Project Approach

The following scope of services is designed to provide the Truckee Tahoe Airport District with an objective analysis of the airport's economic impacts. The methodology aligns with and surpasses conventional economic impact analysis practices. While we will utilize industry-standard input-output (I/O) modeling frameworks to provide confidence and comparability of results, we will also collect substantial primary data in this process. A critical piece of the analysis, the primary data, such as operational and financial information from non-aeronautical vendors and business and leisure travelers will not only lend itself to ensuring the accuracy of I/O outputs, but in distinguishing between and properly discounting District from non-District impacts, as well as airport versus non-airport related economic activity.

In general, our approach is to be fully transparent throughout the process, i.e. to generate consensus for the direction of the study, the data, assumptions, and methodologies among the project's stakeholders. Elements of this transparency in approach include: 1) client involvement at the project initiation for project goal orientation, discussion of data, assumptions, and methodologies; 2) client review and feedback on the traveler survey questions; 3) a mid-course meeting to review preliminary findings and provide assurances that project goals are being met; and 4) client review of a draft report for review and comment prior to the completion of the final report.

- Industry-Standard Impacts: EPS will provide the District with industry-standard metrics of economic impact using standard I/O modeling (with IMPLAN data and software) to quantify specifically the direct, indirect, and induced employment, output, value-added/Gross Regional Product, and employee compensation that result from the airport's direct economic activity.
- Airport/FBO/Vendor Data: Input-output modeling relies heavily on national and regional level assumptions, which are used to calibrate matrices of relationships between producers and suppliers by industry. As a result, the application of I/O modeling can result in findings that are sometimes not nuanced enough for unique markets such as this. To counterbalance these shortcomings, EPS proposes collecting primary data from the client and its FBOs/vendors through an electronic survey format.
- Business/Leisure Traveler Survey Data: the collection of primary data for documenting and analyzing visitation and expenditure in markets influenced by tourism, recreation, and a second-homeowner housing market is critical. Although the District has been engaged in surveying and collecting data on the airport's activities, there is no available secondary data source to document such conditions or patterns, and it has been 16 years since any survey of enplanements or deplanements was conducted. As such, new primary data is needed to quantify the impact of travelers to the economy.

Scope of Services

Task 1: Project Initiation

To ensure from the outset, that the project's objectives are oriented in the proper analytical direction, EPS will meet with the General Manager and TTAD Board to discuss the scope of services, priority levels, highlight unique aspects of the project that need to be emphasized or underscored, the timeline for deliverables, and logistics for the survey data collection effort.

At this meeting, EPS envisions discussing data sources and methodologies outlined in this proposal, so as to lay a foundation for the mid-course meeting, in which preliminary findings and analysis in accordance with these methodologies may be discussed. EPS also envisions discussing a more complete list of traveler survey questions than are represented by the examples outlined in this proposal.

Task 2: Data Collection

The following tasks are oriented toward assembling baseline information needed to perform the economic impact analysis tasks. The data come from both primary and secondary sources; primary sources include information from the TTAD, its vendors, and an electronic survey of leisure and business travelers. Secondary data will be collected from state and national sources such as the Bureau of Labor Statistics (BLS), the Bureau of Economic Analysis (BEA), the U.S. Census's Longitudinal Employer-Household Dynamics (LEHD) data, the state's Department of Revenue, local municipalities, the County Assessor's office, the Chamber of Commerce, the local Convention and Visitors Bureau, as well as from the National Business Aviation Administration (NBAA), the Federal Aviation Administration (FAA), and interviews with local planners and the General Managers of selected GA airports.

Task 2.1 – Baseline Economic Conditions

To document the economic impact of the airport on the economy, data must be gathered to identify the context of the airport's economic impact. EPS will collect local economic data that describes the number of local jobs by industry, wages by industry, in- and out-commuting patterns (to identify the portion of jobs held by local residents versus in-commuters), sales and lodging tax collections, and other relevant secondary data.

