. - '85 Ford Dump	242.63	6,000.00	-5,757.37	4.04%
6520-08 · R/M Equip. - '96 Tiger Tractor	0.00	1,000.00	-1,000.00	0.0%
6520-17 · R/M Equip. '01 Case 921 Ldr.	0.00	500.00	-500.00	0.0%
6520-20 · R/M Equip. - '02 Kodiak Blower	392.90	750.00	-357.10	52.39%
6520-25 · R/M Equip. - '04 Batts De-Ice	0.00	500.00	-500.00	0.0%
6520-28 · R/M Equip.-'06 Case 621 Loader	3,404.87	1,000.00	2,404.87	340.49%
6520-29 · R/M Equip.- '10 Waus Broom/Plow	0.00	1,100.00	-1,100.00	0.0%
6520-30 · R/M Equip.-'05 Ford F-350	925.75	500.00	425.75	185.15%
6520-31 · R/M Equip. - '10 Oshkosh Blower	0.00	9,000.00	-9,000.00	0.0%
6520-32 · R/M Equip. - '09 Mini Truck	14.98	350.00	-335.02	4.28%
6520-34 · R/M Equip. - '12 Case 921F Load	0.00	1,000.00	-1,000.00	0.0%
6520-35 · R/M Equip. - '14 Ford Explorer	0.00	500.00	-500.00	0.0%
6520-36 · R/M Equip. - '10 Toyota Forklif	685.23	250.00	435.23	274.09%
6520-37 · R/M Equip. - '15 Tool Cat	4,844.42	3,000.00	1,844.42	161.48%
6520-38 · R/M Equip. - '15 Wausau Broom	1,850.32	6,000.00	-4,149.68	30.84%
6520-39 · R/M Equip. - Boss Spreader	0.00	250.00	-250.00	0.0%
6520-40 · R/M Equip. - '17 Ford-350 Super	23.76	1,000.00	-976.24	2.38%
6520-41 · R/M Equip. - '17 Kodiak Blower	618.27	1,500.00	-881.73	41.22%
6520-43 · R/M Equip. - '18 279D Skid St.	327.09	4,500.00	-4,172.91	7.27%
6520-44 · R/M Equip. - '18 Cat 972M Ldr	226.04	1,000.00	-773.96	22.6%
6520-45 · R/M Equip. - '19 Oshkosh Broom	383.50	6,000.00	-5,616.50	6.39%
6520-46 · R/M Equip. - '20 Chev. 1500 PU	4,697.54	1,900.00	2,797.54	247.24%
6520-47 · R/M Equip. - '19 Cat 972M Ldr	3,006.98	1,000.00	2,006.98	300.7%
6520-48 · R/M Equip.-'18 New Holland Trac	0.00	1,000.00	-1,000.00	0.0%
6520-49 · R/M Equip. - '21 MB Combo	16,343.45	14,000.00	2,343.45	116.74%
6520-50 · R/M Equip. - '22 MB Combo	16,827.35	14,000.00	2,827.35	120.2%
6520-51 · R/M Equip. - '22 MB Deice Truck	4,073.82	3,000.00	1,073.82	135.79%
6520-52 · R/M Equip. - '22 MB4 Blower	1,033.21	2,000.00	-966.79	51.66%
6520-53 · R/M Equip. - '22 F-350	2,358.02	3,500.00	-1,141.98	67.37%
6520-54 · R/M Equip. - '23 Expedition	4,928.96			
6520-55 · R/M Equip. - '23 Ford Maverick	1,172.32			
<b>Total 6520-00 · VEHICLES/MAINTENANCE</b>	<b>99,277.31</b>	<b>136,100.00</b>	<b>-36,822.69</b>	<b>72.94%</b>
<b>6530-00 · ARFF MAINTENANCE</b>				
6530-01 · ARFF Maint. Gen/Supplies	3,503.96	10,000.00	-6,496.04	35.04%
6530-04 · ARFF Maint. - Radios	1,134.96	6,000.00	-4,865.04	18.92%
6530-05 · ARFF MAint. - '03 E-One	37.50	2,500.00	-2,462.50	1.5%
6530-06 · ARFF Maint. - '20 Oshkosh Strik	0.00	1,000.00	-1,000.00	0.0%
<b>Total 6530-00 · ARFF MAINTENANCE</b>	<b>4,676.42</b>	<b>19,500.00</b>	<b>-14,823.58</b>	<b>23.98%</b>
<b>6540-00 · REPAIRS/MAINTENANCE - BUILDING</b>				
6540-01 · R/M Bldg. - General	377.33	1,500.00	-1,122.67	25.16%
6540-02 · R/M Bldg. - Terminal	105,066.81	120,000.00	-14,933.19	87.56%
6540-03 · R/M Bldg. - Terminal Concession	0.00	6,000.00	-6,000.00	0.0%
6540-04 · R/M Bldg. - Cold Storage	3,544.87	1,500.00	2,044.87	236.33%
6540-05 · R/M Bldg. - AOB/SHOP	18,910.64	29,300.00	-10,389.36	64.54%
6540-06 · R/M Bldg. - Hangars	27.98	5,000.00	-4,972.02	0.56%
6540-07 · R/M Bldg. - Tower	12,317.26	7,000.00	5,317.26	175.96%
6540-08 · R/M Bldg. - Parking Booth	0.00	1,000.00	-1,000.00	0.0%
6540-10 · R/M Bldg. - Eccles Ranch	1,236.60			
<b>Total 6540-00 · REPAIRS/MAINTENANCE - BUILDING</b>	<b>141,481.49</b>	<b>171,300.00</b>	<b>-29,818.51</b>	<b>82.59%</b>
<b>6550-00 · REPAIRS/MAINTENANCE - AIRSIDE</b>				



	Oct '22 - May 23	Budget	\$ Over Budget	% of Budget
6550-01 · R/M - General	1,222.22	8,000.00	-6,777.78	15.28%
6550-02 · R/M - Airfield/Runway	9,980.62	60,000.00	-50,019.38	16.63%
6550-03 · R/M - Airfield/Runway - Deice	78,804.10	120,000.00	-41,195.90	65.67%
6550-04 · R/M - Lights	8,866.96	15,000.00	-6,133.04	59.11%
Total 6550-00 · REPAIRS/MAINTENANCE - AIRSIDE	98,873.90	203,000.00	-104,126.10	48.71%
6551-00 · REPAIRS/MAINTENANCE - LANDSIDE				
6551-01 · RM - General	199.99	1,000.00	-800.01	20.0%
6551-02 · R/M - Parking Lot	7,044.94	10,000.00	-2,955.06	70.45%
6551-03 · R/M - Landscaping	4,924.99	10,000.00	-5,075.01	49.25%
6551-04 · R/M - Ranch	26.00			
Total 6551-00 · REPAIRS/MAINTENANCE - LANDSIDE	12,195.92	21,000.00	-8,804.08	58.08%
6560-00 · SECURITY EXPENSE				
6560-01 · Security - General	12,896.03	12,000.00	896.03	107.47%
6560-02 · Security - Law Enf. Offi. (LEO)	3,572.66	10,000.00	-6,427.34	35.73%
6560-03 · Security - Subscription Licens.	43,865.28	62,565.00	-18,699.72	70.11%
6560-04 · Security - Perim./Access/CCTV	12,998.96	25,500.00	-12,501.04	50.98%
6560-05 · Security - Professional Serv.	300.00	19,000.00	-18,700.00	1.58%
Total 6560-00 · SECURITY EXPENSE	73,632.93	129,065.00	-55,432.07	57.05%
6570-00 · REPAIRS/MAINT.-AERONAUTICAL EQU				
6570-01 · R/M Aeronautical Equip - NDB/DME	6,387.60	10,000.00	-3,612.40	63.88%
6570-02 · R/M Aeronautical Equip. - Tower	3,193.80	8,000.00	-4,806.20	39.92%
6570-04 · R/M Aeron. Equip. - AWOS/ATIS	6,387.60	8,500.00	-2,112.40	75.15%
Total 6570-00 · REPAIRS/MAINT.-AERONAUTICAL EQU	15,969.00	26,500.00	-10,531.00	60.26%
Total 6001 · "B" EXPENSES - OPERATIONAL	649,410.99	913,965.00	-264,554.01	71.05%
Total 6000 · "B" EXPENDITURES	1,965,941.96	2,234,701.00	-268,759.04	87.97%
7000 · "C" EXPENSES				
7001-00 · CAPITAL EXPENDITURES				
7001-01 · Land	102.25			
7001-02 · Buildings and Improvements	112,115.59	15,468,952.00	-15,356,836.41	0.73%
7001-03 · Airfield & General Improvements	100,555.27	425,000.00	-324,444.73	23.66%
7001-04 · Office Equipment	6,092.88	12,000.00	-5,907.12	50.77%
7001-05 · Maintenance Equipment /Vehicle	80,148.00	80,000.00	148.00	100.19%
7001-06 · Assessments/Plans/Studies	0.00	75,000.00	-75,000.00	0.0%
7001-09 · Security Equipment	39,161.98	40,000.00	-838.02	97.91%
7001-10 · SRE Aquisition Non-AIP	80,228.78	80,000.00	228.78	100.29%
7001-12 · Network Equipment	16,097.98	47,300.00	-31,202.02	34.03%
7001-99 · CONTINGENCY	0.00	1,000,000.00	-1,000,000.00	0.0%
Total 7001-00 · CAPITAL EXPENDITURES	434,502.73	17,228,252.00	-16,793,749.27	2.52%
7549-00 · AIP '49 - SRE Aqu., Pavement Ma				
7549-01 · AIP '49 - Eligible	10,555.95			
Total 7549-00 · AIP '49 - SRE Aqu., Pavement Ma	10,555.95			
7553-00 · AIP '53 - Rehab RW, TW & Apron				
7553-01 · AIP '53 - Eligible	8,752.20			
Total 7553-00 · AIP '53 - Rehab RW, TW & Apron	8,752.20			
7556-00 · AIP '56 - Rehab Runway Phase 2				
7556-01 · AIP '56 - Eligible	42,731.34			
Total 7556-00 · AIP '56 - Rehab Runway Phase 2	42,731.34			
7558-00 · AIP '58 - Rehab Runway Phase 3				
7558-01 · AIP '58 - Eligible	55,137.55			
Total 7558-00 · AIP '58 - Rehab Runway Phase 3	55,137.55			
7559-00 · AIP '59 - Acquire Land				
7559-01 · AIP '59 - Eligible	15,192.36			
Total 7559-00 · AIP '59 - Acquire Land	15,192.36			
8500-00 · Capital Imp. Program (CIP)				
8501-00 · CIP - General				

8501-01 · General

Total 8501-00 · CIP - General

Total 8500-00 · Capital Imp. Program (CIP)

Total 7000 · "C" EXPENSES

Total 5000 · EXPENDITURES

Total Expense

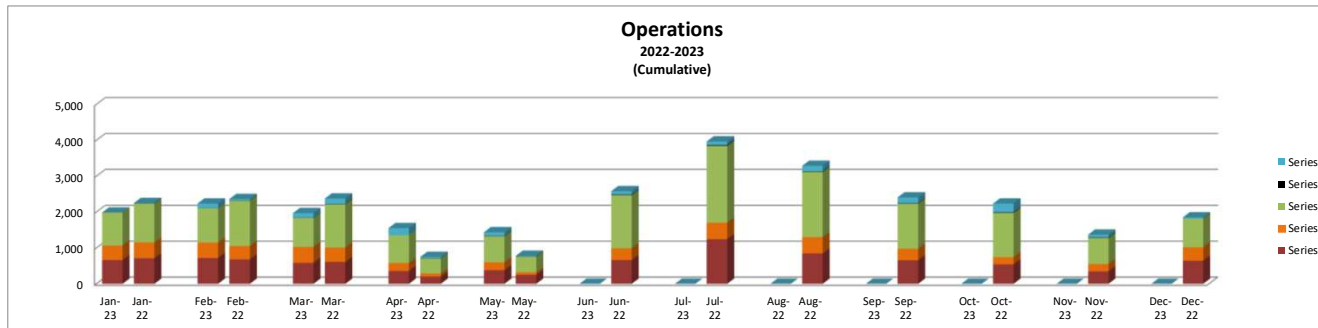
Net Ordinary Income

Net Income

Oct '22 - May 23	Budget	\$ Over Budget	% of Budget
0.00	430,000.00	-430,000.00	0.0%
0.00	430,000.00	-430,000.00	0.0%
0.00	430,000.00	-430,000.00	0.0%
566,872.13	17,658,252.00	-17,091,379.87	3.21%
3,858,210.72	22,016,577.00	-18,158,366.28	17.52%
3,858,210.72	22,016,577.00	-18,158,366.28	17.52%
551,563.27	-6,091,049.00	6,642,612.27	-9.06%
<b>551,563.27</b>	<b>-6,091,049.00</b>	<b>6,642,612.27</b>	<b>-9.06%</b>

