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# EXECUTIVE HANGAR FINANCIAL STUDY





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**SANTA ROSA**

133 Aviation Boulevard  
Suite 100  
Santa Rosa, CA 95403  
707-526-5010

**Aviation Management Consulting Group**  
CENTENNIAL, COLORADO



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# EXECUTIVE HANGAR FINANCIAL STUDY



## EXECUTIVE SUMMARY

This Study assesses the financial implications of the Truckee Tahoe Airport District (TTAD or “the District”) developing new executive box hangars at the Truckee Tahoe Airport (TRK or “the Airport”), or TTAD preparing the hangar site and leasing land for private development.

The Airport and TTAD have been contacted by aircraft owners interested in leasing or building executive box hangars. This Study documents aircraft operations and demand for executive hangars, estimates costs for site preparation and construction, and provides future cash-flow “pro forma” projections. This Study does not recommend if TTAD should, or should not, build or finance the proposed project. The data herein is meant to be used by TTAD to make a decision on whether to pursue a development option or not. The specific development options analyzed in this Study are:

1. TTAD financing and constructing six executive hangars, and acting as lessor;
2. TTAD preparing a site for six executive hangars, and then leasing a site to a private developer, or developers, who will develop the site and construct the executive hangars for personal, non-commercial use;
3. TTAD not pursuing this project (directly or indirectly) and investing elsewhere.

This Study will evaluate the financial feasibility and project potential cash flows associated with these development options. The Airport has provided estimates of hangar size (and related specifications) and a waiting list of potential tenants for executive hangars. TRK has provided financial data and construction costs for other executive hangars at TRK. This Study is organized as follows.

- Market Assessment
- Cost Estimation
- Pro Forma Projections
- Risk Assessment and Mitigation
- Appendix A – Construction Cost Assumptions
- Appendix B – Pro Forma Assumptions

## Summary of Findings

Two executive hangar development scenarios are considered in this Study: development and operation by TTAD, and site preparation by TTAD for ground lease for private development and use. Two fee structure principles are considered for each scenario: one uses the existing lease rates at TRK, and one that sets lease rates so that the cost of investment and maintenance is recovered over 30 years. A summary of the pro forma projections for each scenario is shown in **Table A**.

Should the District choose to move ahead with executive hangar development: **The best development scenario from a financial perspective is for TTAD to construct and manage the hangars, and set lease rates according to the market rate principle.**

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**TABLE A: Pro Forma Summary**

Scenario	Lease Rate Principle	Initial Investment	Lease Rate (2016) per square foot per year	Investment NPV	Full Table (Appendix B)
<b>TTAD Build Hangars</b>	<b>Current Rate</b>	<b>\$2,320,250</b>	<b>\$5.172</b>	<b>\$923,522</b>	<b>Table 15</b>
TTAD Builds Hangars	Cost Recovery	\$2,320,250	\$3.999	-\$3,985	Table 16
TTAD Prepares Site	Market Rate	\$424,950	\$0.550	-\$288,555	Table 17
TTAD Prepares Site	Cost Recovery	\$424,950	\$0.947	\$2,028	Table 18

The pro forma projections consider a 30 year window, beginning the year that the hangars are constructed or the site is prepared. The pro forma projections and preferred scenario assumes TRK has the capital necessary to finance hangar construction and will not finance through debt.

The current lease rate principle is based on the price per square foot used by TTAD for comparable buildings, \$5.172 per square foot per year, and escalated annually using the Western Consumer Price Index (1.9 percent). This practice matches how TTAD calculates existing leases.

The cost recovery lease rate principle projects the return on investment is near zero, and the lease rate is set to cover expenses, not make a profit. The cost recovery lease rate would need to average \$3.999 per square foot per year over the 30 year pro forma period. The cost recovery principle is acceptable if the District is not interested in making a profit on this investment.

Using the current lease rate principle for the *TTAD Builds Hangars* scenario projects TTAD could make nearly \$1,000,000 more than in *TTAD Builds Hangars* scenario with the cost recovery lease rate principle. Simply put, the profit comes from the higher lease rate: the current lease rate is \$5.172 per square foot per year, grown at 1.9 percent annually.

The *TTAD Builds Hangars* scenario also has ongoing costs associated with maintenance of the buildings. This scenario also has the greatest revenue potential because TTAD can set their lease rate for the entire building, and do not have to share revenues with a private developer like in the *TTAD Prepares Site* scenario.

The *TTAD Prepares Site* scenario has the lowest initial investment and lower capital costs over the life of the investment because TTAD does not have buildings to manage and maintain.

A notable difference between the *TTAD Prepares Site* scenario and the *TTAD Builds Hangars* scenario is that the price per square foot in the market rate lease principle, \$0.550 per square foot per year. Therefore, in the *TTAD Prepares Site* scenario TTAD would need to charge above the market rate per square foot (\$0.947 per square foot per year), as in the cost recovery lease rate principle, in order to break even. Preparing the hangar sites (utility stubs, taxiway and aprons, site clearing) and allowing private entities to develop hangars is financially viable if TTAD can secure tenants that are willing to pay a premium of \$0.397 per square foot per year over the market rate.

**Guiding Principles:**

It is not the intention of this Study to advocate whether TTAD should construct executive hangars or not, but rather present pro forma financial projections, with site selection analysis, operational impacts and development costs. This Study and analysis are intended to be informative.

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## Other Findings

Aircraft operations at TRK have performed in line with AMP forecasts and national trends. The hangar Wait List shows demand for executive hangars at TRK. Additional executive hangars do not guarantee additional operations at TRK. However, additional executive hangars and operations are anticipated in the 2014 Airport Master Plan (AMP) and Airport Layout Plan (ALP). The 2015 Demand Drivers Study confirmed assumptions made in the AMP on what drives operations at TRK: the economic climate and proximity to the Truckee-Tahoe Area. This Study also confirmed that additional hangars may increase traffic at TRK.

Two executive hangar sites were analyzed, and the site that matches the layout on the ALP, and is slightly less expensive to construct, was selected for pro forma analysis. Cost estimation for the executive hangars used the project bid from Lima Row and adjusted this based on inflation and other factors. A second independent estimation was done based on contractor input. The cost estimations were very similar. Operating and patience costs were calculated based on input from TRK staff, and pavement maintenance costs were calculated assuming 5-year rehabilitations and 20-year reconstructions.

There is potential community benefits include fewer overflights due to aircraft repositioning, and additional economic impact associated with spending by owners of new aircraft being based at TRK, or spending by owners of existing based aircraft that are now at the Airport and in the community more frequently.

## Potential Greenfield Development

Another scenario considered is greenfield development, in which TTAD would make land available for developers but TTAD would not build or prep sites. Airports typically provide and develop the landside access infrastructure (roadways) and airside access infrastructure (taxilanes and taxiways) for the development of individual hangars on a greenfield site. It is advised that TTAD maintain control of all access points, especially when multiple vehicles and/or aircraft are utilizing these access points and associated infrastructure.

Since TRK does not have any land areas with sufficient landside and airside infrastructure for development of executive hangars on a greenfield site, it would be challenging for the District to accommodate this type of development without any investment requirements.