The objective of this effort is to quantify aspects of the local economy that are oriented toward tourism (such as accommodation and food service, retail, and eating and dining establishments) versus "basic" export-oriented jobs, such as manufacturing, warehousing, insurance, professional and technical services, etc.

Task 2.2 – Baseline and Future Transportation Network

The objective of this task is not to conduct travel demand modeling, but to identify a series of metrics representative of the existing and future major transportation facilities (capacity and volumes) on I-80, SH89 or SH267 and plans for future widening, increased capacity, and estimates thereof. EPS will collect data from the State Department of Transportation and other sources, in conjunction with the air traffic data collected in the next task, to characterize the degree to which the airport plays a role in the network. This information will also be useful in contextualizing the impact analysis (described in **Task 3.8**) with positive and negative impacts

that planned future land uses in the surrounding area, in conjunction with the documentation of future roadway capacity, may have on the airport and region. For example, if roadway traffic capacity increases, demand for air traffic may decline.

Task 2.3 – Airport Operational Data

To create an accurate picture of the airport's economic impacts, EPS proposes to collect historical data from the District on the airport's operations. At a minimum, the following data will be instrumental in substantiating and augmenting the analysis of direct activities, as well as quantifying producer-supplier relationships:

- Historic air traffic records (using a combination of TTAD data from UNICOM and/or Flightaware, and supplemented by secondary sources such as the FAA)
- Estimate the total passenger enplanements/deplanements to TRK to identify the total number of annual enplanements, unless these data have already been documented and recorded elsewhere (e.g. through the data collected from various aircraft operators)
- Expenses (fixed and variable) broken down by uses, such as labor, salaried and contract (including type of position – management, administrative, financial, professional/technical, legal, accounting, etc.); debt service; insurance; and government payments – such as local, state, and federal taxes
- Revenues broken down by source, such as government revenues (e.g. property taxes, federal grants); user charges and fees, and landing fees
- Historic records of noise complaints (broken down by permanent resident versus second homeowner if possible) related to operations, etc.

Task 2.4 – Vendor Operational Data

The purpose of this task is to collect data directly from the airport's non aeronautical-oriented vendors to substantiate indirect business-to-business activities. Standard I/O models quantify indirect economic activities but cannot provide a more refined picture of the degree to which these indirect activities are integrated with direct activities. Through an electronic survey format and through individual phone interviews, EPS will assemble and aggregate (to protect proprietary and competitive information) operational data. For example, one of the important questions to ask through one or both formats will be "what portion of your business can be quantifiably attributable to airport operational activity?" Such information will be critical for distinguishing between these businesses District versus non-District and airport versus non-airport related activities. The results, in aggregate, will serve to discount airport dependent from non-airport dependent economic activity.

Task 2.5 – Baseline Retail and Lodging Conditions

EPS will obtain historic retail sales tax and lodging tax revenue information from the Chamber of Commerce, local Convention and Visitors Bureau (e.g. North Lake Tahoe Chamber/CVB/Resort Association), and the State Department of Revenue. The objective of this effort is to identify base retail and lodging conditions, from which a better understanding of the airport and non-airport related expenditures can be gained. That is, using District versus non-District apportionments of traveler lodging expenditures, EPS will be able to estimate the portion of all lodging establishments that is attributable to that aspect of the economy.

In the process, EPS will apply a proprietary methodology used in retail market analysis to quantify the total personal income of permanent residents, identify District expenditure versus outflow, and identify the inflow of expenditure from second homeowners, as well as leisure and business travelers (using data primarily from the Traveler Survey described below).

Task 2.6 – Traveler Survey

Surveys are a well-documented method in economic literature and are a reliable means for drawing conclusions on unique questions for which no secondary data source can provide reliable answers, provided they are designed appropriately. In resort economies, they are a common analytical/data collection tool. That is, no secondary data source on visitor spending exists that would be both available at this level of geography or for which detailed spending categories, such as lodging, retail, etc., exist. These data also complement the off-the-shelf nature of I/O findings, which do not capture the nuance of local economic dynamics.