**Friedman Memorial Airport  
May 2023**

ATCT Traffic Operations Record																							
Month	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
January	3,622	3,893	3,912	2,600	3,028	2,787	4,547	2,520	2,070	2,379	2,408	2,098	2,454	2,128	2,249	1,842	1,665	2,019	2,172	1,987	2,001	2,250	1,986
February	4,027	4,498	3,073	3,122	3,789	3,597	3,548	2,857	2,244	2,647	2,117	2,205	2,612	1,417	2,268	2,533	1,629	1,914	1,187	2,253	2,185	2,362	2,237
March	4,952	5,126	3,086	4,097	3,618	2,918	4,677	3,097	2,145	2,709	1,813	1,921	2,753	1,924	2,023	1,917	1,895	1,860	2,016	1,480	2,512	2,376	1,971
April	2,494	3,649	2,213	2,840	2,462	2,047	2,581	2,113	1,724	1,735	1,604	1,513	1,509	1,210	1,337	1,380	1,426	1,257	1,116	616	1,590	748	1,551
May	3,905	4,184	2,654	3,282	2,729	2,134	1,579	2,293	2,280	1,891	1,533	1,693	1,852	555	668	1,501	1,802	1,442	1,174	1,127	1,894	779	1,437
June	4,787	5,039	4,737	4,438	3,674	3,656	5,181	3,334	2,503	3,019	2,898	2,761	3,203	2,164	2,387	2,475	2,502	2,552	2,292	2,069	2,931	2,580	0
July	6,359	8,796	6,117	5,910	5,424	5,931	7,398	4,704	4,551	5,005	5,004	4,810	5,345	4,345	4,159	4,562	4,573	5,033	4,266	3,356	4,005	3,965	0
August	6,479	6,917	5,513	5,707	5,722	6,087	8,196	4,570	4,488	4,705	4,326	3,823	4,644	3,114	2,932	3,719	3,873	3,175	3,260	2,859	3,289	3,286	0
September	3,871	4,636	4,162	4,124	4,609	3,760	4,311	2,696	3,376	3,128	3,359	2,396	2,403	2,237	2,292	2,379	2,036	2,224	2,235	2,692	2,884	2,408	0
October	3,879	3,656	3,426	2,936	3,570	3,339	3,103	2,134	2,145	2,012	1,886	1,658	1,874	1,760	1,789	1,377	1,939	1,670	1,571	2,212	2,128	2,236	0
November	3,082	2,698	2,599	2,749	2,260	2,912	2,892	1,670	1,901	1,309	1,114	1,325	1,475	908	1,229	1,314	1,135	1,392	1,328	1,365	1,665	1,370	0
December	3,401	2,805	3,247	3,227	2,722	3,834	2,699	1,848	2,272	1,811	2,493	2,066	2,016	1,545	1,482	1,717	2,217	2,033	1,960	2,051	2,018	1,851	0
<b>Totals</b>	<b>50,858</b>	<b>55,897</b>	<b>44,739</b>	<b>45,032</b>	<b>43,607</b>	<b>43,002</b>	<b>50,712</b>	<b>33,836</b>	<b>31,699</b>	<b>32,350</b>	<b>30,555</b>	<b>28,269</b>	<b>32,140</b>	<b>23,307</b>	<b>24,815</b>	<b>26,716</b>	<b>26,692</b>	<b>26,571</b>	<b>24,577</b>	<b>24,067</b>	<b>29,102</b>	<b>26,211</b>	<b>9,182</b>



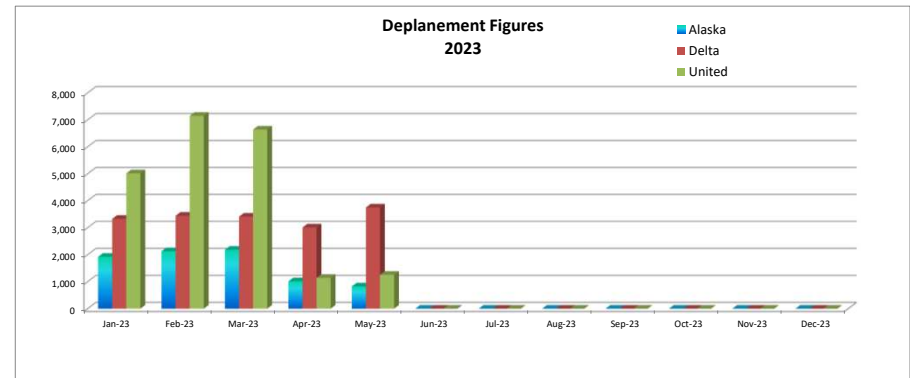
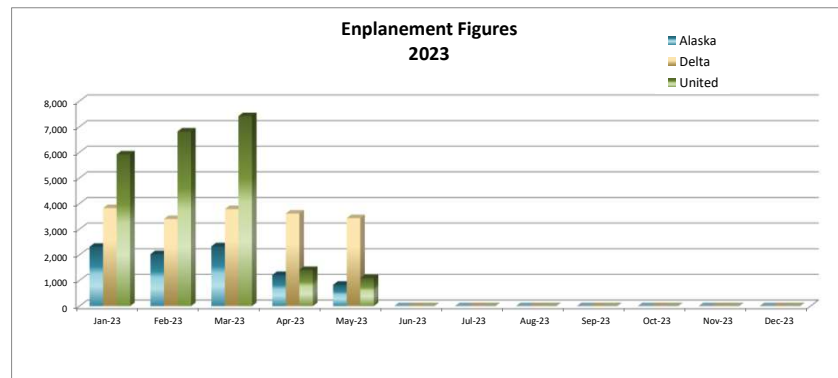
ATCT Operations Change (May 2023 vs. May 2022)			
	2023	2022	% Change
Air Taxi	380	253	50.2%
Air Carrier	219	68	222.1%
General Aviation	730	439	66.3%
Military	8	5	60.0%
Civil	100	14	614.3%
Total	1,437	779	84.5%
YTD Total	9,182	8,515	7.8%

**Friedman Memorial Airport  
May 2023**

Attachment 4

2023 Enplanements																		
Date	Alaska Airlines					Delta Airlines					United Airlines					Total Enp.	Prior Year Total Enp.	Total % Change
	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change			
Jan-23	2,248	68	2,316	1,696	37%	3,782	43	3,825	4,836	-21%	5,856	63	5,919	5,413	9%	12,060	11,945	1.0%
Feb-23	1,959	70	2,029	1,793	13%	3,344	55	3,399	3,605	-6%	6,739	75	6,814	6,085	12%	12,242	11,483	6.6%
Mar-23	2,288	46	2,334	1,738	34%	3,720	66	3,786	3,897	-3%	7,304	109	7,413	6,761	10%	13,533	12,396	9.2%
Apr-23	1,166	47	1,213	309	293%	3,549	62	3,611	2,082	73%	1,360	51	1,411	268	426%	6,235	2,659	134.5%
May-23	784	49	833	296	181%	3,371	62	3,433	1,734	98%	1,068	26	1,094	0	100%	5,360	2,030	164.0%
<b>Totals</b>	<b>8,445</b>	<b>280</b>	<b>8,725</b>	<b>5,832</b>	<b>50%</b>	<b>17,766</b>	<b>288</b>	<b>18,054</b>	<b>16,154</b>	<b>12%</b>	<b>22,327</b>	<b>324</b>	<b>22,651</b>	<b>18,527</b>	<b>22%</b>	<b>49,430</b>	<b>40,513</b>	<b>22.0%</b>

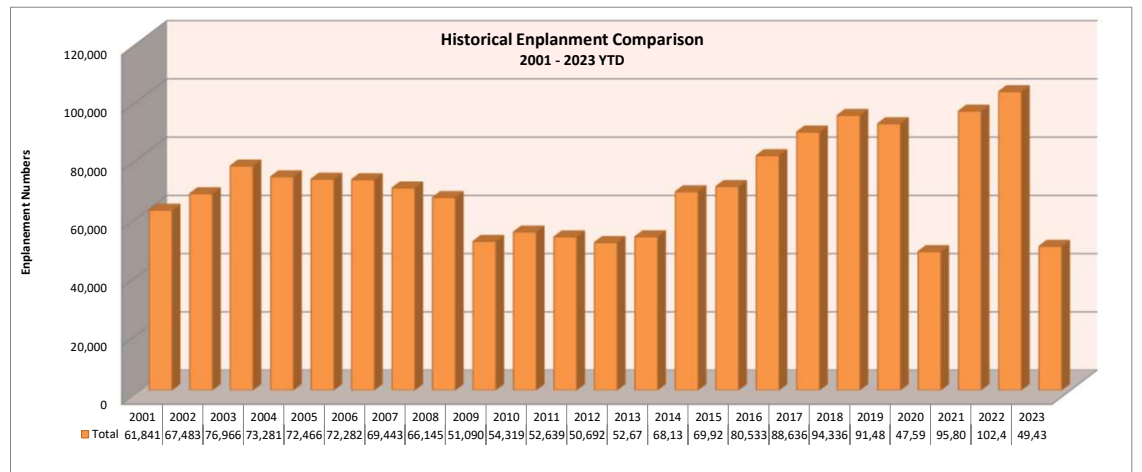
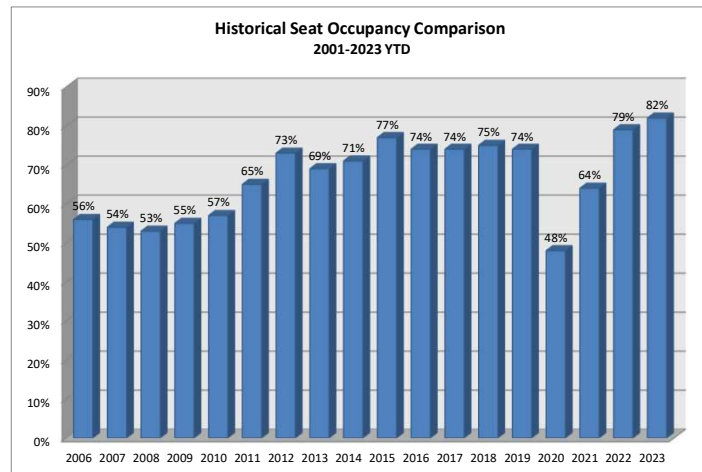
2023 Deplanements																		
Date	Alaska Airlines					Delta Airlines					United Airlines					Total Dep.	Prior Year Total Dep.	Total % Change
	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change	Revenue	Non-Revenue	Total	Prior Year Month	Total % Change			
Jan-23	1,874	49	1,923	1,457	32%	3,278	52	3,330	4,188	-20%	4,950	70	5,020	4,589	9%	10,273	10,234	0.4%
Feb-23	2,079	49	2,128	1,937	10%	3,399	46	3,445	3,521	-2%	7,071	80	7,151	6,226	15%	12,724	11,684	8.9%
Mar-23	2,120	65	2,185	1,688	29%	3,367	45	3,412	3,590	-5%	6,532	110	6,642	5,816	14%	12,239	11,094	10.3%
Apr-23	973	43	1,016	252	100%	2,941	69	3,010	1,881	60%	1,098	45	1,143	214	434%	5,169	2,347	120.2%
May-23	793	32	825	277	198%	3,690	60	3,750	1,785	110%	1,198	58	1,256	0	100%	5,831	2,062	182.8%
<b>Totals</b>	<b>7,839</b>	<b>238</b>	<b>8,077</b>	<b>5,611</b>	<b>44%</b>	<b>16,675</b>	<b>272</b>	<b>16,947</b>	<b>14,965</b>	<b>13%</b>	<b>20,849</b>	<b>363</b>	<b>21,212</b>	<b>16,845</b>	<b>26%</b>	<b>46,236</b>	<b>37,421</b>	<b>23.6%</b>



**Friedman Memorial Airport  
May 2023**

2023 Seat Occupancy																		
Date	Alaska Airlines				Delta Airlines				United Airlines				Seat Occupancy Totals			Seat Occupancy Totals Prior Year Comparison		
	Departure Flights	Seats Available*	Seats Occupied	Percent Occupied	Departure Flights	Seats Available*	Seats Occupied	Percent Occupied	Departure Flights	Seats Available*	Seats Occupied	Percent Occupied	Total Seats Available	Total Seats Occupied	Total Percent Occupied	% Change Total Seats Available	% Change Total Seats Occupied	Change in Load Factor %
Jan-23	38	2,888	2,316	80%	59	4,136	3,825	92%	97	6,790	5,919	87%	13,814	12,060	87%	-11%	1%	10%
Feb-23	34	2,584	2,029	79%	57	3,990	3,399	85%	119	8,336	6,814	82%	14,910	12,242	82%	13%	7%	-5%
Mar-23	34	2,584	2,334	90%	61	4,270	3,786	89%	129	9,030	7,413	82%	15,884	13,533	85%	13%	9%	-3%
Apr-23	20	1,520	1,213	80%	61	4,270	3,611	85%	30	2,112	1,411	67%	7,902	6,235	79%	154%	134%	-6%
May-23	18	1,368	833	61%	62	4,340	3,433	79%	30	2,100	1,094	52%	7,808	5,360	69%	213%	164%	-12%
<b>Totals</b>	<b>144</b>	<b>10,944</b>	<b>8,725</b>	<b>80%</b>	<b>300</b>	<b>21,006</b>	<b>18,054</b>	<b>86%</b>	<b>405</b>	<b>28,368</b>	<b>22,651</b>	<b>80%</b>	<b>60,318</b>	<b>49,430</b>	<b>82%</b>	<b>25%</b>	<b>22%</b>	<b>-2%</b>