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## 1. MARKET ASSESSMENT

Prior to cost estimation and pro forma analysis, a market assessment was performed to determine hangar demand and costs associated with executive hangars at TRK. This section examines existing and forecasted operations at TRK and demand for executive hangars. The base year for operations is calendar year 2015, which is the most recent complete year of data availability. The section concludes with cost estimates for the two executive hangar development alternatives.

### 1.1 FORECAST REVIEW AND HANGAR DEMAND

The forecasts in the 2014 Airport Master Plan (AMP) were reviewed against the 2015 operations data. Hangar wait list data was provided by TRK to help determine demand and type of aircraft that may lease the proposed executive hangars. Additionally, information from the 2015 Demand Drivers Study that offers insight into the presence or absence of demand for executive hangars at TRK is highlighted.

#### 2014 Airport Master Plan

Forecasts in the AMP were approved by the FAA in a letter dated September 29, 2015. Based on TRK records and comments from TRK staff, operating trends are matching what the AMP predicted: reduced operations by piston aircraft and a slight increase in operations by turboprops and business jets. **Table 1** shows TRK operations counts from 2012, 2015, and the 2015 projections from the AMP. The differences between 2015 operations counts and the 2015 AMP projections are calculated.

**TABLE 1: AMP Forecast Review**

	Operations				Percentage Increase (Actual 2012 - 2015)
	2012 Actual	AMP 2015 Projection	2015 Actual	Difference (AMP 2015 Projection - 2015 Actual)	
Single Engine Piston	13,725	14,118	10,676	3,442	-22%
Twin Engine Piston	1,481	1,429	1,524	-95	3%
Turboprop	2,866	2,980	5,756	-2,776	101%
Jets	1,532	2,040	3,411	-1,371	123%
Helicopter	1,616	1,647	1,097	550	-32%
Total	21,220	22,214	22,464	-250	6%
2015 operations from TRK records. Table does not include Glider or Unknown operations.					

**Table 1** shows a limited historical window of four years, so determining a trend from this data using such a short window makes trend lines susceptible to error. However, it is projected by FAA Terminal Area Forecasts the local and national jet and turboprop aircraft market will continue grow. These aircraft will likely supplant a portion of the piston aircraft in the market.

The AMP shows the need for an additional 24 executive hangars as turboprop and jets based at TRK grow over the next 20 years. AMP forecasts assume that demand for basing aircraft at TRK was high, which is supported by the TRK Hangar Wait List and FAA forecasts. This demand was further confirmed in the 2015 Demand Driver Study.

AMP forecasts anticipate an increase in operations through 2025. Operations from based jets was forecasted to increase from 22 in 2012 to 290 in 2025, and turboprops from 269 to 530, with the assumption that 24 executive hangars will be built.

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## TRK Executive Hangar Wait List

The Hangar Wait List for executive hangars at TRK, as of January 1, 2016, is presented in **Table 2**. These aircraft owners are specifically requesting an executive hangar as opposed to an existing t-hangar. There are four piston aircraft, six business jets, 15 turboprops and one helicopter on the Wait List.

The blue lines represent tenants and aircraft that are not located at TRK as of February 2016. The green lines are existing tenants that are interesting in transferring to an executive hangar. These tenants may currently share a hangar with another tenant. Orange at the far right column represents aircraft owners that have specifically requested an executive hangar, although these aircraft may fit in an existing T-hangar.

Existing T-hangar doors at TRK are between 36 and 50 feet wide:

- 16 'large' T-hangars with a 48-foot door or wider.
- 114 'medium' T-hangars with doors between 40 and 45 feet.
- 67 'small' T-hangars with doors between 36 and 40 feet.

Ten aircraft on the Wait List have 43-foot wingspans or less. These may fit into the 'medium' hangars that have 45-foot doors. However, aircraft with 43-foot wingspans may not comfortably fit into the 'medium' T-hangars at TRK.

Fourteen aircraft on the Wait List have wingspans greater than 50 feet and are not able to fit in any of the existing T-hangars. Aircraft on the Wait List with wingspans greater than 50 feet are a mix of propeller turboprops and small business jets.

A hangar door width of 65 feet is an industry standard for executive hangars that house small business jets and turboprop aircraft similar to those on the Wait List. Building with 65-foot doors will maximize use of the facility, and allow multiple types of aircraft to be stored. The proposed dimensions of the executive hangars will accommodate 100 percent of all single-engine piston, multi-engine piston, single-engine turboprop, multi-engine turboprop, and jets (less than 20,000 lbs. MTOW) in production today. They will also accommodate 12 percent of jets (more than 20,000 lbs. MTOW) in production today. Executive hangars with 65-foot doors maximize future potential and occupancy (Source: Business and Commuter Aircraft).

**TABLE 2: Executive Hangar Wait List**

Aircraft Type	Aircraft Model	A/C Dim. WS/Lth/Ht
Single Engine Turboprop	Piper Meridian PA-46	43'/30'/12'
Multi Engine Turboprop	King Air 90 / shrs w/ H-02	51'/36'/15'
Jet	Citation Jet CJ4 / currently sharing L04	52'/53'/16'
Multi Engine Piston	Aero Commander 500B	50'/37'/15'
Jet	Phenom 300	53'/52'/17'
Multi Engine Turboprop	C425 Corsair	45'/36'/14'
Single Engine Turboprop	Pilatus PC-12 / wants minimum 60' wide	54'/48'/14'
Single Engine Piston	Beech Bonanza Sierra (G02 preference)	33'/26'/9'
Multi Engine Turboprop	King Air 90 wants to upgrade to a 200	51'/
Single Engine Piston	Cub J3 & Mooney/wants to park both in 1 hgr	varies
Multi Engine Turboprop	C-421 & a Light Sport Vulcanair	42'/37'/12'
Jet	Falcon 7X / needs 100'x100' hangar	86'/77'/26'
Single Engine Turboprop	Pilatus PC-12 / same size, not on end of row	54'/48'/14'
Multi Engine Piston	C-310 / G02 would be preference	37'/32'/14'
Single Engine Turboprop	Pilatus PC-12 / has 2 T hgrs also waiting for exec	54'/48'/14'
Multi Engine Turboprop	C421-C 1980	41'1/2"
Single Engine Turboprop	TBM 8, 366JM, sharing F-20	42'/35'/15'
Single Engine Turboprop	Upsizing to a TBM or Meridian, open to sh	42'/35'/15'
Jet	future CJ-3 multiple planes	54'/51'/16'
Helicopter	upgrading to Eurocopter 4 bladed	43'/47'/15'
Jet	PC 24	56'/55'/18'
Jet	PC 24	56'/55'/18'
Single Engine Turboprop	PA 46 Meridian, needs min. 47' door width	43'/30'/12'
--	to be used as a gang hangar for multiple aircraft	TBD
Single Engine Turboprop	PC12	54'/48'/14'
Single Engine Turboprop	Epic E1000	43'/36'/13'
Multi Engine Turboprop	King Air 350	58'/47'/15'

Key: (as of February 2016)

Blue represent tenants / aircraft not located at TRK

Green represent tenants / aircraft located at TRK and transferring to an executive hangar.