The purpose of this task is to collect visitation and spending data from business and leisure travelers. Because TRK is served by a variety of membership and fractional-ownership service providers, e.g. Surf Air, Net Jets, FlexJet, and Wheels Up, EPS will first work with the TTAD to identify the appropriate points of contact and then coordinate fielding the survey to each. This will then be fielded further to users (travelers who have flown in or out of TRK in the past 6 to 12 months, for example). EPS will utilize an electronic survey instrument to collect information from travelers. The survey will be designed with an online platform, such as Survey Monkey.

To broaden the reach of the survey and enhance the robustness of response, EPS will also work with the TTAD to field the survey through other electronic communications with aircraft owners and pilots who may be sent electronic invoices for landing fees, for example. The TTAD will also assist in distributing a postcard or shorter version of the survey (e.g., 5 critical questions to be worked out with the client team). This shorter survey will function as an intercept survey that TTAD staff will field for approximately one or two weeks. Given the current timing of the project, EPS anticipates that this and the electronic survey will be fielded during the height of ski season and, thus, productive.

EPS will first draft a survey and submit it to the client for review and comment. Questions will relate to the following or additional relevant data points:

- Origin and destination (i.e. final destination)
- Type of aircraft utilized
- Trip duration (day visit, overnight visit, how long)
- Trip purpose (business, leisure, other)
- Whether traveler owns a vacation home in the region, and where
- Number of travelers by type (pilot, owner, guest/visitor, local resident, etc.)
- Amount and location of spending (lodging, food/beverage, retail, entertainment, transportation – excluding the cost of travel to the airport)
- Industry of business conducted (if business traveler)
- Frequency of trips to area (if applicable)
- Whether they would continue to visit the area if the airport were not operating

These data points will form the basis for identifying the degree of District versus non-District economic impact, i.e. the amount of District versus non-District spending that result from both

business and leisure travelers, as well as provide a basis for identifying the portion of travel that is dependent on the airport or not. EPS also recommends that the TTAD offer an incentive to respondents for taking the survey – either to all or a portion. Such an incentive will increase the response rate and also be a cost not directly from the project budget, rather foregone revenues. This could be in the form of free parking passes, etc.

Guarding against survey bias

To guard against any type of web-survey bias, EPS will monitor responses by type of respondent and by other important cohorts–such as income level–to ensure that responses are representative of the distribution of activity to the greatest extent possible. EPS also anticipates validating the data by using demographic or economic distributions from past robust survey efforts, either in the Tahoe region or specific to similar airports, or other known and trusted data sources to provide the District with assurances of its representative nature. The vendor survey is not a community or preference survey where particular advocates or opponents are anticipated to dominate the pool of responses (which would include bias); still, EPS's approach with surveys is always to anticipate whether or not oversampling by particular cohorts will be necessary and to weight the responses, even after over-sampling, to ensure that the findings by specific cohorts do not skew the findings.

Task 2.7 – Real Estate Data

EPS will collect parcel and property valuation data from Assessor's office to analyze in GIS. The analysis will gather data useful to the formation of baseline economic conditions, such as by identifying land uses (e.g. residential from non-residential). EPS will also collect research and data regarding the noise depreciation index. The purpose of collecting this information, as described in **Task 3.5**, is to qualitatively describe how the airport impacts real estate and identify quantitative methodologies and/or metrics for future impact analysis.

Task 2.8 – GA Airport Case Studies

EPS will document three national General Aviation airport case studies (such as Santa Monica, East Hampton, Haley, Telluride, Kethcum/Sun Valley) for the purpose of creating a narrative around the issue of a GA airport's negative impacts. Some baseline data will be collected to document general air traffic growth trends using data from either the respective airports or the FAA. With the assistance of the NBAA for contact information and leads, EPS will also conduct phone interviews with the General Managers of these three airports to identify the drivers behind various community-related issues these airports have faced, such as occurrence of noise or nuisance complaints, legal activity and costs, as well as other community relations challenges. One facet of this effort will be to document available details regarding noise complaints at the selected case study GA airports. For example, important details for consideration include whether and to what degree noise complaints originate from permanent residents or second homeowners. The purpose with this, as with the entire task, is to assist the TTAD in proactively planning for any future challenges or conditions.