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





**FRIEDMAN MEMORIAL AIRPORT**  
**PROPOSED FY 2024 BUDGET BUILD**  
**DRAFT**

VERSION: Created 07.06.2023

	FY 2021	FY 2022	FY 2023	FY 2024
	Year End	Year End	2023 Budget	Proposed Budget
<b>REVENUE</b>				
<b>1 4000-00 · AIRCARRIER</b>				
2 4000-01 · Aircarrier - Lease Space	\$ 174,943	\$ 338,995	\$ 474,004	\$ 514,451
3 4000-02 · Aircarrier - Landing Fees	\$ 259,836	\$ 240,453	\$ 260,000	\$ 263,900
5 4000-04 · Aircarrier - Utility Fees	\$ 360	\$ 360	\$ 360	\$ 360
6 4010-07 · Aircarrier - '14 PFC Application	\$ 301,034	\$ 389,384	\$ 447,780	\$ 459,647
7 <b>Total 4000-00 · AIRCARRIER</b>	\$ 736,173	\$ 969,193	\$ 1,182,144	\$ 1,238,358
<b>9 4020-00 · TERMINAL AUTO PARKING REVENUE</b>				
10 4020-01 · Automobile Parking - Terminal	\$ 407,517	\$ 631,198	\$ 576,250	\$ 674,400
11 4020-02 · Automobile Parking - Passes	\$ -	\$ 715	\$ 250	\$ 600
12 <b>Total 4020-00 · TERMINAL AUTO PARKING REVENUE</b>	\$ 407,517	\$ 631,913	\$ 576,500	\$ 675,000
<b>14 4030-00 · AUTO RENTAL REVENUE</b>				
15 4030-01 · Automobile Rental - Commission	\$ 703,184	\$ 828,964	\$ 654,000	\$ 899,000
16 4030-02 · Automobile Rental - Counter	\$ 29,546	\$ 30,600	\$ 29,000	\$ 29,000
17 4030-03 · Automobile Rental - Auto Prkng	\$ 64,857	\$ 102,165	\$ 65,000	\$ 70,000
18 4030-04 · Automobile Rental - Utilities	\$ 1,959	\$ 1,918	\$ 2,000	\$ 2,000
19 4030-00 · Automobile Rental - Other	\$ -	\$ 3,202	\$ -	\$ -
20 <b>Total 4030-00 · AUTO RENTAL REVENUE</b>	\$ 799,547	\$ 966,849	\$ 750,000	\$ 1,000,000
<b>22 4040-00 · TERMINAL CONCESSION REVENUE</b>				
23 4040-01 · Terminal Shops - Commission	\$ 11,953	\$ 17,414	\$ 12,000	\$ 43,950
24 4040-03 · Terminal Shops - Utility Fees	\$ 1,959	\$ 1,918	\$ 2,000	\$ 2,000
25 4040-10 · Advertising - Commission	\$ 45,022	\$ 36,154	\$ 45,000	\$ 45,000
26 4040-11 · Vending Machines - Commission	\$ 6,441	\$ 6,919	\$ 7,350	\$ 7,350
27 4040-12 · Terminal ATM	\$ 900	\$ 500	\$ 600	\$ 600
28 <b>Total 4040-00 · TERMINAL CONCESSION REVENUE</b>	\$ 66,275	\$ 62,905	\$ 66,950	\$ 98,900
<b>30 4050-00 · FBO REVENUE</b>				
31 4050-01 · FBO - Lease Space	\$ 163,966	\$ 173,900	\$ 168,998	\$ 171,533
32 4050-02 · FBO - Overnight Parking Fees	\$ 413,066	\$ 380,742	\$ 417,000	\$ 423,255
34 4050-04 · FBO - Commission	\$ 32,519	\$ 41,740	\$ 34,002	\$ 34,512
35 4050-07 · FBO - Misc.	\$ -	\$ 150	\$ -	\$ -
36 <b>Total 4050-00 · FBO REVENUE</b>	\$ 609,551	\$ 596,533	\$ 620,000	\$ 629,300
<b>38 4060-00 · FUEL FLOWAGE REVENUE</b>				
39 4060-01 · Fuel Flowage - FBO	\$ 430,541	\$ 445,112	\$ 440,000	\$ 446,600
40 <b>Total 4060-00 · FUEL FLOWAGE REVENUE</b>	\$ 430,541	\$ 445,112	\$ 440,000	\$ 446,600
<b>42 4070-00 · TRANSIENT LANDING FEES REVENUE</b>				
44 4070-02 · Landing Fees - Non-Comm./Gov't	\$ 653,799	\$ 627,065	\$ 669,500	\$ 577,535
45 <b>Total 4070-00 · TRANSIENT LANDING FEES REVENUE</b>	\$ 653,799	\$ 627,065	\$ 669,500	\$ 577,535
<b>47 4080-00 · HANGAR REVENUE</b>				
48 4080-01 · Hangar - Land Lease	\$ 639,276	\$ 673,999	\$ 658,837	\$ 668,720
49 4080-02 · Hangar/Trans. Fee - Land Lease	\$ 132,795	\$ 52,995	\$ 23,345	\$ 23,325
50 4080-03 · Hangar/Utilities (E8, 11, 24)	\$ 700	\$ 673	\$ -	\$ -
51 4080-05 · Hangar Rental - FMA Owned	\$ 32,818	\$ 33,698	\$ 33,454	\$ 33,956
52 <b>Total 4080-00 · HANGAR REVENUE</b>	\$ 805,589	\$ 761,364	\$ 715,636	\$ 726,000
<b>54 4090-00 · TIEDOWN PERMIT FEES REVENUE</b>				
55 4090-01 · Tiedown Permit Fees (FMA)	\$ 33,243	\$ 31,520	\$ 31,465	\$ 37,000
56 <b>Total 4090-00 · TIEDOWN PERMIT FEES REVENUE</b>	\$ 33,243	\$ 31,520	\$ 31,465	\$ 37,000



**FRIEDMAN MEMORIAL AIRPORT**  
**PROPOSED FY 2024 BUDGET BUILD**  
**DRAFT**

VERSION: Created 07.06.2023

	FY 2021	FY 2022	FY 2023	FY 2024
	Year End	Year End	2023 Budget	Proposed Budget
58 <b>4100-00 · POSTAL CARGO REVENUE</b>				
59 4100-01 · Cargo Carriers - Landing Fees	\$ -	\$ -	\$ -	\$ -
60 4100-02 · Postal Cargo - Tiedown	\$ 5,472	\$ 5,016	\$ 5,500	\$ 5,500
61 <b>Total 4100-00 · POSTAL CARGO REVENUE</b>	\$ 5,472	\$ 5,016	\$ 5,500	\$ 5,500
63 <b>4110-00 · MISCELLANEOUS REVENUE</b>				
64 4110-01 · Misc. Revenue	\$ 16,856	\$ 357	\$ 5,000	\$ 2,000
65 4110-05 · Misc. Incident/Accident	\$ -	\$ -	\$ -	\$ -
66 4110-09 · Misc. Expense Reimbursement	\$ 40	\$ 2,382	\$ -	\$ -
67 <b>Total 4110-00 · MISCELLANEOUS REVENUE</b>	\$ 16,896	\$ 2,739	\$ 5,000	\$ 2,000
69 <b>4120-00 · GROUND TRANSP. PERMIT REVENUE</b>				
70 4120-01 · Ground Transportation Permit	\$ 19,150	\$ 24,302	\$ 24,000	\$ 24,000
71 4120-02 · GTSP - Trip Fee	\$ 3,380	\$ 4,820	\$ 5,000	\$ 5,000
72 <b>Total 4120-00 · GROUND TRANSP. PERMIT REVENUE</b>	\$ 22,530	\$ 29,122	\$ 29,000	\$ 29,000
74 <b>4400-00 · TSA/SECURITY</b>				
75 4400-02 · Terminal Lease	\$ 41,910	\$ 30,594	\$ 41,910	\$ 42,425
76 4400-03 · Security Prox. Cards	\$ 33,540	\$ 32,360	\$ 33,540	\$ 33,540
77 <b>Total 4400-00 · TSA/SECURITY</b>	\$ 75,450	\$ 62,954	\$ 75,450	\$ 75,965
79 <b>4450-00 · RANCH REVENUE</b>				
80 4450-01 · Ranch House Rent	\$ -	\$ -	\$ -	\$ 7,200
81 4450-02 · Ranch Lease	\$ -	\$ -	\$ -	\$ 36,000
83 <b>Total 4450-00 · RANCH REVENUE</b>	\$ -	\$ -	\$ -	\$ 43,200
85 <b>4500-00 · IDAHO STATE GRANT PROGRAM REV.</b>				
88 4500-20 · SUN-20	\$ -	\$ -	\$ -	\$ -
89 4500-21 · SUN-21	\$ -	\$ -	\$ -	\$ -
90 4500-22 · SUN-22	\$ -	\$ 200,000	\$ -	\$ -
91 4500-23 · SUN-23	\$ -	\$ -	\$ -	\$ -
92 4500-24 · SUN-24	\$ -	\$ -	\$ -	\$ -
93 <b>Total 4500-00 · IDAHO STATE GRANT PROGRAM REV.</b>	\$ -	\$ 200,000	\$ -	\$ -
100 <b>4520-00 · INTEREST REVENUE</b>				
101 4520-01 · Interest Revenue - General	\$ 11,719	\$ 24,464	\$ 15,000	\$ 50,000
102 4520-07 · Interest Revenue - '14 PFC	\$ 32	\$ 29	\$ -	\$ -
103 4520-12 · Interest Revenue - CFC	\$ -	\$ -	\$ -	\$ -
104 <b>Total 4520-00 · INTEREST REVENUE</b>	\$ 11,750	\$ 24,493	\$ 15,000	\$ 50,000
106 <b>4600-00 · CORONAVIRUS RELIEF GRANTS OPERATIONAL</b>				
107 4600-01 · Coronavirus Relief Grants Operational	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 3,686,743
108 <b>Total 4600-00 · CORONAVIRUS RELIEF GRANTS OPERATIONAL</b>	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 3,686,743
110 <b>TOTAL REVENUE</b>	\$ 6,674,333	\$ 7,416,777	\$ 7,182,145	\$ 9,321,101
112 <b>"A" EXPENSES</b>				
114 <b>5000-00 · A EXPENDITURES</b>				
115 5000-01 · Salaries - Airport Director	\$ 158,371	\$ 166,290	\$ 166,290	\$ 174,604
116 5010-00 · Salaries - Deputy Director F&A	\$ 103,500	\$ 113,614	\$ 101,048	\$ 118,097
117 5010-01 · Salaries - Admin Coordinator	\$ 124,292	\$ 39,429	\$ 122,200	\$ 71,400
119 5010-03 · Salaries - Sr. Admin Coordinator	\$ 31,094	\$ 55,037	\$ 69,000	\$ -
120 5010-04 · Salaries - Business Operations Coordinator	\$ -	\$ -	\$ -	\$ 75,000
121 5020-00 · Salaries - Deputy Director O&M	\$ 99,677	\$ 121,621	\$ 127,200	\$ 140,872
122 5030-00 · Salaries - ARFF/OPS Specialist	\$ 492,628	\$ 547,021	\$ 547,618	\$ 579,488
124 5030-01 · Salaries - Parking Specialists	\$ -	\$ 28,526	\$ 107,000	\$ 120,120
125 5040-00 · Salaries- Security Manager	\$ 94,190	\$ 96,146	\$ 96,146	\$ 100,954