Orange represent tenants / aircraft that have requested an executive hangar, although these aircraft may fit in an existing T-hangar.

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## TRK Demand Drivers Study

The 2015 Demand Drivers Study identified two primary elements that drive demand: location and proximity to the Truckee-Tahoe Area, and the overall economic health of the region and nation. Since the location of the Airport does not change, the variable demand driver is the economic climate. It is assumed that operations to TRK will continue to grow modestly as long the economy remains healthy.

The 2015 Demand Drivers Study analyzed aviation and non-aviation variables that correlate to changes in aviation activity at TRK. Findings from the 2015 Demand Drivers Study that relate to based aircraft and operations follow.

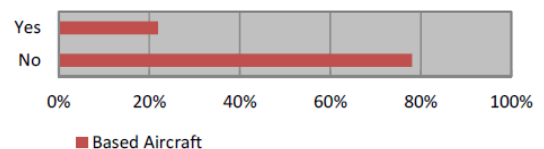
- Based aircraft at TRK perform in line with national trends; however, growth in based aircraft is limited by the availability of hangars and parking spaces – meaning that there is not much change in based aircraft levels from year to year.
- Aircraft operations at TRK perform in line with national trends, suggesting that demand is driven by factors impacting the region and the County, not only the local level. If people are flying and they want to go somewhere near TRK, then they chose to operate at TRK.
- Long-term economic downturn or decline of the tourist industry in the region will have a greater impact on activity levels at TRK than instrument procedures and aircraft storage facilities.
- According to the Demand Drivers Study, jet and turboprop aircraft will utilize TRK whether based there or not. If not based, they may choose to reposition to other airports with storage, which would increase operations.
- According to current users, facilities that may increase traffic at TRK include better instrument procedures, aircraft deicing services or availability of a hangar for deicing, and cheaper fuel.

Existing tenants and operators at TRK were surveyed for the 2015 Demand Drivers Study, and findings that relate to executive hangar demand are listed below.

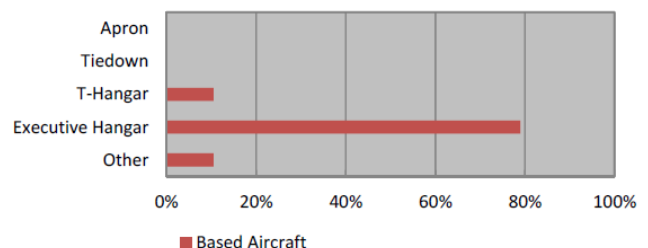
- Operators were also asked about their desire for hangars at TRK, and the results are listed in **Exhibit 1**. The survey found that 17 of the based aircraft respondents are on the TTAD-maintained wait list for aircraft storage and 13 of the 17 are waiting for an executive hangar. This may indicate that current users of TRK will operate here, even when their preferred type of aircraft storage is not available.
- A significant majority (90% combined) of based and itinerant aircraft respondents determined that the Airport's proximity to their local residence is very important, with 63% of based aircraft respondents stating it was an absolute necessity.
- Survey responses show that changes to pricing and service availability could increase or decrease their use of the Airport.

### EXHIBIT 1

Are you on the TRK Aircraft Storage Facility Wait List for a different type of aircraft storage facility or do you desire a different type of aircraft storage facility from your current?



What type of aircraft storage facility would you like to rent at TRK?



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## 1.2 OPERATIONAL IMPACT ASSESSMENT

This section outlines the potential impact additional hangars may have on operations at TRK. The Hangar Wait List in **Table 2** shows a split of potential new tenants and existing tenants who are looking to upgrade to an executive hangar. There are three possible scenarios for gauging operational impact associated with hangar development. The first is that existing tenants that prefer a larger hangar will move from existing T-hangars. The second is that new hangars will be occupied by tenants new to TRK. The third is that new hangars will be filled by a combination of existing and new tenants.

Should new hangars be occupied by existing tenants who have relocated from T-hangars, aircraft operations are not expected to be impacted by executive hangar development. Potential for an increase in operations exists should the vacated T-hangars be filled; however, the supply of executive hangars has no bearing on demand for smaller aircraft occupying the T-hangars. As of February 1, 2016, there are empty T-hangars at TRK. Introducing new executive hangars will not change the demand for these empty T-hangars.

Should new hangars be occupied by new tenants, it is possible that TRK will experience an increase in aircraft operations. An important caveat in this assumption is that these “new” tenants were not already flying to TRK, and simply did not have a lease at the Airport. Airport management is aware that some users of the Airport fly in and out of TRK because it is the most convenient airport for them, and reposition their aircraft to another airport while they spend time in the area. This effectively doubles operations because these aircraft takeoff and land on their repositioning flights – something that would not occur if these tenants had access to aircraft storage.

Based on interviews with airport management and members of the Wait List, it is likely that existing tenants will occupy the six executive hangars as opposed to new tenants; however, there is no guarantee that a new tenant will not express interest should the hangars or hangar sites become available. If a new tenant signs a lease that does not currently operate at TRK, or will operate more frequently because of the lease, then operations will increase.

An increase in based aircraft is in line with projections in the 2014 AMP, particularly turboprops and small business jets. The AMP assumed full capacity for the existing T-hangars. Factors that influenced the 2012 AMP forecasts included national trends, FAA forecasts, an increase in the business aircraft market, and the appeal of the Truckee-Tahoe area. The ALP shows an additional 24 executive hangars. Future operations in the AMP anticipate additional based aircraft and the forecasts account for an increase in operations from executive hangars. The possibility is there for new tenants and additional operations, but anticipated impact will be minimal and consistent with AMP projections.

A 2014 Memorandum on the effects of operations at a proposed multi-use hangar also addresses the potential of additional executive hangars at TRK. This Memo states: “[executive] hangars are used for permanent and seasonal storage of aircraft. Although some of the aircraft owners on the waiting list would be new to TRK, the overall effect of executive hangar construction on total operations is expected to be minimal.”

There is the potential for TRK to lose tenants as older based piston aircraft are decommissioned or sold. Assuming the new executive hangars are filled by existing tenants of T-hangars, there is a possibility the T-hangars will remain empty. National forecasts indicate that turboprop and jet aircraft are replacing smaller piston aircraft in the national fleet. Lower demand for smaller piston aircraft that are able to fit in the T-hangars at TRK will mean less demand for these hangars. The 45-foot door may not serve the changing fleet. A loss of T-hangar tenants will result in a loss of revenue for TTAD.

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### 1.3 EXISTING EXECUTIVE HANGAR RATES

As of January 1, 2016 there were 22 executive or box hangars at TRK, as listed in **Table 3**. Information on these hangars was used to develop an understanding of the existing lease rates and costs to use in the pro forma projections.