Task 2.9 – Existing and Future Land Uses

EPS will collect available data on existing and future land uses in the area, with particular attention paid to the levels of occupancy generated by visitors that utilize the airport as their mode of travel. This is not intended to be a comprehensive documentation of land use development plans in the region, but rather of visitation-oriented developments, such as expansion of ski resorts, new resort lodging establishments, and/or major residential developments intended solely to meet growing needs of affluent out-of-state and international tourists and second homeowners. The purpose of this task is to collect data on the nature and origin of visitation to the surrounding resort land uses to estimate the proportion of these visitation-oriented uses that rely on the airport for their guests. EPS will also utilize past work products for private and public clients in the area to document many of the underlying assumptions, such as origin of visitors, mode of transportation, spending patterns, etc.

In addition, EPS will collect historic data regarding the growth in surrounding land uses to be analyzed in conjunction with historic air traffic data collected under **Task 2.3**. The purpose will be to identify any statistically valid correlation between growth in surrounding land uses and growth in air traffic.

Task 3: Economic Impacts Analysis

Task 3.1 – Employment and Wage Impacts

The employment impacts analysis will use both the baseline data collected from national and state level sources with data collected directly from the TTAD, its vendors, as well as from the Travelers Survey. As highlighted in the project approach, EPS will make two critical distinctions in this analysis: District jobs versus non-District jobs and airport-related jobs versus non-airport related jobs. The employment categories will also be divided into industry-standard direct, indirect, and induced job categories.

The District and non-District direct jobs will be identified using data collected from the TTAD, its vendors, as well as the Traveler Survey. The portion of these jobs that are airport-related versus non airport-related jobs will also be identified using data from the vendors – e.g. if an export-oriented industry located at the airport or serving the airport provides services to the airport as well as other local and regional businesses, which will be identified in the vendor survey and/or HR director interviews, the portion of expenditures related to providing the service to the airport will be used as the proportion of jobs related to providing those same services.

In terms of standard economic impact analysis, EPS will identify the number of direct jobs employed by the airport and working exclusively for the airport – i.e. salaried and contract labor by NAICS industry; the number of industry of indirect jobs resulting from the airport's business to business activities, and the jobs related to the household spending of direct and indirect job-holders' households.

Task 3.2 – Total Spending and GRP Impacts

Using baseline data collected from the BEA, local sources on the total GRP of the local/regional economy, and using data on total expenditures from the TTAD, its vendors, as well as the total spending of leisure and business travelers, EPS will estimate total spending and GRP (related to both operational and capital spending). As with the other pieces of analysis, the metrics will be

broken down by District versus non-District spending, as well as airport versus non-airport related spending. Data and information collected through the Traveler Survey will be used to make the two apportionments. EPS will also utilize IMPLAN for this task as a separate point of validation to the total spending estimates. This will provide the District with a point of analytical comparison – i.e. using two different techniques. EPS will estimate total District versus non-District spending and GRP related to the airport.

Additional nuance of the District versus non-District impacts analysis can be made, as well. For example, it is known that the District receives an average of $1 million annually from federal grants, which represents dollars that enter the local economy from "outside". To the extent that such information is available from vendors (e.g. the number of District versus non-District customers served at the restaurant), EPS can estimate the portion of dollars that are "new" to the region versus "recirculated". That is, such an analysis can speak to the extent to which such grants or other operational/capital expenditures benefit District versus non-District contractors.

In addition to the operational expenditures oriented to the normal functioning of the airport's operations, the District is involved in and funds numerous community-related facilities and events. Examples of such activities to be included in this analysis are the availability of community meeting facilities, and the District's financial participation in community facilities such as the Truckee Recreation and Parks District Aquatic Center, contributions made to the Tahoe City Golf Course, and the emergency heliport. This task will evaluate the degree to which these additional community-related activities impact the local economy and community.