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126	5050-00 · Salaries - Seasonal Snow Removal	\$ 64,186	\$ 41,461	\$ 70,000	\$ 76,000
127	5050-01 · Salaries - Seasonal - Arpt. Host	\$ 3,923	\$ -	\$ 5,000	\$ 5,000
128	5050-02 · Salaries - Salary Adjustment/Merit	\$ -	\$ -	\$ 84,975	\$ 118,127
129	5050-03 · Salaries - One Time Pay	\$ 12,550	\$ 3,000	\$ 5,000	\$ 5,000
130	5050-04 · Salaries - ARFF Coverage	\$ 1,420	\$ 1,320	\$ 9,600	\$ 9,600
131	5060-01 · Overtime - General	\$ -	\$ -	\$ 2,000	\$ 2,000
132	5060-02 · Overtime - Snow Removal	\$ 18,267	\$ 19,891	\$ 45,000	\$ 45,000
134	5070-05 · Compensated Absences Accrued	\$ (40,735)	\$ 20,773	\$ -	\$ -
135	5100-00 · Retirement	\$ 147,829	\$ 137,186	\$ 169,298	\$ 171,178
136	5110-00 · Social Security/Medicare	\$ 87,892	\$ 90,161	\$ 119,249	\$ 121,120
137	5120-00 · Life Insurance	\$ -	\$ -	\$ 2,000	\$ 2,000
138	5130-00 · Medical Insurance	\$ 223,236	\$ 232,393	\$ 255,000	\$ 282,000
139	5160-00 · Workman's Compensation	\$ 18,625	\$ 18,960	\$ 20,000	\$ 23,000
140	5170-00 · Unemployment Claims	\$ -	\$ -	\$ -	\$ -
141	5180-00 · Prior year p/r/ corrections	\$ (7,564)	\$ -	\$ -	\$ -
142	<b>TOTAL "A" EXPENDITURES</b>	\$ 1,633,382	\$ 1,732,829	\$ 2,123,624	\$ 2,240,559
144	<b>"B" EXPENSES - ADMINISTRATIVE</b>				
146	<b>6000-00 · TRAVEL EXPENSE</b>				
147	6000-01 · Travel - Conference/Project Expenses	\$ 1,658	\$ 15,181	\$ 40,000	\$ 40,000
148	<b>Total 6000-00 · TRAVEL EXPENSE</b>	\$ 1,658	\$ 15,181	\$ 40,000	\$ 40,000
150	<b>6010-00 · SUPPLIES/EQUIPMENT EXPENSE</b>				
151	6010-01 · Supplies/Equipment - Office	\$ 5,947	\$ 8,121	\$ 8,000	\$ 8,000
152	6010-02 · Supplies/Equipment - Parking	\$ 184	\$ 1,607	\$ 1,000	\$ 1,000
153	6010-03 · Supplies/Equipment - Computer	\$ 7,651	\$ 13,248	\$ 25,000	\$ 40,000
154	<b>Total 6010-00 · SUPPLIES/EQUIPMENT EXPENSE</b>	\$ 13,782	\$ 22,976	\$ 34,000	\$ 49,000
156	<b>6020-00 · INSURANCE</b>				
157	6020-01 · Insurance - Liability	\$ 53,124	\$ 52,409	\$ 55,100	\$ 64,000
160	<b>Total 6020-00 · INSURANCE</b>	\$ 53,124	\$ 52,409	\$ 55,100	\$ 64,000
162	<b>6030-00 · UTILITIES</b>				
163	6030-01 · Utilities - Gas/Terminal	\$ 12,925	\$ 9,105	\$ 14,000	\$ 23,000
164	6030-02 · Utilities - Gas/AOB & Cold Storage	\$ 5,232	\$ 6,104	\$ 5,500	\$ 8,200
165	6030-03 · Utilities - Elec./Runway&PAPI	\$ 5,860	\$ 6,406	\$ 6,000	\$ 5,200
166	6030-04 · Utilities - Elec./AOB & Cold Storage	\$ 8,325	\$ 9,168	\$ 8,100	\$ 11,100
167	6030-05 · Utilities - Electric/Terminal	\$ 49,528	\$ 51,163	\$ 56,000	\$ 75,000
168	6030-06 · Utilities - Telephone	\$ 16,123	\$ 16,735	\$ 17,200	\$ 18,750
169	6030-07 · Utilities - Water	\$ 9,860	\$ 5,982	\$ 11,000	\$ 11,000
170	6030-08 · Utilities - Garbage Removal	\$ 13,912	\$ 15,747	\$ 14,500	\$ 14,500
171	6030-09 · Utilities - Sewer	\$ 5,112	\$ 4,884	\$ 4,800	\$ 5,500
172	6030-11 · Utilities - Electric/Tower	\$ 7,399	\$ 5,657	\$ 7,000	\$ 7,000
173	6030-12 · Utilities - Elec./Brdfrd. Hghl	\$ 452	\$ 695	\$ 500	\$ 1,200
174	6030-13 · Utilities - Elec. - Exit Booth	\$ 1,413	\$ 1,424	\$ 2,200	\$ 2,200
175	6030-15 · Utilities - Elec/AWOS	\$ 3,484	\$ 2,917	\$ 3,800	\$ 3,800
176	6030-16 · Utilities - Elec. Wind Cone	\$ 134	\$ 92	\$ 150	\$ 100
177	6030-17 · Utilities - Elec./Gas - Hangar	\$ 3,031	\$ 4,752	\$ 5,000	\$ 7,000
178	6030-18 · Utilities - Lubricant Waste Disposal	\$ 292	\$ -	\$ 300	\$ 300
179	6030-20 · Utilities - GGWD Fees	\$ -	\$ 3,015	\$ -	\$ -
180	6030-20 · Utilities - Eccles Ranch	\$ -	\$ -	\$ -	\$ 35,000
181	<b>Total 6030-00 · UTILITIES</b>	\$ 143,079	\$ 143,847	\$ 156,050	\$ 228,850





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183	<b>6040-00 · SERVICE PROVIDER</b>				
184	6040-01 · Service Provider - General	\$ 238	\$ -	\$ -	\$ -
185	6040-02 · Service Provider - Term. Services	\$ 6,505	\$ 6,845	\$ 8,900	\$ 7,000
186	6040-03 · Service Provider - AOB Services	\$ 51,231	\$ 53,058	\$ 52,000	\$ 66,000
187	6040-04 · Service Provider - Operations	\$ 15,941	\$ 14,240	\$ 16,000	\$ 20,000
188	6040-13 · Service Provider - Parking		\$ 2,754	\$ 8,100	\$ 56,500
189	<b>Total 6040-00 · SERVICE PROVIDER</b>	\$ 73,915	\$ 76,897	\$ 85,000	\$ 149,500
191	<b>6050-00 · PROFESSIONAL SERVICES</b>				
192	6050-01 · Professional Services - Legal	\$ 88,406	\$ 74,355	\$ 100,000	\$ 100,000
193	6050-02 · Professional Services - Audit/Finance	\$ 59,888	\$ 82,237	\$ 93,200	\$ 127,000
194	6050-03 · Professional Services - Engineer	\$ 7,441	\$ 36,897	\$ 26,500	\$ 36,500
195	6050-04 · Professional Services - Human Resources	\$ 6,004	\$ 11,608	\$ 15,000	\$ 15,000
196	6050-05 · Professional Services - Gen.	\$ 198,250	\$ 31,845	\$ 20,000	\$ 25,000
198	6050-10 · Prof. Svcs.-IT/Comp. Support	\$ 38,567	\$ 93,271	\$ 132,000	\$ 170,000
199	6050-12 · Prof. Serv.-Planning - Air Service	\$ 6,813	\$ 1,025	\$ 8,000	\$ 8,000
200	6050-13 · Prof. Serv.-Website Hosting	\$ 9,292	\$ 1,190	\$ 10,000	\$ 1,200
201	6050-15 · Professional Services - Web Maint/Outreach	\$ 14,485	\$ 32,520	\$ 25,000	\$ 30,000
202	6050-17 · Professional Services - Airspace Consulting	\$ 24,963	\$ 19,585	\$ 35,000	\$ 35,000
203	6050-18 · Professional Services - Approach Maintenance & Misc. Service	\$ 781	\$ 4,465	\$ 35,000	\$ 35,000
204	6050-19 · Professional Services - ATCT Relocation	\$ 14,738	\$ 23,584	\$ 60,000	\$ 30,000
205	6050-20 · Professional Services - New Approach	\$ -	\$ 65,000	\$ -	\$ -
206	6050-00 · Professional Services - Other	\$ -	\$ 12,303	\$ 35,000	\$ 35,000
207	<b>Total 6050-00 · PROFESSIONAL SERVICES</b>	\$ 469,627	\$ 489,885	\$ 594,700	\$ 647,700
209	<b>6060-00 · MAINTENANCE-OFFICE EQUIPMENT</b>				
210	6060-01 · Maint.-Office Equip./Gen.	\$ 17	\$ -	\$ -	\$ -
211	6060-04 · Maintenance - Copier	\$ 1,553	\$ 1,534	\$ 2,000	\$ 2,000
212	6060-05 · Maintenance - Phone	\$ 1,215	\$ 1,215	\$ 1,215	\$ 1,287
213	<b>Total 6060-00 · MAINTENANCE-OFFICE EQUIPMENT</b>	\$ 2,785	\$ 2,749	\$ 3,215	\$ 3,287
215	<b>6070-00 · RENT/LEASE OFFICE EQUIPMENT</b>				
216	6070-02 · Rent/Lease - Postage Meter	\$ 1,171	\$ 1,171	\$ 1,171	\$ 1,500
217	<b>Total 6070-00 · RENT/LEASE OFFICE EQUIPMENT</b>	\$ 1,171	\$ 1,171	\$ 1,171	\$ 1,500
219	<b>6080-00 · DUES/MEMBERSHIPS</b>				
220	6080-01 · Dues/Memberships	\$ 6,671	\$ 6,452	\$ 6,000	\$ 6,200
221	6080-04 · Publications	\$ 4,786	\$ 6,353	\$ 3,500	\$ -
222	6080-07 · Cove Canal Association Dues - Ranch	\$ -	\$ -	\$ -	\$ 3,200
223	<b>Total 6080-00 · DUES/MEMBERSHIPS</b>	\$ 11,457	\$ 12,805	\$ 9,500	\$ 9,400
225	<b>6090-00 · POSTAGE</b>				
226	6090-01 · Postage/Courier Service	\$ 1,186	\$ 1,468	\$ 1,000	\$ 1,000
228	<b>Total 6090-00 · POSTAGE</b>	\$ 1,186	\$ 1,468	\$ 1,000	\$ 1,000
230	<b>6100-00 · EDUCATION/TRAINING</b>				
231	6100-01 · Education/Training - Admin.	\$ 3,084	\$ 1,684	\$ 10,000	\$ 10,000
232	6100-02 · Education/Training - OPS	\$ 3,569	\$ 11,789	\$ 14,000	\$ 14,000
233	6100-03 · Education/Training - ARFF	\$ 17,549	\$ 28,022	\$ 20,000	\$ 20,000
234	6100-04 · Education/Training - Trienn. Drill	\$ 754	\$ -	\$ 4,000	\$ -
235	6100-06 · Education - Security	\$ 515	\$ 251	\$ 2,500	\$ 3,000
237	<b>Total 6100-00 · EDUCATION/TRAINING</b>	\$ 25,471	\$ 41,746	\$ 50,500	\$ 47,000



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239	<b>6101-00 · PUBLIC OUTREACH/ADS/COMMUNICATIONS</b>				
240	6101-01 · Advertising/Social Media/Sponsorships	\$ 27,318	\$ 28,249	\$ 35,000	\$ 35,000
241	6101-02 · Public Outr/Comm - Noise Abatement	\$ -	\$ -	\$ 500	\$ 500
242	6101-03 · Public Outr/Comm - SAAC	\$ 5,242	\$ 14,824	\$ 10,000	\$ 10,000
243	<b>Total 6101-00 · PUBLIC OUTREACH/COMMUNICATIONS</b>	\$ 32,560	\$ 43,073	\$ 45,500	\$ 45,500
245	<b>6110-00 · CONTRACTS</b>				
246	6110-02 · Contracts - FMAA	\$ 38,500	\$ 41,500	\$ 42,000	\$ 84,000
249	6110-16 · Contracts - Prkg Mngt Fee/Ops	\$ 206,063	\$ 100,975	\$ 50,000	\$ 50,000
250	6110-17 · Contracts - Landing Fee Equipment Maintenance	\$ -	\$ 15,528	\$ 16,000	\$ 16,800
251	6110-18 · Contracts - Vector Commissions	\$ 84,795	\$ 81,518	\$ 100,000	\$ 90,000
252	<b>Total 6110-00 · CONTRACTS</b>	\$ 329,359	\$ 239,522	\$ 208,000	\$ 240,800
254	<b>6130-00 · MISCELLANEOUS EXPENSES</b>				
255	6130-01 · Misc. - General	\$ 303,393	\$ 13,523	\$ 15,000	\$ 15,000
256	6130-19 · COVID-19	\$ 25,018	\$ -	\$ -	\$ -
257	6140-00 · Bank Fees	\$ 20,704	\$ 33,694	\$ -	\$ -
258	6140-01 · Merchant Fees	\$ 363	\$ 448	\$ 22,000	\$ 600
260	<b>Total 6130-00 · MISCELLANEOUS EXPENSES</b>	\$ 349,478	\$ 47,664	\$ 37,000	\$ 15,600
266	<b>TOTAL "B" ADMINISTRATIVE EXPENSES</b>	\$ 1,508,652	\$ 1,191,392	\$ 1,320,736	\$ 1,543,137
268	<b>"B" EXPENSES - OPERATIONS</b>				
270	<b>6500-00 · SUPPLIES/EQUIPMENT- OPERATIONS</b>				
271	6500-01 · Supplies/Equipment - General	\$ 10,335	\$ 5,305	\$ 13,500	\$ 13,500
272	6500-02 · Supplies/Equipment - Tools	\$ 5,495	\$ 7,325	\$ 20,000	\$ 20,000
273	6500-03 · Supplies/Equipment - Clothing Ops	\$ 2,942	\$ 3,541	\$ 4,000	\$ 4,000
274	6500-04 · Supplies/Equipment - Janitorial	\$ 25,389	\$ 27,050	\$ 22,000	\$ 30,000
275	6500-07 · Supplies/Equipment - Clothing Parking Lot	\$ -	\$ -	\$ 2,000	\$ 2,000
276	<b>Total 6500-00 · SUPPLIES/EQUIPMENT - OPERATIONS</b>	\$ 44,160	\$ 43,220	\$ 61,500	\$ 69,500
278	<b>6505-00 · EQUIP/VEHICLE-LEASE/RENTAL</b>				
279	6505-01 · General	\$ 87,534	\$ 87,559	\$ 88,000	\$ 90,000
280	<b>Total 6510-00 · EQUIP/VEHICLE-LEASE/RENTAL</b>	\$ 87,534	\$ 87,559	\$ 88,000	\$ 90,000
282	<b>6510-00 · FUEL/LUBRICANTS</b>				
283	6510-01 · General	\$ 358	\$ 4,450	\$ -	\$ -
284	6510-02 · Fuel	\$ 39,640	\$ 42,967	\$ 50,000	\$ 75,000
285	6510-03 · Lubricants	\$ 4,155	\$ 2,638	\$ 8,000	\$ 10,000
286	<b>Total 6510-00 · FUEL/LUBRICANTS</b>	\$ 44,153	\$ 50,055	\$ 58,000	\$ 85,000
288	<b>6520-00 · VEHICLES/MAINTENANCE</b>				
289	6520-01 · R/M Equipment - General	\$ 22,340	\$ 18,834	\$ 50,000	\$ 75,000
290	6520-06 · R/M Equip. '85 Ford Dump	\$ 2,954	\$ 395	\$ 6,000	\$ 6,000
291	6520-08 · R/M Equip. - '96 Tiger Tractor	\$ 2,986	\$ -	\$ 1,000	\$ 1,000
292	6520-17 · R/M Equip. '01 Case 921 Ldr.	\$ 143	\$ -	\$ 500	\$ 1,500
293	6520-18 · R/M Equip. - '97 Chevy Blazer	\$ 118	\$ -	\$ -	\$ -
295	6520-20 · R/M Equip. - '02 Kodiak Blower	\$ 5,267	\$ -	\$ 750	\$ 1,500
296	6520-25 · R/M Equip. - '04 Batts De-Ice	\$ 101	\$ 2,795	\$ 500	\$ 1,000
297	6520-28 · R/M Equip. - '06 Case 621 Loader	\$ 35	\$ 121	\$ 1,000	\$ 1,500
298	6520-29 · R/M Equip. - '10 Wausau Broom/Plow	\$ 5,439	\$ 179	\$ 1,100	\$ 1,500
299	6520-30 · R/M Equip. - '05 Ford F-350	\$ 1,044	\$ -	\$ 500	\$ 1,500
300	6520-31 · R/M Equip. - '10 Oshkosh Blower	\$ 4,319	\$ 66	\$ 9,000	\$ 9,000
301	6520-32 · R/M Equip. - '09 Mini Truck	\$ 75	\$ 786	\$ 350	\$ 1,000
302	6520-34 · R/M Equip. - '12 Case 921F Loader	\$ 1,460	\$ -	\$ 1,000	\$ 1,500
303	6520-35 · R/M Equip. - '14 Ford Explorer	\$ 160	\$ -	\$ 500	\$ -