**TABLE 3: TRK Executive Hangars**

Row and Hangar ID	Door Width	Square Footage	Floor Type
Hangar 1	80 feet	4,800 sq. ft.	Concrete
Hangar 2	46 feet	1,932 sq. ft.	Concrete
Two in Alpha Row (A9, A10)	60.5 feet and 50.5 feet	3,416 sf / 3,209 sf	Concrete
Two in Foxtrot Row (F1, F20)	55 feet	2,871 sq. ft.	Concrete
10 in Hotel Row (H1-10)	65 feet	4,030 sq. ft.	Concrete
Six in Lima Row (L1-6)	65 feet	4,025 sq. ft.	Concrete

Hangars 1, 2 and A-9 are not considered a long-term aircraft storage hangars. Hangar 1 is currently occupied by Sierra Aero which offers aircraft maintenance and flight instruction. Hangar 2 is used by TTAD to store equipment and is also occupied by a rental car company. Hangar A-9 is used for special events and overnight rentals. This leaves 19 executive hangars available for lease at TRK. Occupancy for these 19 was 100 percent as of February 1, 2016.

As of January 1, 2016, executive hangars available for long term lease are rented at the same rate: \$0.4312 per square foot per month (\$5.1744 per square foot annually). This rate is subject to an annual adjustment by TTAD based on the western states consumer price index (CPI), if deemed necessary. In addition to the lease rate, there is a flat \$31 per month electricity charge on all executive hangars. Three executive hangars (F-1, H-9, and H-10) are assessed an additional \$75 annual surcharge for 210 volt power availability. None of the executive hangars are heated.

TRK offers three lease discount incentives for aircraft owners. The fly quiet program rewards aircraft that do not operate between 10:00 PM and 7:00 AM and offers up to \$0.04 per square foot per month discount. Using TRK as the primary base for an aircraft reduces the rate by \$0.04 per square foot per month. A lump sum payment of annual rent will reduce the lease rate \$0.01 per square foot per month.

**Table 4** shows lease rates and revenue from the Lima Row from the past five years. Lima Row was completed in 2005 and is important to this Study because these hangars are very similar to what TRK is proposing in this Study and were the most recently constructed. Historical rates and revenue can be used to compare the pro forma projections for the proposed hangar row.

**TABLE 4: Lima Row Revenue**

Year	Lease Rate (per sq. ft.)	Annual Revenue
2011	\$ 0.398	\$115,340
2012	\$ 0.409	\$118,528
2013	\$ 0.418	\$121,136
2014	\$ 0.431	\$124,903
2015	\$ 0.431	\$124,903

Airport financial structure is used to calculate the cost of capital, which impacts assessment of future revenues. According to TRK management, as of January 1, 2016 the Airport has no debt, therefore the current cost of capital is zero. The Airport's common return on investment is less than 1 percent on Local Agency Investment Fund (LAIF) accounts. Nevada and Placer Counties charge hangar tenants an annual "Possessory Tax." TRK does not collect or receive revenue from this tax.

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## 1.4 HANGAR SITE ALTERNATIVES

Based on the AMP and input from TRK management, two potential executive hangar sites were considered near Lima and Mike hangar rows. The two sites in this area are preferred because of the available land, access to utilities, access to runways and existing facilities, and constraints to building on the east apron.

Lima row is six executive box hangars with similar characteristics to what is proposed in this Study: hangars larger than what TRK already has with T-hangars that are able to accommodate business aircraft. Aircraft stored in Lima Row are similar in size to those expected to be stored in the proposed executive hangars. The taxiways and setbacks are currently designed for similar aircraft based in Lima Row.

For the pro forma projections, TRK management indicated the proposed hangar row mimic the dimensions and amenities of Lima Row. Specifications for the proposed hangar row are listed below.

- Bi-fold doors 65 feet wide, 20 feet tall.
- 6" thick concrete slab foundation.
- Hangar is approximately 62 feet deep, from door to back wall.
- Hangars are a pre-engineered metal hangar building with 130 pound per square foot roof snow load, 80 miles per hour Exposure B wind load and Seismic Zone 3 design.
- There is a single community bathroom for the row at one end.
- Each unit to have a separate electrical meter 220 volt / 40 amp needed.
- Fire suppression: sprinkler system required.
- Storm water runoff: there is an existing retention basin nearby that accommodates runoff. It drains to the south.

Per the Airport's minimum standards: aircraft washing is prohibited inside the hangar. Therefore no storm drain with an oil/water separator was included in the cost specifications. It was requested that the proposed executive hangars be constructed with walls that could support lofts inside should tenants desire to install them once taking occupancy. Analysis shows it would be less expensive and more practical to construct these lofts as free standing and anchored into the concrete pad rather than supported by the walls.

Executive hangar Site 1 is located west of, and aligned with Mike Row. Site 1 is illustrated in **Exhibit 2** and matches the alignment and location presented in the Master Plan. The doors face southeast and the row would share a taxilane with Mike Row. This taxilane centerline would need to be realigned 7 feet to the west to accommodate the aircraft with 65-foot wingspans.

Pros for Site 1:

- Follows existing hangar alignment.
- Matches future hangar alignment in AMP and ALP.
- Slightly less expensive to construct (adjacent to existing pavement – see Section 2).
- Utilizes common snow removal efforts for Mike Row hangars.

Cons for Site 1:

- Potential impact on view shed from Soaring Way and Joerger Drive as the road approach will face the back of the hangar wall with limited 'green scree' of vegetation.
- Shares taxilane with Mike Row.
- Current storage area would be lost.

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Executive hangar Site 2 is located west of, and aligned with Lima Row. Site 2 is illustrated in **Exhibit 3** and the doors face southwest. Site 2 would utilize an extension of the taxilane that serves Lima Row which is currently designed for aircraft with 65-foot wingspans.

Pros for Site 2:

- Provides a straight taxi from Lima Row taxilane.
- Is more south facing than Site 1 and will receive sun in the winter, helping with snow and ice removal.
- No aircraft movement on the opposite side of the taxilane.
- Follows Lima Row alignment.
- Location is more hidden from Soaring Way, with greater amount of natural 'green screen' vegetation.

Cons for Site 2:

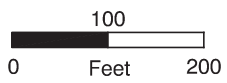
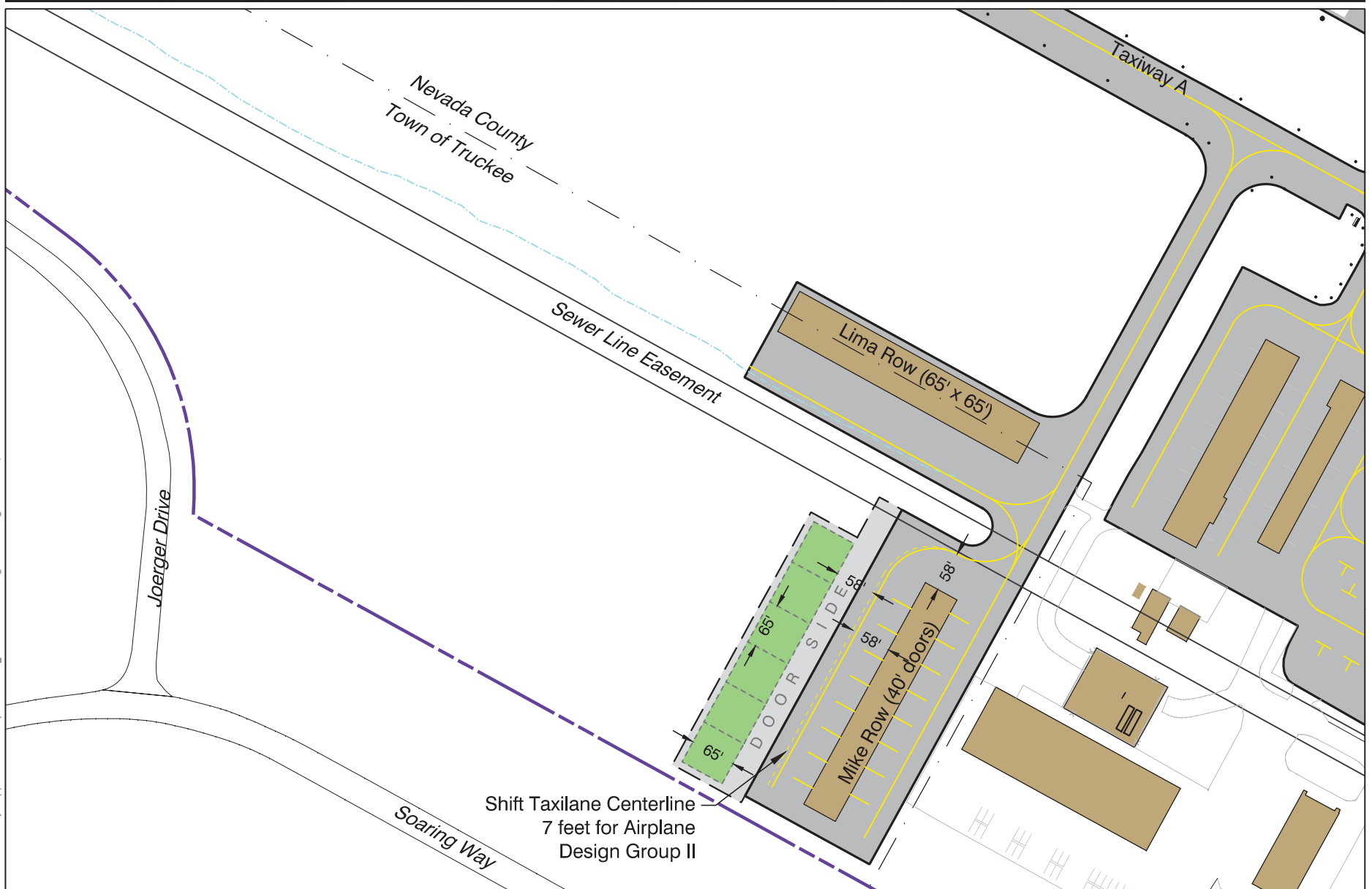
- Slightly more expensive to build (requires additional pavement for taxilane – see Section 2).
- Does not match layout presented on AMP and ALP. FAA would require ALP update, even if federal funds are not used in construction of the proposed hangars or taxilane.

At Site 1, the west side of Mike Row is sloped to the west 1.5 percent. The east side of a new hangar row would be sloped 1.5 percent to the east, requiring a slotted drain with inlets for approximately 450 feet. At Site 2, Lima Row is sloped 1.5 percent to the south into an existing retention basin, eliminating the need for a slotted drain.

Each layout and location offers advantages to operators and TRK. Site 1 is preferred for two primary reasons: slightly lower cost (see **Section 2**) and conformity with the AMP and ALP. Lower costs result from sharing the existing taxilane with Mike Row as opposed to constructing a new taxilane extension from Lima Row. However both sites are advantageous and the pro forma projections may be attributed to both sites since the cost estimates are so similar.

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Executive Hangar Row - Site 1  
Truckee - Tahoe Airport



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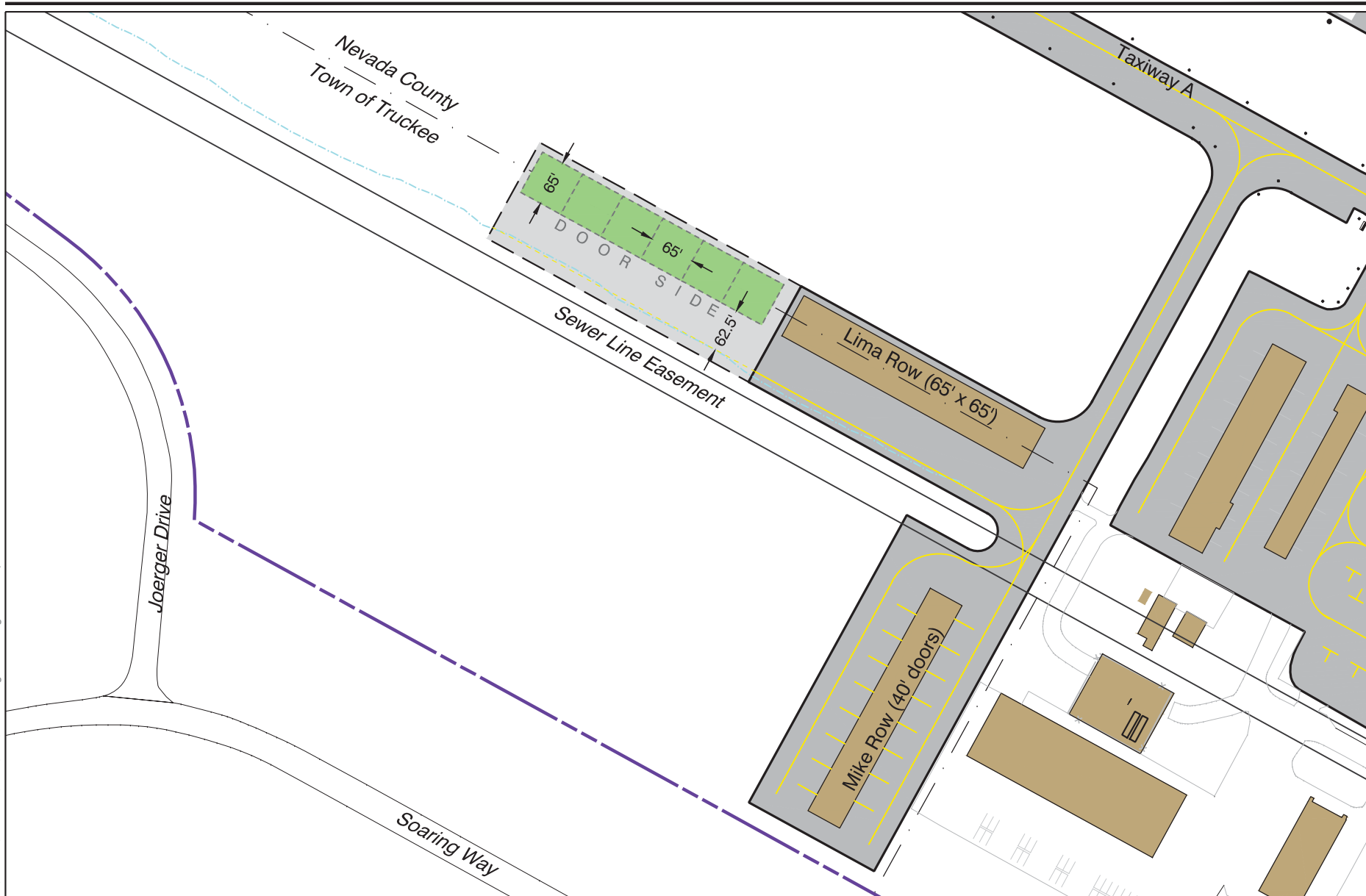
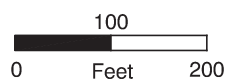


Exhibit 3



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Executive Hangar Row - Site 2  
Truckee - Tahoe Airport



## 2. COST ESTIMATION

Cost estimates include initial capital costs associated with site preparation (grading, utilities, and pavement), hangar construction, and take into account local requirements (snow load) and TTAD's policies, minimum standards, and rules and regulations, as applicable. Expected life-cycle costs (including upkeep, building maintenance and pavement maintenance) are calculated and later applied to future cash flow projections. This will provide TTAD the complete cost of the developing the additional hangars beyond the initial investment in construction. The cost estimate for the selected site is used in the pro forma projections.