Task 3.3 – Lodging Impacts

This analysis will use primary and secondary data. Primary data will come from the findings of the leisure and business traveler survey, which will identify the District versus non-District accommodations expenditure apportionments. EPS anticipates that the survey will yield a sample size representing at least 25 percent of survey recipients, and that the survey will be used in combination with total air traffic records to extrapolate to the whole, defined as business and leisure enplanements (not local traffic).

This analysis will also make distinctions between airport versus non airport-related expenditures. For example, as identified above, using leisure and business traveler expenditure data on District versus non-District accommodations, measured against the total collections by the local accommodations industry, EPS will estimate the portion of the total accommodations industry that is related to the airport versus the portion that exists independent of the airport.

As with the total spending analysis of **Task 3.2**, this analysis will break apart the spending on the airport's operations that does or does not procure local services, as well as the portion of vendors' expenditures that are used to procure District versus non-District expenditures. This distinction will be made possible with data collected through the survey of vendors.

Task 3.4 – Retail Impacts

This analysis will use primary and secondary data. Primary data will also come from the findings of the leisure and business traveler survey, which will identify the District versus non-District accommodations spending breakdowns. As mentioned above, EPS anticipates utilizing the traveler survey data in combination with air traffic data to extrapolate retail expenditures for all

business and leisure (not local) air travelers. Secondary data will come from the total town and region retail sales and lodging tax collections by NAICS code.

This analysis will also identify the District versus non-District portion of leisure and business traveler spending using data directly from the survey. The portion that is airport versus non airport-related will be evaluated against base economic conditions using data from the BLS, the Chamber, etc.

To validate this analysis, EPS will also use the total personal income and retail inflow-outflow analysis of local sales and lodging tax revenue collections to identify retail spending that occurs in the market as a result of local permanent residents versus the inflow of nonresidents, leisure and business travelers.

Task 3.5 – Real Estate Impacts

The purpose of this task is to identify some qualitative, e.g. anecdotes from broker community regarding potential homebuyer decision process and trade-offs, and quantitative elements, e.g. an overview of noise depreciation index data, of a real estate impact assessment that could be analyzed to a greater extent at a later time, but provide the TTAD with a narrative describing both the positive and negative impacts of the airport to real estate values.

Task 3.6 – Negative Community Impact Risks

EPS will use the information obtained through research and analysis of GA airport case studies and their experiences to identify potential risks that the airport may expose itself to under a variety of circumstances. While it may not be possible to provide a quantification of all negative impacts, the objective is to quantify measures where possible that build a narrative around the points of similarity and differences between the three GA airports' experiences and the Truckee Tahoe Airport. For example, this task will identify which elements contribute to negative impacts, laying a quantitative framework for the evaluation of impacts under **Task 3.8**.

Task 3.7 – Impact of No Airport Operations

This analysis answers the question "what portion of the local/regional economic activity would occur even without the airport?" from a variety of perspectives. This effort will use analysis from the previous tasks and information gathered on visitation-oriented land uses that depend on the airport to bring in their customer bases (e.g. ski resorts bringing in out-of-state and international guests).

EPS will focus on estimating economic activity that could take place in the absence of TRK. This analysis will describe in tangible terms, for example, the likelihood that certain vendors could operate independently of the airport (e.g., the restaurant or Care Flight). It will also incorporate the findings of leisure and business traveler survey data, such as opinions regarding whether or not they would continue to either visit or conduct business in the area if they could not rely on air travel to the area (i.e. use automobile travel or travel into a regional airport, such as Reno, and drive). The result of this aspect will be an estimate of a reduction in economic activity that would occur as a result of the airport not operating.

Task 3.8 – Impact of Future Land Uses

The objective of this task is to quantify how the airport could positively and negatively impact the future land use development potentials of the region. This task will utilize information collected in **Task 2.9**, information regarding the transportation network capital improvement plans, and integrate the findings of the business and leisure traveler survey that quantify the portion of visitation that is likely to occur independent of airport operations.