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304	6520-36 · R/M Equip. - '10 Toyota Forklift	\$ 113	\$ 347	\$ 250	\$ 1,000
305	6520-37 · R/M Equip. - '15 Tool Cat	\$ 394	\$ -	\$ 3,000	\$ 5,000
306	6520-38 · R/M Equip. - '15 Wausau Broom	\$ 2,518	\$ 3,157	\$ 6,000	\$ 6,000
307	6520-39 · R/M Equip. - Boss Spreader	\$ 51	\$ 8,419	\$ 250	\$ 250
309	6520-40 · R/M Equip. - '17 Ford-350 Super Cab	\$ 1,544	\$ 5,326	\$ 1,000	\$ 1,500
310	6520-41 · R/M Equip. - '17 Kodiak Blower	\$ 79	\$ 415	\$ 1,500	\$ 1,500
311	6520-43 · R/M Equip. - '18 279D Skid Steer	\$ 3,240	\$ 726	\$ 4,500	\$ 1,500
312	6520-44 · R/M Equip. - '18 972M Loader	\$ -	\$ 1,076	\$ 1,000	\$ 1,500
313	6520-45 · R/M Equip. - '19 Oshkosh Broom	\$ 480	\$ -	\$ 6,000	\$ 6,000
314	6520-46 · R/M Equip. - '20 Chev. 1500 PU	\$ 3,666	\$ 2,787	\$ 1,900	\$ 1,500
315	6520-47 · R/M Equip. - '19 Cat 972M Loader	\$ 2,657	\$ 373	\$ 1,000	\$ 1,500
316	6520-48 · R/M Equip. - '18 New Holland Tractor	\$ 1,033	\$ -	\$ 1,000	\$ 1,500
317	6520-49 · R/M Equip. - '21 M-B SRE Combo	\$ 16,636	\$ 2,078	\$ 14,000	\$ 15,000
318	6520-50 · R/M Equip. - '22 MB Combo	\$ -	\$ 2,531	\$ 14,000	\$ 15,000
319	6520-51 · R/M Equip. - '22 MB Deice Truck	\$ -	\$ 212	\$ 3,000	\$ 5,000
320	6520-52 · R/M Equip. - '22 MB4 Blower	\$ -	\$ 72	\$ 2,000	\$ 5,000
321	6520-53 · R/M Equip. - '22 F-350	\$ -	\$ 286	\$ 3,500	\$ 1,500
322	6520-54 · R/M Equip. - '23 Expedition	\$ -	\$ -	\$ -	\$ 1,500
323	6520-55 · R/M Equip. - '23 Maverick	\$ -	\$ -	\$ -	\$ 1,500
324	6520-56 · R/M Equip. - Tour Van	\$ -	\$ -	\$ -	\$ 5,000
325	6520-57 · R/M Equip. - '24 F-350	\$ -	\$ -	\$ -	\$ 5,000
326	<b>Total 6520-00 · VEHICLES/MAINTENANCE</b>	\$ 78,853	\$ 50,980	\$ 136,100	\$ 185,250
328	<b>6530-00 · ARFF MAINTENANCE</b>				
329	6530-01 · ARFF Maint. General/Supplies	\$ 3,701	\$ 7,583	\$ 10,000	\$ 10,000
330	6530-03 · ARFF Maint. - '87 Oshkosh	\$ 302	\$ -	\$ -	\$ -
331	6530-04 · ARFF Maint. - Radios	\$ 3,496	\$ 6,595	\$ 6,000	\$ 10,000
332	6530-05 · ARFF Maint. - '03 E-One	\$ 22,464	\$ 2,422	\$ 2,500	\$ 2,500
333	6530-06 · ARFF Maint. - '20 Oshkosh Striker	\$ 2,210	\$ 1,944	\$ 1,000	\$ 2,500
334	<b>Total 6530-00 · ARFF MAINTENANCE</b>	\$ 32,173	\$ 18,544	\$ 19,500	\$ 25,000
336	<b>6540-00 · REPAIRS/MAINTENANCE - BUILDING</b>				
337	6540-01 · R/M Bldg. - General	\$ 928	\$ (13)	\$ 1,500	\$ 1,500
338	6540-02 · R/M Bldg. - Terminal	\$ 126,630	\$ 188,034	\$ 120,000	\$ 112,000
339	6540-03 · R/M Bldg. - Terminal Concession	\$ 2,551	\$ 4,146	\$ 6,000	\$ 6,000
340	6540-04 · R/M Bldg. - Cold Storage	\$ 630	\$ 966	\$ 1,500	\$ 1,500
341	6540-05 · R/M Bldg. - AOB/SHOP	\$ 23,360	\$ 18,103	\$ 29,300	\$ 40,200
342	6540-06 · R/M Bldg. - Hangars	\$ 1,035	\$ -	\$ 5,000	\$ 5,000
343	6540-07 · R/M Bldg. - Tower	\$ 9,557	\$ 7,125	\$ 7,000	\$ 10,000
344	6540-08 · R/M Bldg. - Parking Booth	\$ 120	\$ 403	\$ 1,000	\$ -
345	6540-10 · R/M Bldg. - Eccles Ranch	\$ -	\$ -	\$ -	\$ 15,000
346	<b>Total 6540-00 · REPAIRS/MAINTENANCE - BUILDING</b>	\$ 164,811	\$ 218,764	\$ 171,300	\$ 191,200
348	<b>6550-00 · REPAIRS/MAINTENANCE - AIRSIDE</b>				
349	6550-01 · R/M - General	\$ 4,961	\$ 15,354	\$ 8,000	\$ 8,000
350	6550-02 · R/M - Airfield/Runway	\$ 27,690	\$ 18,667	\$ 60,000	\$ 40,000
351	6550-03 · R/M - Airfield/Runway - Deice	\$ 109,067	\$ 93,069	\$ 120,000	\$ 120,000
352	6550-04 · R/M - Lights	\$ 12,409	\$ 14,097	\$ 15,000	\$ 25,000
353	<b>Total 6550-00 · REPAIRS/MAINTENANCE - AIRSIDE</b>	\$ 154,126	\$ 141,187	\$ 203,000	\$ 193,000
355	<b>6551-00 · REPAIRS/MAINTENANCE - LANDSIDE</b>				
356	6551-01 · RM - General	\$ 268	\$ 1,322	\$ 1,000	\$ 1,000
357	6551-02 · RM - Parking Lot	\$ 4,846	\$ 10,068	\$ 10,000	\$ 15,000
358	6551-03 · RM - Landscaping	\$ 6,468	\$ 8,369	\$ 10,000	\$ 15,000
359	6551-04 · RM - Ranch	\$ -	\$ -	\$ -	\$ 100,000
360	<b>Total 6560-00 · REPAIRS/MAINTENANCE - LANDSIDE</b>	\$ 11,582	\$ 19,759	\$ 21,000	\$ 131,000



**FRIEDMAN MEMORIAL AIRPORT**  
**PROPOSED FY 2024 BUDGET BUILD**  
**DRAFT**

VERSION: Created 07.06.2023

	FY 2021	FY 2022	FY 2023	FY 2024
	Year End	Year End	2023 Budget	Proposed Budget
361				
362				
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*Draft May 30, 2023*

**REQUEST FOR PROPOSALS**

**to Enter into Contracts for Exclusive Right  
to Negotiate Leases for**

**HANGAR DEVELOPMENT or FIXED BASE OPERATOR  
at  
FRIEDMAN MEMORIAL AIRPORT (SUN)**

**Published Date:** \_\_\_\_\_

**Pre-Submittal Meeting:** \_\_\_\_\_

*(Participation is mandatory)*

**Deadline to Submit Questions:** \_\_\_\_\_

**Proposal Due Date:** \_\_\_\_\_

**Table of Contents**

**[to be inserted]**

# 1. Introduction

As used in this RFP, the following terms have the following meaning.

*SUN or Airport* means the Friedman Memorial Airport  
*Authority* means the Friedman Memorial Airport Authority  
*City* means City of Hailey  
*County* means Blaine County

All Proposers are alerted to read this RFP carefully and to note where information is required to be included in a Proposal and where information is optional. The Authority has carefully used the words “will” or “shall” or “must” to indicate where certain obligations, information or submittal provisions are mandatory. Other language such as “may” or “should” or “consider” is used where the provisions are optional.

## 2. Background and Summary

### A. Overview

SUN is a publicly owned airport, jointly owned by the City of Hailey and Blaine County through the Friedman Memorial Airport Authority, a joint powers agency. The Airport is located in southcentral Idaho in the Wood River Valley and serves the Sun Valley resort and also provides critical transportation connectivity for residents of the greater Wood River Valley including Hailey, Bellevue, Ketchum, Sun Valley, and Carey.

The Airport is operated by the Authority. The Authority is comprised of three representatives appointed by the City of Hailey, three appointed by Blaine County, and a seventh member agreed upon by the six appointed members. The Airport Director provides the primary staff support to the Authority, managing and supervising airport personnel, and maintaining a safe, legal, efficient, and profitable operation.

The Airport encompasses approximately 594 acres and is located 5,320 feet above mean sea level. The FAA categorizes the Airport as a non-hub commercial service airport. SUN is also part of and classified by the Idaho Airport System Plan (IASP) as a Commercial Service Airport. According to the 2020 Economic Impact of Idaho Airports commissioned by the Idaho Transportation Department, Division of Aeronautics, SUN contributes nearly \$300 million annually to the local and state economy.

The Airport has one runway, Runway 13/31 which is 7,750 ft. x 100 ft. and one full length parallel taxiway, Taxiway Bravo, which is 50 ft. wide.

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

The Airport is currently served by three air carriers including Alaska, Delta and United Airlines. These three airlines currently provide non-stop flights to Chicago, Denver, Los Angeles, Seattle, San Francisco, and Salt Lake City. In addition to commercial service activity, the airport sees a significant amount of general aviation activity, including sophisticated, high-performance turboprop and jet aircraft.