### 2.1 HANGAR SITE PREP AND CONSTRUCTION COSTS

Prior to developing pro forma projections cost estimates were prepared for both executive hangars sites. Estimates include initial capital costs associated with site preparation, hangar construction and TTAD's policies, minimum standards, and rules and regulations, as applicable. Soft costs are also included, such as site and hangar design, and construction engineering and administration. Four cost scenarios were prepared.

- Site 1 – TTAD financing and full constructing the executive hangars (**Table 5**).
- Site 2 – TTAD financing and full constructing the executive hangars (**Table 6**).
- Site 1 – TTAD site preparation only (**Table 7**).
- Site 2 – TTAD site preparation only (**Table 8**).

The costs for hangar construction were based on two sources:

- The project bid for the Lima Row executive hangars at TRK. This was supplied by TRK management.
- A bid for executive hangars at Sonoma County Airport (STS).

Both of these hangar projects are similar to what is proposed in this Study regarding hangar size, type of door, and building materials. Both projects were bid in 2003 and Lima Row was completed in 2005. The estimated costs were converted to 2016 dollars using two sources for inflation rates:

- Consumer Price Index 2000-2015, Western MSA.
- Historical Inflation Rates 1914-2015, from the Consumer Price Index published monthly by the Bureau of Labor Statistics.

The historical bid prices for the Lima Row at TRK and the executive hangars at STS were similar, at approximately \$40.50 per square foot. Historic inflation rates were applied to this cost and extrapolated to 2016 dollars. The result is a 30 percent increase in building costs. Adding in unknowns such as exact building specifications, potential subgrade issues, and forces of nature, yielded a more conservative unit cost of \$58 per square foot. This equals a 2016 building cost of approximately \$1.47M for the ridged frame building and foundation. Adding additional site prep, mobilization, fire protection, one bathroom and the bi-fold doors, the total building cost is \$1.8 million for six hangar units with 65-foot doors.

A second cost estimate was prepared for the executive hangars independently of the process that used the 2003 bid for Lima Row with historic inflation rates. Mead & Hunt contacted vendors and contractors experience in construction and providing materials for similar box hangar projects in Northern California. The schematic and specifications for the executive hangars were provided to contractors for a cost estimate. The cost estimate includes building design and construction, and fire suppression, plumbing, mechanical, and electrical requirements.

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The second estimate yielded a final hangar construction cost of \$1.7 million, including soft costs. This figure is very similar to the original estimate of \$1.8 million and the 5 percent cost difference is considered more than satisfactory in the industry for two independent estimates. For purposes of this Study, the higher hangar construction estimate (\$1.8 million) is used for pro forma projections.

Preliminary site work includes all taxilane expansion and apron costs. FAA funding may be available for taxilane expansion and rehab, up to 35 feet wide, which is standard taxilane width for the design aircraft. This funding will not be available for the apron, from the taxilane edge to the hangar door.

**TABLE 5: Site 1 Cost Estimate**

**EXECUTIVE BOX HANGAR BUILDING, 6 UNITS (65' x 390')**  
**HANGAR SITE 1 - SITEWORK, UTILITIES, STRUCTURE**

		ENGINEER'S ESTIMATE			
Item No.	Description	Unit	Estimated Quantity	Unit Cost	Extension
<b><u>SITEWORK</u></b>					
1	MOBILIZATION	LS	1	\$ 30,000.00	\$ 30,000
2	EROSION CONTROL AND SWPPP MAINTENANCE	LS	1	\$ 8,000.00	\$ 8,000
3	EARTHWORK AND SITE PREPARATION	LS	1	\$ 119,000.00	\$ 119,000
4	AGGREGATE BASEROCK	CY	710	\$ 50.00	\$ 35,500
5	ASPHALT CONCRETE	TON	570	\$ 135.00	\$ 76,950
6	8" FIRE WATER TRENCH, PIPE, VALVE, AND BACKFILL	LF	150	\$ 60.00	\$ 9,000
7	FIRE HYDRANT, LATERAL, AND VALVE INSTALLED	EA	1	\$ 10,000.00	\$ 10,000
8	2" DOMESTIC WATER TRENCH, PIPE, VALVE, AND BACKFILL	LF	150	\$ 30.00	\$ 4,500
9	ELECTRIC UTILITY TRENCH, CONDUITS, PULL BOXES, WIRING	LS	1	\$ 10,000.00	\$ 10,000
10	ELECTRICAL EQUIPMENT, PAD, AND BOLLARDS	LS	1	\$ 25,000.00	\$ 25,000
11	YELLOW & WHITE TAXIWAY PAVEMENT MARKING	LF	300	\$ 10.00	\$ 3,000
12	HYDROSEEDING	ACRE	0.5	\$ 3,000.00	\$ 1,500
<b>SITEWORK SUBTOTAL =</b>					<b>\$ 332,450</b>
<b><u>HANGAR FOUNDATION AND BUILDING</u></b>					
13	MOBILIZATION	LS	1	\$ 87,000.00	\$ 87,000
14	ADDITIONAL SITE PREPARATION & PAVING	LS	1	\$ 19,000.00	\$ 19,000
15	RIGID FRAME HANGAR BUILDING & FOUNDATION (65' x ±390')	SF	25,350	\$ 58.00	\$ 1,470,300
16	BI-FOLD DOORS & OPERATING SYSTEM	EA	6	\$ 35,000.00	\$ 210,000
17	8" FIRE PROTECTION RISER, P.I.V. AND F.D.C.	LS	1	\$ 30,000.00	\$ 30,000
18	BATHROOM	LS	1	\$ 25,000.00	\$ 25,000
<b>BUILDING SUBTOTAL =</b>					<b>\$ 1,841,300</b>
<b>TOTAL</b>					<b>\$ 2,173,750</b>

SITE SURVEY	\$ 3,000
SITE GEOTECHNICAL	\$ 7,500
SITEWORK DESIGN & SWPPP	\$ 25,000
CONSTRUCTION ENGINEERING	\$ 80,000
MATERIAL TESTING	\$ 7,000
CONSTRUCTION ADMIN	\$ 24,000
<b>GRAND TOTAL</b>	<b>\$2,320,250</b>

Note: For **Tables 4-7**, line item explanations and assumptions are provided in **Appendix A**.