The findings of this task will characterize the degree to which the airport may positively and/or negatively impact the market and financial feasibility of future land use development potentials in the economy, i.e. a quantification of the linkage between air traffic capacity, surrounding land uses, and the economy. EPS intends these (and all) findings to assist the TTAD in playing an informed role in regional land use, policy, and economic discussions.

Task 4: Deliverables and Presentation

Task 4.1 – Mid-Course Meeting/Presentation

EPS proposes to conduct a mid-course meeting and presentation with the District to present the preliminary findings and analysis in advance of preparing the draft report. It is EPS's intent that this meeting be held not necessarily following all of the previous economic impact tasks, but rather at some point during. As indicated in the project approach, the purpose of this meeting is to discuss the data, talk through assumptions and methodologies, and general direction of analysis with the client team, and to ensure that completion of the analytical framework

Task 4.2 – Written Deliverable

EPS's economic impact study reports are written with general audience accessibility in mind. Executive summaries can be written with more PR-oriented findings and less methodological detail, i.e. highlighting findings such as every $X invested in the airport returns $Y to the local and regional economy. EPS will also provide a fuller report, including technical documentation and supporting analytical material in appendix formats. In advance of submitting a final report, EPS will provide the District with a draft report of findings and methodologies for review and comment.

DATA CROSSWALK

The following figure illustrates a crosswalk between the data points articulated in the scope of services, which are each related to multiple questions answered by the various economic impact analysis tasks. For each data point, data sources are listed, as well as a brief description of the methodology for apportioning the results by District versus non-District impacts, as well as how the analysis of airport versus non-airport related dependence impacts can be calculated.

DATA	SOURCES	METHODOLOGY	
		Local vs. Non-Local	Airport vs. Non-Airport Related (Dependent)
1) Employment			
a) Base	BLS, BEA, IMPLAN		
b) Airport-Related (direct)	TTAD, Vendors, IMPLAN	TTAD & Vendor information and/or phone interviews to identify portion of jobs that are local or not.	TTAD & Vendor information and/or phone interviews to identify portion of total revenues derived from airport-related business.
2) Wages			
a) Base	BLS, BEA, IMPLAN		
b) Airport-Related (direct)	TTAD, Vendors, IMPLAN	TTAD & Vendor information and/or phone interviews to identify portion of wages that are local or not.	TTAD & Vendor information and/or phone interviews to identify portion of total revenues derived from airport-related business.
3) Total Spending & Gross Regional Product			
a) Base	BEA		
b) Airport-Related (direct)	TTAD, Vendors, IMPLAN	TTAD & Vendor information and/or phone interviews to identify portion of total spending that is local or not.	TTAD & Vendor information and/or phone interviews to identify portion of total revenues derived from airport-related business.
4) Lodging Spending			
a) Base	Chamber of Commerce, Convention and Visitor Bureau, State Dept. of Rev.	Questions on Traveler Survey will ask for local versus non-local expenditures	Apply Traveler Survey extrapolation of Total Local Lodging Expenditure to the lodging base to identify airport-dependent portion
5) Retail Spending			
a) Base	State Dept of Rev.	Questions on Traveler Survey will ask for local versus non-local expenditures	Apply Traveler Survey extrapolation of Total Local Retail Expenditure to the retail base to identify airport-dependent portion
6) Leisure Traveler Spending			
a) Lodging b) Retail c) Other	Survey, TTAD for extrapolation from survey sample to entire "population" of leisure travelers	Questions on Traveler Survey will ask for local versus non-local expenditures	Questions on Traveler Survey will ask whether their trip might not have occurred "but for" the airport.
7) Business Traveler Spending			
a) Lodging b) Retail c) Other	Survey, TTAD for extrapolation from survey sample to entire "population" of leisure travelers	Questions on Traveler Survey will ask for local versus non-local expenditures	Questions on Traveler Survey will ask whether their trip might not have occurred "but for" the airport.
8) Property Valuation			
a) Base	Assessor	n/a	Apply Traveler Survey and vendor information extrapolation data to non-residential properties for
b) Airport-Related (indirect)	Vendors, Survey		
9) Community Events & Capital Facilities	TTAD	n/a	
10) Future Resort Land Uses & Expanded Airport Operations Potential	Local municipalities, planner interviews, CA DOT, EPS work products	n/a	EPS will identify the visitor profile of resort guests and their predominant mode of travel using past work products and through interviews
11) Negative Community Impacts	NBAA, FAA, GA Airport GM interviews	Existing and future land use plans, Chamber, CVB data and interviews	Existing and future land use plans, Chamber, CVB data and interviews