In calendars years 2021 and 2022, airport operation and fuel flowage were as follow:

**Airport Operations**

CY 2021 = 29,102

CY 2022 = 26,211

**AV Gas**

CY 2021 = 50,476

CY 2022 = 42,081

**Jet A**

CY 2021 = 2,916,685

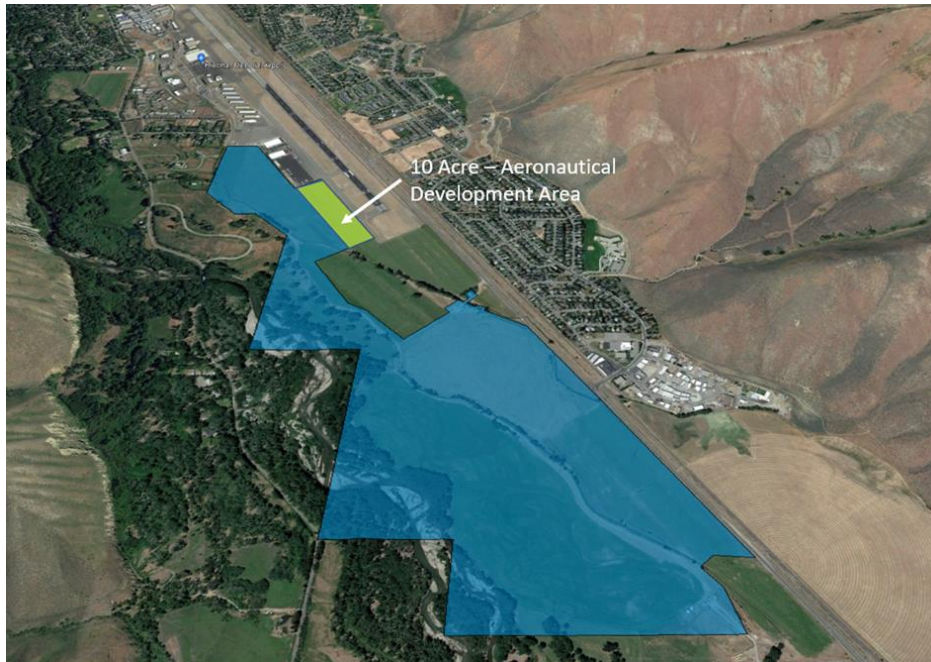
CY 2022 = 2,890,716

In September 2022, the Authority took possession of +/-386 acres of the Eccles Flying Hat Ranch west of Highway 75 and south of the Airport.

Prior to purchasing and acquiring the property, a critical step was the completion of an Environmental Assessment (EA) by the FAA. The transaction was approved based on a Finding of No Significant Impact – Record of Decisions (FONSI-ROD) issued by the FAA on July 27, 2022. This document was a predicate to FAA funding for the acquisition and sets forth important conditions that FAA imposed on the purchase.

As described in the EA, the primary purpose for most of the acquired property is approach/departure protection and land use compatibility as the property is located on the south end of the airport under the highly traversed approach and departures paths from the airport's only runway, Runway 13/31. This area is especially impacted by approach and departure overflights a majority of the take-offs from the airport are to the south (Runway 13) and a majority of landings at the airport are to the north (Runway 31).





For the past several years, growth in commercial aeronautical activity at the airport has been limited by a lack of space for new aeronautical development due to the airport's geographically constrained footprint in the south Wood River Valley. Available space for basic airport facilities including hangars and aircraft parking apron was further reduced as a result of projects to bring the airport facility into compliance with airport design standards from 2000-2005 and a major Runway Safety Area (RSA) compliance project from 2013-2015. The main focus of the RSA project was increasing the separation distance between Runway 13/31 and the airport's only parallel taxiway, Taxiway B. The increased runway/taxiway separation resulted in the need to remove then existing hangars and reduced the amount of available airport parking apron. Approximately 22,600 square feet (sf) of hangar space and 181,300 sf of aircraft parking was lost.

While a majority of the property was purchased and is intended to be preserved for the purpose of approach/departure protection and land use compatibility, the FAA's EA analyzed the potential use of 10 acres of the property to provide a site for new aeronautical development at SUN. The 10-acre parcel is located adjacent to and south of the current Fixed Base Operator (FBO) at the south end of the airport. The potential for this new aeronautical development is consistent with the current, Board-adopted airport master plan (2018) and is shown on the airport's current, FAA-approved Airport Layout Plan (ALP) and is the impetus behind this Request for Proposals.

Demand for hangars at SUN has far surpassed supply over the past 2-3 years. Development of new hangars remains a top request by airport users. While hangars of all sizes are in demand, "T hangar" type hangars of 1600-2500 sf (40 ft. x 40 ft. – 50 ft. x 50 ft.) in size are most requested but demand also exists for larger "box" hangars 10,000-12,000 sf (100 ft. x 100 ft. – 100 ft. x 120 ft.) in size. Both hangar sizes were considered as part of the conceptual alternatives developed as part of the minimum standards project. See Exhibits 3 and 4 below.

SUN users have also expressed interest in the establishment of a second FBO to increase competition. Currently SUN has one FBO on the field. Historically, lack of space on the airport has been the primary impediment to supporting a second FBO.



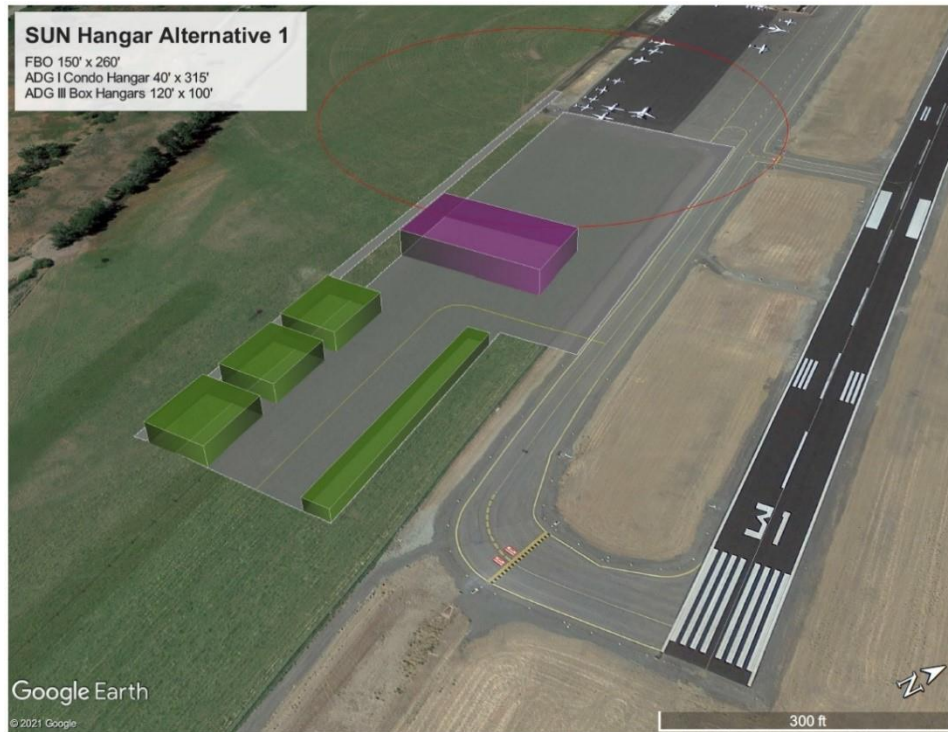
## **B. 2018 Airport Master Plan**

The Authority initiated an Airport Master Plan Update in 2014. The planning process took several years. The new master plan was adopted by the Board and the ALP approved by the FAA in 2018. One of the elements discussed and included in the final master plan document was the inclusion of the new 10-acre aeronautical development area (the same site analyzed in the EA). The Authority decided that the primary purpose of this parcel would be to recover the hangar and apron space lost as a result of the 2005 and 2013-2015 RSA project as well as to provide additional space and ability to support some of the forecast increase in aviation demand identified in the master planning process. As discussed in the master plan, while the need for this space and facilities were identified and justified, future development was contingent upon future acquisition of the additional land, which was far from a certainty at the time the master plan was adopted.

## **C. Amended Minimum Standards for Commercial Aeronautical Activity (2022)**

In 2021, the Authority initiated an update to its outdated Minimum Standards for Commercial Aeronautical activity, last updated in 1997. While the updating of the minimum standards was not undertaken because of the on-going land acquisition effort, the Authority was proactive in addressing the potential use of the new land. As a result, planning level conceptual alternatives were developed that address potential new hangar development, additional apron space, and the possibility of second FBO. Exhibits 3 and 4 present conceptual alternatives that were developed as part of the minimum standards project. *Proposers are not bound by these conceptual drawings; they are provide as illustrations of how either or both hangars and an FBO could be accommodated on the site.*

### Exhibit 3 – Hangar/FBO Alternative 1



Source: 2022 Minimum Standards for Commercial Aeronautical Activity

### Exhibit 4 – Hangar/FBO Alternative 2



Source: 2022 Minimum Standards for Commercial Aeronautical Activity

### 2018 Airport Master Plan versus Minimum Standards Conceptual Alternatives

While there is a difference in layout of space and proposed new facilities in the conceptual alternatives presented in the 2018 airport master plan and the 2022 minimum standards project, both are considered high level conceptual planning alternatives and are not intended to be binding land use plans for purposes of this RFP. Even at the highly conceptual level, the highest and best use of the available space is for hangars, aircraft parking, and a potential second FBO. Within those broad categories, actual space layout is expected to be refined by the Authority and/or by a potential developer.

#### **D. Dual Path for New Airport Site**

The Authority's adopted Airport Master Plan and FAA approved Airport Layout Plan (ALP), as the same may be amended or replaced, from time to time, represents the Authority's vision for long-term development of the Airport including the necessary facilities at the present Airport site. Proposers should note that the Airport Authority through the current Second Amended and Restated Joint Powers Agreement, maintains thresholds for considering a Replacement Airport under a "Dual Path Forward" approach which is focused on satisfying the operational requirements of existing and potential future airport users, whether at the existing Airport site or at a replacement site.

Proposers should be aware of the history of potential airport relocation to address FAA Modifications to Design Standards and/or other potential aviation demand-based needs unable to be accommodated at the existing airport site during the term of a potential lease with the Authority. While the likelihood, timing and details of any potential airport relocation are completely uncertain, Proposers should assume that any active business enterprise at the existing airport will be appropriately accommodated or compensated in the event of a relocation.

Please review the current Airport Master Plan and other documents regarding relocation posted on the Airport's website at [www.iflysun.com](http://www.iflysun.com).

### **3. RFP Process and Protocols**

#### **A. Procedures**

Proposers must follow the procedures described below and may be disqualified from the procurement without further consideration if any of the following procedures are not followed:

After issuance of RFP but prior to the submission deadline for RFP:

- All contact between prospective respondents Authority Board or staff must be directed to the procurement contact designated in this RFP. Authority staff, elected officials, and consultants will refer all inquiries to the procurement contact.

- All requests for clarification, objections to the structure, content, or distribution of this solicitation, or any other inquiries, must be made in writing via e-mail to [insert] to the procurement contact, prior to the deadline for questions listed in Section 6.D. and the Authority shall answer the requests for clarifications, objections, and inquiries in writing via addenda to this solicitation.

After the submission deadline of the RFP but prior to issuance of a notice of intended award:

- All contact regarding the procurement between Proposers and the Authority, including any participants in the evaluation process who are not Authority employees, must be directed to the procurement contact designated in the solicitation. Authority staff, elected officials, and consultants will refer all inquiries to the procurement contact. Proposers may not contact any Authority staff or anyone involved in the selection process, except the designated procurement contact.

After review by the Authority's evaluation committee:

- The Authority will issue a notice of intended award to all respondents, which will include the basis for the Authority's selection.

Proposers may be disqualified from the procurement without further consideration if any of the following occur:

- Evidence of formal affiliation, ownership, common control or other legal, financial, or operational influence by the incumbent FBO;
- Evidence of collusion, directly or indirectly, among Proposers in regard to the amount, terms, or conditions of this RFP (with the exception of firms submitting a joint proposal as a team or joint venture);
- Failure to direct all questions/inquiries through the procurement contact identified in this RFP;
- Any attempt to improperly influence any Authority official and/or the evaluation committee;
- Existence of any lawsuit, unresolved contractual claim, or dispute between Proposer and the Authority and/or the City or the County;
- Evidence of incorrect, incomplete, or misleading information submitted as part of the proposal;

- Evidence of Proposers inability to successfully complete the responsibilities and obligations of the proposal; and
- Proposers prior default under any agreement which resulted in termination of such agreement.

## **B. Nondiscrimination**

By submitting a proposal to this RFP, Proposer certifies that they will fully comply with all federal, State of Idaho, and local laws pertaining to nondiscrimination, and certifies that they will not discriminate against or grant preferential treatment to any party on the basis of race, sex, color, age, religion, sexual orientation, disability, ethnicity, or national origin in the performance of Authority contracts or agreements.

In addition, this RFP is subject to the requirements of the U.S. Department of Transportation's regulations, 49 CFR Part 23. The Proposer agrees that it will not discriminate against any business owner because of the owner's race, color, national origin, or sex in connection with the award or performance of any concession agreement, management contract, or subcontract, purchase or lease agreement, or other agreement covered by 49 CFR Part 23. The Proposer agrees to include the above statements in any subsequent concession agreement or contract covered by 49 CFR Part 23, that it enters and cause those businesses to similarly include the statements in further agreements.