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**TABLE 6: Site 2 Cost Estimate**

**EXECUTIVE BOX HANGAR BUILDING, 6 UNITS (65' x 390')**

**HANGAR SITE 2 - SITEWORK, UTILITIES, STRUCTURE**

		<b>ENGINEER'S ESTIMATE</b>			
Item No.	Description	Unit	Estimated Quantity	Unit Cost	Extension
<b><u>SITWORK</u></b>					
1	MOBILIZATION	LS	1	\$ 36,000.00	\$ <b>36,000</b>
2	EROSION CONTROL AND SWPPP MAINTENANCE	LS	1	\$ 10,000.00	\$ <b>10,000</b>
3	EARTHWORK AND SITE PREPARATION	LS	1	\$ 156,000.00	\$ <b>156,000</b>
4	AGGREGATE BASEROCK	CY	840	\$ 50.00	\$ <b>42,000</b>
5	ASPHALT CONCRETE	TON	670	\$ 135.00	\$ <b>90,450</b>
6	8" FIRE WATER TRENCH, PIPE, VALVE, AND BACKFILL	LF	150	\$ 60.00	\$ <b>9,000</b>
7	FIRE HYDRANT, LATERAL, AND VALVE INSTALLED	EA	1	\$ 10,000.00	\$ <b>10,000</b>
8	2" DOMESTIC WATER TRENCH, PIPE, VALVE, AND BACKFILL	LF	150	\$ 30.00	\$ <b>4,500</b>
9	ELECTRIC UTILITY TRENCH, CONDUITS, PULL BOXES, WIRING	LS	1	\$ 10,000.00	\$ <b>10,000</b>
10	ELECTRICAL EQUIPMENT, PAD, AND BOLLARDS	LS	1	\$ 25,000.00	\$ <b>25,000</b>
11	YELLOW & WHITE TAXIWAY PAVEMENT MARKING	LF	300	\$ 10.00	\$ <b>3,000</b>
12	HYDROSEEDING	ACRE	1.0	\$ 3,000.00	\$ <b>3,000</b>
<b>SITWORK SUBTOTAL =</b>					<b>\$ 398,950</b>
<b><u>HANGAR FOUNDATION AND BUILDING</u></b>					
13	MOBILIZATION	LS	1	\$ 87,000.00	\$ <b>87,000</b>
14	ADDITIONAL SITE PREPARATION & PAVING	LS	1	\$ 19,000.00	\$ <b>19,000</b>
15	RIGID FRAME HANGAR BUILDING & FOUNDATION (65' x ±390')	SF	25,350	\$ 58.00	\$ <b>1,470,300</b>
16	BI-FOLD DOORS & OPERATING SYSTEM	EA	6	\$ 35,000.00	\$ <b>210,000</b>
17	8" FIRE PROTECTION RISER, P.I.V. AND F.D.C.	LS	1	\$ 30,000.00	\$ <b>30,000</b>
18	BATHROOM	LS	1	\$ 25,000.00	\$ <b>25,000</b>
<b>BUILDING SUBTOTAL =</b>					<b>\$ 1,841,300</b>
<b>TOTAL</b>					<b>\$ 2,240,250</b>

SITE SURVEY	\$ 3,000
SITE GEOTECHNICAL	\$ 7,500
SITWORK DESIGN & SWPPP	\$ 25,000
CONSTRUCTION ENGINEERING	\$ 80,000
MATERIAL TESTING	\$ 7,000
CONSTRUCTION ADMIN	\$ 24,000
<b>GRAND TOTAL</b>	<b>\$2,386,750</b>

Note: For **Tables 4-7**, line item explanations and assumptions are provided in **Appendix A**.

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**TABLE 7: Site 1 Cost Estimate, Site Prep Only**

**EXECUTIVE BOX HANGAR BUILDING, 6 UNITS (65' x 390')**

**HANGAR SITE 1 - SITEWORK ONLY**

		ENGINEER'S ESTIMATE			
Item No.	Description	Unit	Estimated Quantity	Unit Cost	Extension
<b><u>SITWORK</u></b>					
1	MOBILIZATION	LS	1	\$ 30,000.00	\$ 30,000
2	EROSION CONTROL AND SWPPP MAINTENANCE	LS	1	\$ 8,000.00	\$ 8,000
3	EARTHWORK AND SITE PREPARATION	LS	1	\$ 119,000.00	\$ 119,000
4	AGGREGATE BASE ROCK	CY	710	\$ 50.00	\$ 35,500
5	ASPHALT CONCRETE	TON	570	\$ 135.00	\$ 76,950
6	8" FIRE WATER TRENCH, PIPE, VALVE, AND BACKFILL	LF	150	\$ 60.00	\$ 9,000
7	FIRE HYDRANT, LATERAL, AND VALVE INSTALLED	EA	1	\$ 10,000.00	\$ 10,000
8	2" DOMESTIC WATER TRENCH, PIPE, VALVE, AND BACKFILL	LF	150	\$ 30.00	\$ 4,500
9	ELECTRIC UTILITY TRENCH, CONDUITS, PULL BOXES, WIRING	LS	1	\$ 10,000.00	\$ 10,000
10	ELECTRICAL EQUIPMENT, PAD, AND BOLLARDS	LS	1	\$ 25,000.00	\$ 25,000
11	YELLOW & WHITE TAXIWAY PAVEMENT MARKING	LF	300	\$ 10.00	\$ 3,000
12	HYDROSEEDING	ACRE	0.5	\$ 3,000.00	\$ 1,500
<b>SITWORK TOTAL =</b>					<b>\$ 332,450</b>

SITE SURVEY	\$ 3,000
SITE GEOTECHNICAL	\$ 7,500
SITWORK DESIGN & SWPPP	\$ 25,000
CONSTRUCTION ENGINEERING	\$ 40,000
MATERIAL TESTING	\$ 7,000
CONSTRUCTION ADMIN	\$ 10,000
<b>GRAND TOTAL</b>	<b>\$ 424,950</b>

**TABLE 8: Site 2 Cost Estimate, Site Prep Only**

**EXECUTIVE BOX HANGAR BUILDING, 6 UNITS (65' x 390')**

**HANGAR SITE 2 - SITEWORK ONLY**

		ENGINEER'S ESTIMATE			
Item No.	Description	Unit	Estimated Quantity	Unit Cost	Extension
<b><u>SITWORK</u></b>					
1	MOBILIZATION	LS	1	\$ 36,000.00	\$ 36,000
2	EROSION CONTROL AND SWPPP MAINTENANCE	LS	1	\$ 10,000.00	\$ 10,000
3	EARTHWORK AND SITE PREPARATION	LS	1	\$ 156,000.00	\$ 156,000
4	AGGREGATE BASE ROCK	CY	840	\$ 50.00	\$ 42,000
5	ASPHALT CONCRETE	TON	670	\$ 135.00	\$ 90,450
6	8" FIRE WATER TRENCH, PIPE, VALVE, AND BACKFILL	LF	150	\$ 60.00	\$ 9,000
7	FIRE HYDRANT, LATERAL, AND VALVE INSTALLED	EA	1	\$ 10,000.00	\$ 10,000
8	2" DOMESTIC WATER TRENCH, PIPE, VALVE, AND BACKFILL	LF	150	\$ 30.00	\$ 4,500
9	ELECTRIC UTILITY TRENCH, CONDUITS, PULL BOXES, WIRING	LS	1	\$ 10,000.00	\$ 10,000
10	ELECTRICAL EQUIPMENT, PAD, AND BOLLARDS	LS	1	\$ 25,000.00	\$ 25,000
11	YELLOW & WHITE TAXIWAY PAVEMENT MARKING	LF	300	\$ 10.00	\$ 3,000
12	HYDROSEEDING	ACRE	1.0	\$ 3,000.00	\$ 3,000
<b>SITWORK TOTAL =</b>					<b>\$ 398,950</b>