COST PROPOSAL

EPS estimates that this revised scope of services can be completed for a budget not to exceed $104,920, as shown below. This scope addresses the baseline scope of services identified in the original RFP, the tasks associated with supplemental questions, as well as issues, questions, and analytical concepts raised during phone calls with the TTAD Board subcommittee. EPS made all efforts to ensure that level of effort is adequate to complete each task enumerated in this proposal while also ultimately slimming down staff resources (removal of Executive Vice President hours) to reduce the total budget cost. This proposal still makes use of District staff time for assistance with general information, data collection and vendor or community business contacts, as well as assistance with assembly of historical airport and vendor operational data.

Table 1
Proposed Cost Proposal

	EPS Staff			Subconsultant			
	Principal in Charge Zehnder	Vice President Schwartz	Primary Analyst	Catherine Hansford	EPS	Sub	Total
Billing Rate	**$280**	**$180**	**$125**	**$160**			
Labor Costs							
Task 1: Project Initiation	8	12	0	2	$4,400	$320	$4,720
Task 2: Data Collection							
Task 2.1: Baseline Economic Conditions	2	6	14	0	$3,390	$0	$3,390
Task 2.2: Baseline Transportation Network Conditions	2	4	10	2	$2,530	$320	$2,850
Task 2.3: Airport Operational Data	0	6	10	0	$2,330	$0	$2,330
Task 2.4: Vendor Operational Data	2	10	24	4	$5,360	$640	$6,000
Task 2.5: Baseline Retail and Lodging Conditions	4	6	18	2	$4,450	$320	$4,770
Task 2.6: Traveler Survey	6	12	22	8	$6,590	$1,280	$7,870
Task 2.7: Property Valuation	0	8	0	0	$1,440	$0	$1,440
Task 2.8: General Aviation Airport Case Studies	4	14	20	0	$6,140	$0	$6,140
Task 2.9: Existing and Future Resort Area Land Uses	4	10	14	4	$4,670	$640	$5,310
Task 3: Economic Impact Analysis							
Task 3.1: Employment and Wage Impacts	2	10	18	0	$4,610	$0	$4,610
Task 3.2: Total Spending and GRP Impacts	4	10	20	0	$5,420	$0	$5,420
Task 3.3: Lodging Impacts	6	10	18	0	$5,730	$0	$5,730
Task 3.4: Retail Impacts	6	12	16	0	$5,840	$0	$5,840
Task 3.5: Property Valuation Impacts	0	4	12	2	$2,220	$320	$2,540
Task 3.6: Negative Community Impact Risks	4	12	0	4	$3,280	$640	$3,920
Task 3.7: Impact of No Airport	6	12	10	4	$5,090	$640	$5,730
Task 3.8: Impact of Future Resort Land Uses	6	12	8	4	$4,840	$640	$5,480
Task 4: Deliverables & Presentation							
Task 4.1: Mid-Course Meeting/Presentation	8	14	6	4	$5,510	$640	$6,150
Task 4.2: Report	10	30	12	8	$9,700	$1,280	$10,980
Subtotal	**84**	**214**	**252**	**48**	**$93,540**	**$7,680**	**$101,220**
as % of Total Staff Hours	14%	36%	42%	8%			
Total Staff Hours					**550**	**48**	**598**
Direct Costs							
IMPLAN base data					$1,200	$0	$1,200
Travel					$2,500	$0	$2,500
Subtotal					**$3,700**	**$0**	**$3,700**
Total Project Cost					**$97,240**	**$7,680**	**$104,920**

Source: Economic & Planning Systems

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