## **4. Procurement**

### **A. Request for Proposals**

This Request for Proposals is for two facilities. ***Proposers may submit a proposal for one or both of the facilities.*** The Authority seeks proposals from Proposers that have demonstrated expertise in either or both new hangar development and/or operation of a full-service fixed base operation (FBO) facility to serve general aviation (GA) activities at the Airport. The selected Proposer(s) will be authorized and required to design, develop, finance, construct and operate one or both facilities at the Airport consistent with all applicable Authority rules, regulations, Minimum Standards, and applicable City of Hailey, Blaine County, State of Idaho and federal regulations. The selected Proposer(s) will be required to construct all components of the hangars or the FBO including the facilities and infrastructure necessary for its operation.

### **B. Proposer's Duty to Execute Lease Contract**

Within thirty (30) days of the offer of award of the lease contract for the right to enter into lease negotiations to construct and operate either or both hangars and/or FBO facilities at the Airport, the successful Proposer(s) shall execute and return the lease contract(s) and all required documentation to the Authority. If the successful Proposer(s) is unable to execute the lease contract within this timeframe, the Authority reserves the right to revoke the award and offer

the lease contract to the next-highest ranked Proposer(s) or to terminate this procurement entirely.

### **C. Conditions of Approval**

Proposers should be aware that any lease(s) for the site will include at least the following requirements and are strongly urged to address in their proposal how the Proposer will comply with these requirements.

- If the proposal is for use of only a portion of the property, the Proposer must demonstrate and willingness and readiness to coordinate its development with the user of the remainder of the site.
- While not required, if a Proposer contemplates both hangar and FBO development, the proposal should explain the organization structure of their team.
- Any development will comply with the Minimum Standards and Rules and Regulations (as amended from time to time).
- The Wood River Valley and the nearby communities are highly noise sensitive. Proposers should demonstrate an understanding of the Authority's voluntary noise abatement program and be prepared to explain how their operations will be consistent with that program.

### **D. Design Guidelines**

All buildings proposed for development on the Airport should fit within the design aesthetic that characterizes the Wood River Valley and the natural environment. Proposers should indicate whether they are willing to make commitments such as sustainable construction and structures, LEED compliance, reduced carbon footprint, solar generation, etc; such commitments will be favorably considered. It is recommended that Proposers present conceptual layout drawings and/or renderings of their proposed development.

### **E. Other Considerations**

The Authority will not favorably consider proposals which fail to demonstrate an understanding of the unique characteristics of this Airport and this community. While this Request for Proposals does not intend to provide an exhaustive or comprehensive list of issues that Proposers might consider in making such a demonstration, the following illustrate topics that Proposers may want to consider addressing in their proposals.

- Some Proposers may contemplate investments by the Authority in basic infrastructure including utilities, aircraft parking apron, access roads, and vehicle parking to support the proposal. Proposers may want to address whether any Authority investment is contemplated.



- This community values the Airport as a good neighbor and a respectful member of the community. Proposers may want to explain how their proposal would be consistent with, or enhance, this long-standing relationship.
- The Authority has a voluntary curfew on nighttime operations. While federal law prohibits enforcement of the curfew, the Authority is proud of, and the community expects, widespread respect for the underlying policies. Proposers may want to address their view on these policies and how their operations will respect the long-standing community expectations regarding nighttime operations.

## **F. Applicable Grant Assurances**

For many decades, there has been a single FBO operating at the Airport. Until recently (as explained above), the site constraints of the Airport made it practically impossible for the Authority to accommodate a second FBO. The recent land acquisition described above now makes it possible to accommodate a second FBO.

The Authority is subject to the FAA Grant Assurances, including Grant Assurance 22 (Economic Non-Discrimination) and Grant Assurance 23 (Exclusive Rights), both of which pertain to FBO operations. The FAA has advised that airport sponsors can maintain compliance with these assurances by maintaining and implementing reasonable minimum standards and by negotiating in good faith for the lease of suitable space with those who are willing and qualified to provide commercial aeronautical products and services. That obligation has now ripened since the Authority now has sufficient property to accommodate a second FBO. Finally, while the FAA does not require airport sponsors to conduct a public solicitation such as this one prior to leasing airport property, the Authority has determined that this RFP process will contribute to compliance with the Authority's satisfaction of its Grant Assurance obligations.

## **5. Proposals**

All proposals are required to follow the format and process specified below. Each Proposer shall provide detailed evidence of its competency, capability, and expertise to develop and operate commercial aeronautical facilities at the Airport consistent with the Authority's goals of providing safe, efficient, and environmentally responsible services and facilities that meet the community's and users' expectations. ***A Proposer who proposes to develop both hangars and an FBO may either submit one proposal for an integrated development or one proposal for each component, in which case the two proposals will be considered separately.*** Proposers who are proposing for both facilities must be clear whether they want the components to be considered only as an integrated whole or as separate components.

The Authority desires succinct proposals that address the specific content requirements. To facilitate the review of all submittals, each proposal shall meet the following format requirements.

- No more than 50 pages (not including the cover letter and appendix materials). Boilerplate or generic marketing materials should be referenced with citation to promotional materials available on the Proposer's website if necessary.
- Typewritten, with a minimum font size of 11 point for narrative text, on 8-1/2" X 11" sheet size (but folded 11" X 17" exhibits are acceptable).
- Submitted as (a) as a single PDF-format document (with each section bookmarked) and (b) 5 hard copies bound with tabbed dividers labeled by section.

Each proposal shall consist of the following elements in the prescribed order.

### **A. Cover Letter**

The Cover Letter shall not exceed two (2) pages and shall include the following:

- The name, address, e-mail address, and telephone number of the primary contact person of the Proposer's business organization entity;
- A brief statement indicating Proposer's clear understanding of and commitment to the provision of services specified in this RFP;
- A statement as to whether Proposer and/or Proposer's partners, subcontractor(s), joint venture associates or any other individual or entity of Proposer's team (including any third parties Proposer intends to rely upon for financing) has *any potential conflicts* that may arise in the performance of the services requested in this RFP, performing the work, or operating the facility contemplated within this RFP;
- A statement that the signatory is an officer or principal of the Proposer and has the authority to submit the proposal on behalf of, and to bind, the Proposer;
- A statement that the Proposer has *no* affiliation, formal or informal, with the incumbent FBO, and a statement indicating the nature of any affiliation, formal or informal, with any other business operating at the Airport.
- An acknowledgement of receipt of amendments to the RFP (if any).

### **B. Qualifications**

#### **1. Identification of Proposed Team**

The Proposer shall provide at least the following information in the section concerning the project team.



- (1) The name, address, telephone number and primary contact person of the business organization entity of the Proposer and the names and addresses of all management and supervisory personnel, all officers and directors (if a corporation) and all persons owning, holding and/or controlling any equity interest, voting rights or debt.
- (2) Description of the proposed team and reporting authorities contemplated for (1) completion of design, financing and construction of the new facility; and (2) operation of the newly constructed facility once it is open.
- (3) Identify the individuals who would serve as the key team members of Proposer's organization (including any sub-consultants), indicate their roles and responsibilities, and summarize the reasons why the key team members are particularly qualified to develop and operate this facility, with particular attention to work experience. The Authority desires, but does not specifically require, that the facility manager have a minimum of ten years of experience, which should include both hands-on experience and progressive project management experience. Also include a profile of the support staff members.
- (4) Any other information that Proposer deems relevant for evaluation of the team. In particular, Proposer is invited to describe any particular aspects of its organization which, by way of background, experience, unique qualifications, or other bases, sets its team apart from the competition. The Authority recognizes that a Proposer cannot guarantee the employment of any members of the team but would treat as a positive attribute any verifiable statements concerning the long-term availability of key team members. The experience of key team members is much more important than the experience of a company whose personnel will not be available for the facility at the Airport. Do not repeat information that appears elsewhere in the proposal.
- (5) Resumes or other relevant material may be included in an appropriately labeled appendix.

## **2. Demonstrated Experience**

The proposal shall include a statement of the Proposer's past experience, including resumes of management and supervisory personnel who would be responsible for the proposed operation, together with business, financial and managerial references. Proposer shall also provide a description of its business organization and history, including a listing of all persons holding ownership, control, management, or supervisory interest. If specifically requested (by an appropriate notation in the text of the proposal), this information will be kept confidential by the Authority to the extent provided by law.

In this section, Proposers shall discuss and elaborate on their experience and qualifications to design, finance, construct, operate, maintain and repair the proposed facilities. The Proposer

should exercise care not to repeat information provided in earlier sections of the proposal. This section must include the following information.

- (1) List all facilities currently being operated by Proposer and a brief description of each. Specifically include fuel volumes and aircraft operations handled at each facility. Please indicate whether the applicable Airport in each instance has a Part 139 certificate and whether it is has a Transportation Security Administration- approved Airport Security Program.
- (2) Identify and explain Proposer's experience (including specific examples) working with airport operators and proprietors on compliance with airport regulations and operational activities (*e.g.*, cooperation with airport emergency plans; disaster exercise and events; disabled aircraft recovery; fueling standards; landing and fuel flowage fee collections; and accommodating major events within the region).
- (3) Identify and discuss its experience designing, financing, constructing and operating airport facilities. The focus should be on similar facilities at similar airports where the Proposer was engaged in the design, finance, construction and operation of the facility.

Recognizing that professionals change their firm affiliation during their careers, the experience of key personnel is more important than a particular company's collective experience.

### **3. Project Understanding and Unique Airport Attributes**

Proposer must have reviewed the Minimum Standards and must assume that it will be required to prove compliance with those standards unless a specific and precise exception is called out and requested in this section. The text for any requested exception request shall be bolded.

In this section, Proposer is asked to respond to specific questions about its proposal that will help the Authority evaluate among proposals from comparable companies. Precise responses that demonstrate an understanding of the Airport and the Wood River Valley are especially important. There is no 'correct' answer and the Proposer's sensitive responses will be more important than boilerplate language that could be included in any proposal. Brevity is always preferred.

- (1) *Customer Satisfaction.* How does your project and service meet expected high level of customer service and professionalism and need for the Airport?
- (2) *Environmental and Sustainability.* Do you intend for your project to incorporate LEED compliant structures, solar power, measures to reduce your carbon footprint or other sustainability measures?
- (3) *Community Values.* It is important to the Authority and the community that all Airport tenants be members of our community. What measures (both in construction and in

operations) do you intend to implement to demonstrate that you are good neighbor, that you and your customers will comply with the voluntary noise abatement policies and procedures, and that, more generally, you will contribute to the community?

- (4) *Conflicts.* After decades without new commercial enterprises at the Airport, this project has the potential to create conflict with existing users and tenants. What has been your experience, and what do you intend to do to reduce the potential for conflict with existing enterprises at the Airport?

#### **4. Financial Information**

Proposer shall provide a brief narrative discussion of its financial responsibility and capability to fulfill the proposal. The narrative should discuss how its development/operational plan presents a strong business opportunity, especially in light of the particular nature of this community and the Airport.

The following information must be provided, either as part of the narrative or as an appendix.

- (1) Evidence of the Proposer's financial responsibility, from a bank or such other source that may be readily verified through normal banking channels.
- (2) A detailed pro forma cash flow and a profit and loss for the first five years of projected operations. The required financial pro forma must include, at a minimum, detailed projections of revenues by category, operating expenses by category, payments to the Authority, capital expenditures, financing costs (principal and interest) and return on equity. Assumptions for each projection should be disclosed, including traffic and operating assumptions, fuel sales and other revenue sources used to calculate the financial estimates.
- (3) Proposer's audited financial statements for the past three years, including balance sheets and income statements and a current (within sixty days) balance sheet, all compiled by a Certified Public Accountant. If Proposer is not able to provide an audited statement, the statements must be signed by a corporate officer attesting to the financial statement's accuracy. The most recent unaudited quarterly statement must also be included.
- (4) Proposer's Dunn and Bradstreet credit rating (including its D-U-N-S #) and any other credit ratings, if applicable.
- (5) Estimated total initial capital investment required to accomplish the proposed FBO facility at the Airport and anticipated additional capital investment required to maintain and upgrade facilities over the lease term included in the proposal.
- (6) All sources of capital must be identified. If third-party financing is contemplated

(whether it be individuals, related entities, banks or other institutions) a letter from each third party is required indicating it has been briefed regarding the proposal and believes it is feasible to provide financing for its portion of the proposed project. If the third-party providing financing is not an established Idaho, national or international financial institution, the Proposer should explain in detail how the third party will obtain funds to provide financing.

- (7) Data that demonstrates the Proposer's previous successful operation of an FBO with financial operating results for FBO facilities at least three other airports with comparable levels of corporate and general aviation activity and fuel sales volumes (separating commercial airline versus GA fuel). Such data may, but is not required to include (a) three years of financial operating results including detailed P&L statements; (b) three years of cash flow statements, which statements identify the categories of services provided, and detailed line item by line item fee structures for items similar to those expected to be imposed on FBO customers at the Airport.

The Authority may, at its discretion, request that a Proposer provide additional documentation and/or answer targeted questions about its financial capability and/or financial projections, for itself and/or any proposed third party or sub-lessee. The Authority may conduct its own research of the Proposer's financial condition.

The Authority is concerned to avoid accepting a Proposal in which the Proposer contemplates an immediate sale, assignment, or transfer of the lease. Proposers must include a statement that the Proposer agrees not to engage in any sale, assignment, or transfer that could result in an exclusive right, as that term has been interpreted by the FAA. While the Proposal need not contain any specific information about the Proposer's plans with regard to future sale, assignment, or transfer beyond such a statement, any commitments that the Proposer wishes to make regarding the terms and conditions of, timing for, or restrictions it proposes on sale, assignment, or transfer will be favorably regarded. If the Proposer proposes any profit or revenue share (either on a regular recurring basis or upon transfer of control of the enterprise), the Proposer should provide sufficient detail for the Authority to evaluate the financial implications of such a proposal.

The Proposer shall indicate its acceptance that the following fees are the *minimum* that will be acceptable in connection with a sale, assignment, or transfer of the lease:

Years 1-5 – no sale, assignment or transfer permitted  
Years 6-10 – fee of 30% of gross sale/transfer price upon sale, assignment or transfer  
Year 11 and subsequent years – fee of 10% of gross sale/transfer price upon sale, assignment or transfer.

## **5. Bonding and Insurance Capability**

Proposer shall provide evidence in the form of a Bid Bond issued by a bonding company licensed in the State of Idaho, of Proposer's ability to supply a performance bond in the amount equal to ten (10) percent of the annual rental and/or fees established and agreed upon, for conducting the services to be provided (cash may be deposited in lieu of a performance bond).

## **6. References**

Proposer shall provide letters of reference (preferably as an appendix to the proposal) including at least the following.

- (1) Proposer shall provide at least two letters of reference from separate airport governing authorities with knowledge of the Proposer's ability to design, construct, and operate an FBO facility. These references must include a description of the project and the subsequent services provided at that airport. Each letter must include a contact name, title, address, phone, and e-mail address for the individual signing the letter.
- (2) Proposer shall provide a statement from an Idaho bank or trust company or from a nationally recognized bank or trust company and readily verifiable through normal banking channels regarding Proposer's financial responsibility. The letter of reference must include a description of one or more development project(s) with which the financial institution is familiar. Also, the letter must include a contact name, title, address, phone, and e-mail address for the individual signing the letter.

Proposer should be aware that the Authority may request information from additional sources such as, for example, Proposer's clients, government agencies, and any other available sources while investigating Proposer's experience and qualifications. *Submission of a proposal constitutes consent to the Authority making such inquiries.* If the Proposer wants to limit such inquiries, the proposal must clearly indicate requested limitations on the Authority's contacts.

## **C. Technical Proposal**

Proposers shall provide a narrative fully describing the proposed development plan(s). Proposer may identify more than one option for development, consistent with the available property and other site constraints. If the proposal includes multiple alternative development concepts, Proposer should explain the advantages and disadvantages of each and the bases upon which the Proposer will decide which alternative to pursue.

Proposers may, but are not required to, submit a set of Conceptual Development Site/Facility Plans, prepared by a licensed architect and engineer fully depicting the proposed development. If the Proposer identifies more than one alternative development plan, drawings for each

alternative should be provided. Drawings should depict structures, parking and landscaping at a scale sufficient for the Authority to understand the scope and nature of the Proposal.

The proposal should provide a general description of the planned facilities and operations for conducting and/or providing the proposed services and should outline a technical approach in sufficient detail allow the Authority to understand the plan for development and operation of the proposed facilities. ***A Proposer who proposes to develop both hangars and an FBO may either submit one proposal for an integrated development or one proposal for each component, in which case the two proposals will be considered separately.*** At a minimum, this section must provide the following information.

- (1) Requested date for commencement of the activity and the proposed term of conducting the same and the proposed structure and amounts of rent and/or revenue to the Authority;
- (2) A comprehensive listing of all services proposed to be offered and the proposed schedule of fees and charges therefore (with commitment of the time period during which such fees and charges will be unchanged);
- (3) The size and location of the building(s) to be built and the proposed design and terms for the construction of any space and the ownership, leasing or sub-leasing thereof. An identification of any necessary or desirable capital improvements to be constructed in conjunction with the operation and Proposer's plan for financing the same;
- (4) The number, type, and basing of aircraft proposed to be provided (as applicable) and/or a detailed description of all equipment and facilities;
- (5) The number of persons proposed to be employed (including the names and qualifications of each person if known), whether the employees will be Airport-based (full-time, part-time and seasonal) or transient, and the certifications required, if any, for each Person to provide a proposed aeronautical activity;
- (6) The hours of proposed operation;
- (7) The types and limits of insurance coverage to be maintained;
- (8) A plan for compliance with the Authority's management, environmental and land-use requirements, policies, and goals.

In addition, Proposers are invited, but not required, to provide the following information.

- (9) Any anticipated problems presented by the development of FBO facilities at the Airport, as well as any specific suggestions for avoiding these problems.

- (10) Any specific or proprietary quality assurance/quality control measures that Proposer proposes to implement in design, construction or operation.
- (11) Any other information that the Proposer deems relevant, especially information that would distinguish the Proposer from its competitors.
- (12) If the proposal is for only hangars or only an FBO, how the Proposer will coordinate its development and operation with another user on the site.

#### **D. Appendices**

While brevity is appreciated, the Proposer may include any or all of the requested information in one or more appendices. Each appendix should be clearly labeled for easy reference.

#### **E. Submission Instructions**

***All Proposals must be received by the Authority on [DATE], no later than [TIME].***

Proposals not submitted in the manner described herein will be considered nonresponsive and subject to rejection. Proposals submitted after the specified due date and time in this RFP will be rejected as late and will not be accepted.

Proposals must be submitted as (a) as a single PDF-format document (with each section bookmarked) and (b) 5 hard bound copies with tabbed dividers labeled by section.

Proposers shall submit their Proposals to the following address:

Chris Pomeroy  
address

### **6. Evaluation and Selection Process**

#### **A. Pre-Submittal Conference and Site Visit**

The Authority will hold a **mandatory** pre-submittal conference on [DATE] at [TIME]. The conference will be held at:

[Address]

At the conference, Authority staff will be available to discuss the opportunity and will respond to questions regarding the RFP documents and the process. A site visit will be held immediately following the conference. ***Attendance at the pre-submittal conference is mandatory.***

## **B. Evaluation Process**

An evaluation committee established by the Authority Board will evaluate the proposals in accordance with the evaluation criteria identified below. The panel may consist of members of the Board or others appointed by the Board.

Evaluation of proposals will be based primarily on the submission but the Authority reserves the right to conduct its own investigation of any or all Proposers and the content of any or all proposals. Information from such investigation will be considered as part of the evaluation.

Each proposal will be assessed against the following evaluation criteria.

Item	Criteria	Weighting Factor	Raw Score	Weighted Overall Score
1	Extent to which proposer commits to development that fits within the design aesthetic that characterizes the Wood River Valley and the natural environment; commits to incorporate sustainable construction and structures, be LEED compliant, reduce carbon footprint, utilize solar generation, and consider other sustainable practices as feasible.	6	(0-5)	(Max 30)
2	Quality, thoroughness and practicality of financial proposal; extent to which Authority financial contribution is contemplated.	6	(0-5)	(Max 30)
3	Proposer's financial responsibility and capability to construct the improvements and to initiate operations.	5	(0-5)	(Max 25)
4	Proposal demonstrates Proposer's commitment to the Valley's and Airport's community values including plans to comply with the voluntary noise abatement policies and procedures, and general contributions	5	(0-5)	(Max 25)



	to the community; design of facilities is consistent with esthetic of the Airport.			
5	Consistency of proposed facilities and operations with the Airport's Minimum Standards and Rules and Regulations (as amended) and other Authority/City/County requirements.	4	(0-5)	(Max 20)
6	Proposer's key personnel experience with design, finance, construction, operation, maintenance and repair of commercial aeronautical facilities.	3	(0-5)	(Max 15)
<b>Raw Scoring:</b> 5 – Outstanding 4 – Very Good 3 – Satisfactory 2 – Barely Acceptable 1 – Inadequate 0 – Unacceptable		<b>Score:</b>		<b>Max 145</b>

The Authority reserves the right not to award a lease if it determines, in its sole discretion, that no Proposer meets the requirements of this RFP.

### **C. Interview**

Those Proposers who are judged by the Authority to have provided the best overall proposals may be invited to make a presentation to the Authority and respond to questions about their proposal. The Authority reserves the right to forego the interview process if it determines that one of the Proposers clearly affords the Authority the best combination of qualifications and business arrangement/value. If, at the discretion of the Authority, interviews are held, they are expected to be held within thirty (30) days of the RFP submittal due date. Each Proposer will structure their presentation as follows:

- Summary and overview of Proposer's development plan and services to be provided to the general aviation market at the Airport (25 minutes)
- Questions and answers from the Authority's evaluation committee (75 minutes)
- Proposer's concluding statement (10 minutes)

## **D. Anticipated Schedule**

Stated below is the anticipated general benchmark schedule for this procurement process. However, the Authority reserves the right to modify, change, or amend these dates and to change or suspend the process at its sole discretion. The dates are merely target dates provided as a planning tool to allow Proposers a general understanding of the overall project schedule objectives.

	RFP Issued
	Mandatory Pre-Submittal Conference and Site Visit
	Deadline for Submitting Questions
	Responses to Questions
	Submittal Deadline
	Short-listed Proposers selected
	Interviews
	Final Selection

### **1. Process for Submitting Questions**

The Authority will accept only written questions about the RFP process. All questions/ correspondence shall be e-mailed to [name and email address]. Answers to any questions posed in writing to the Authority no later than [redacted] will be provided in writing to attendees at the pre-submittal conference and will also be on the Authority website. The Authority will respond informally to any questions asked at the pre-submittal conference, but will provide formal written responses on the Authority website to the extent that any responses are relevant to the preparation of proposals.

***No questions will be accepted after [redacted].*** The Authority will post responses to written questions as indicated above. The Authority will endeavor to post responses as soon as possible but will post responses to all questions received by the deadline no later than [redacted].

### **2. Other Communications**

Proposer(s) who conduct or arrange for any communication not provided for in this RFP with any Authority officials or employees, or with any member of the evaluation committee, may be disqualified.

## **7. General Information**

### **A. Authority's Reservation of Rights**

Issuance of this RFP and receipt of proposals does not commit the Authority to select any Proposer for a short-list or to enter into any lease. The Authority reserves the right to accept or

reject any and all responses received for its convenience or if in the best interest of the Authority. The Authority also reserves the right to waive any informality or irregularity in any submittal.

Any and all agreements arising out of a proposal submitted hereunder (including any negotiations that follow) shall not be binding on the Authority unless duly approved and executed by the Authority Board, in accordance with applicable laws.

## **B. Representation of Due Diligence**

The submission of a proposal shall be deemed a representation and certification by the Proposer that it has investigated all relevant conditions, facts, circumstances, procedures, requirements and aspects associated with this RFP and that Proposer has read and understood the RFP, attended the mandatory pre-submittal conference, and participated in the site tour of the Airport.

Each Proposer is responsible for a thorough review of the RFP to ensure possession of all necessary documents. All RFP and related documents may be downloaded from the Authority website.

Upon submittal of a proposal, it will be presumed that the Proposer has read and is familiar with all of the RFP documents. After receipt of a proposal, the Authority will not entertain any request for modification of the proposal and no claim for adjustment of any provisions of the RFP shall be honored, regardless of any claim by a Proposer that it was not fully informed as to any fact or condition.

## **C. Protest Procedures**

If any Proposer objects to the final selection and award, such proposer shall respond in writing to the Authority within seven (7) calendar days of the date of the transmittal of the notice of award setting forth in such response the setting forth the express reason or reasons that the award decision of the Board is in error. Thereafter, prior to finalizing any agreement with the prevailing proposer, the Board shall review its decision and determine whether to affirm the prior award, choose to reassess the proposals, or choose to commence a new RFP process setting forth the reason or reasons therefore. After completion of the review process, the Authority may proceed as it deems to be in the best public interest.

## **D. Confidentiality**

All submission materials will be held in confidence by Authority until the evaluation and selection process is completed by the evaluation committee. All submission material are subject to disclosure pursuant to the Freedom of Information Act 5. U.S.C. §552 and Idaho Code §74-102. Any material a proposer wishes to be withheld from disclosure as a trade secret should be clearly marked as such.

### **E. Indemnity and Costs**

The Proposer agrees to defend, indemnify and hold harmless the Authority and its Board, the County and the City, and their respective officers, officials, directors, employees, agents, and volunteers for any claims of copyright, patent or trademark infringement arising out of, caused directly or indirectly by the acts or omissions of the Proposer in relation to this RFP and the proposal.

Each party responding to this RFP shall bear all of its own costs and expenses, direct and indirect, associated with or related to any action taken in response to this RFP and the Authority shall not be responsible in any manner for such costs and expenses. Proposals and any materials submitted therewith shall become the property of the Authority upon receipt. The Authority shall have the right to copy, reproduce, or otherwise dispose of such documents in any way that the Authority selects. The Authority shall be free to use as its own, without payment or any kind of liability, any idea, scheme, concept, technique, suggestion, layout, or plan received in response to this RFP, including any future RFP process, if conducted.

### **F. Insurance Requirement**

Within fourteen calendar days of the award of the ultimate lease to the successful Proposer, said Proposer shall secure the types and amounts of insurance set forth in the lease agreement. However, Proposers do not need to provide proof of insurance with their proposals.

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