SITE SURVEY	\$ 3,000
SITE GEOTECHNICAL	\$ 7,500
SITWORK DESIGN & SWPPP	\$ 25,000
CONSTRUCTION ENGINEERING	\$ 40,000
MATERIAL TESTING	\$ 7,000
CONSTRUCTION ADMIN	\$ 10,000
<b>GRAND TOTAL</b>	<b>\$ 491,450</b>

Note: For **Tables 4-7**, line item explanations and assumptions are provided in **Appendix A**.

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## 2.2 PAVEMENT MAINTENANCE COSTS

Industry standards recommend that new pavements be rejuvenated within five years after construction to extend useful pavement life, and every five years thereafter. Typically, the pavement's useful life is reached at 20 years. At 20 years a new pavement surface should be constructed and any weak areas that have developed be repaired.

Slurry seal (without sand) is the preferred pavement rejuvenation at five year intervals for apron pavements. The cost estimates use 2016 dollars for slurry seal unit cost in the Truckee area, assumed to be approximately \$6.00 per square yard.

It is assumed for this estimate that apron and taxilane reconstruction will likely require a complete rebuild. This was purposely done to provide a conservative estimate for this element. Reconstruction would include work to remove the old pavement section by milling and stockpiling, subgrade preparation, and then rebuilding the structural section using some of the blended pavement millings. The pavement areas included are the apron and proposed taxilane. As stated, FAA funding may be available for taxilane rehab up to 35 feet wide. Pavement maintenance costs for Site 1 rehabilitation and reconstruction are detailed in **Table 9**, and for Site 2 in **Table 10**.

**TABLE 9: Site 1 Pavement Maintenance Costs**

PAVEMENT MAINTENANCE COSTS HANGAR SITE 1		ENGINEER'S ESTIMATE			
Item No.	Description	Unit	Estimated Quantity	Unit Cost	Extension
<b>REHABILITATION</b>					
1	SLURRY SEAL	SY	3200	\$ 6.00	\$ 19,200
2	MOBILIZATION	LS	est 10%	\$ 2,000.00	\$ 2,000
<b>REHABILITATION TOTAL =</b>					<b>\$ 21,200</b>
<b>RECONSTRUCTION</b>					
1	MILLING AND STOCKPILE	SY	3200	\$ 7.50	\$ 24,000
2	SUBGRADE RECOMPACTION	LS	1	\$ 8,000.00	\$ 8,000
3	AGGREGATE BASE	LS	1	\$ 42,000.00	\$ 42,000
4	ASPHALT, ORANGE BOOK	LS	1	\$ 90,500.00	\$ 90,500
<b>RECONSTRUCTION TOTAL =</b>					<b>\$ 164,500</b>
<b>30 YEAR TOTAL IN 2016 DOLLARS (5 Rehabilitations and 1 Reconstruction) =</b>					<b>\$ 270,500</b>

Note: Pavement maintenance dollar totals in the Pro Forma spreadsheets are shown for the year of execution, with inflation calculated.

**TABLE 10: Site 2 Pavement Maintenance Costs**

PAVEMENT MAINTENANCE COSTS HANGAR SITE 2		ENGINEER'S ESTIMATE			
Item No.	Description	Unit	Estimated Quantity	Unit Cost	Extension
<b>REHABILITATION</b>					
1	SLURRY SEAL	SY	3800	\$ 6.00	\$ 22,800
2	MOBILIZATION	LS	est 10%	\$ 2,300.00	\$ 2,300
<b>REHABILITATION TOTAL =</b>					<b>\$ 25,100</b>
<b>RECONSTRUCTION</b>					
1	MILLING AND STOCKPILE	SY	3800	\$ 7.50	\$ 28,500
2	SUBGRADE RECOMPACTION	LS	1	\$ 12,500.00	\$ 12,500
3	AGGREGATE BASE	LS	1	\$ 57,500.00	\$ 57,500
4	ASPHALT, ORANGE BOOK	LS	1	\$ 122,100.00	\$ 122,100
<b>RECONSTRUCTION TOTAL =</b>					<b>\$ 220,600</b>
<b>30 YEAR TOTAL IN 2016 DOLLARS (5 Rehabilitations and 1 Reconstruction) =</b>					<b>\$ 346,100</b>

Note: Pavement maintenance dollar totals in the Pro Forma spreadsheets are shown for the year of execution, with inflation calculated.

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## 2.3 OPERATING AND MAINTENANCE COSTS

The Facilities Maintenance Plan from fiscal year (FY) 2014 to FY 2023 for Lima Row was provided by TRK management. **Table 11** shows the projected costs associated with major maintenance over these ten years on Lima Row.

**TABLE 11: Lima Row Maintenance Plan Costs**

Project Description	Projected Fiscal Year	Cost (2016 dollars)
Electrical system repairs	2014 / 2015	\$1,000 / \$5,000
Add protective plates on north side of building	2015	\$32,000
Tighten and/or replace 15% of roof screws	2018	\$9,550
Paint siding and doors	2021	\$79,625

Airport management estimates annual operating costs for Lima Row at \$2,000 annually. This includes regular maintenance and snow removal. These projections for maintenance and operation costs were used in the pro forma analysis in **Section 3**.

The site prep, construction costs, pavement maintenance and operating costs derived in this section will be used to calculate the pro forma financial projects for hangar site development.

## 3. PRO FORMA PROJECTIONS

Two development scenarios are considered in this analysis: hangar development and operation by TTAD and site preparation by TTAD for private development and private use. Two fee structure principles are considered for each scenario: one that begins with the existing lease rates at TRK, and one that sets lease rates so that the cost of investment and maintenance is recovered over 30 years. The existing lease rate principle is based on the price per square foot used by TTAD for comparable buildings, and escalated annually using the Western Consumer Price Index. This practice matches what the District does with existing leases. Pro formas consider a 30 year window, beginning the year that the hangars are constructed or the site is prepared.

The two lease rate principles are hereafter referred to as “cost recovery” and “market rate” or “current rate.” The cost recovery rate identifies what should be charged in order to recoup investment and maintenance costs. The driving philosophy in the cost recovery lease rate is that the District is trying to provide a service, additional aircraft storage to meet demand, and only recover what it spends. The market rate is based on a survey of comparable airports that offer similar facilities, and assumes that the District will set lease rates to a level that matches the perceived value of aircraft storage to the tenants. Under the market lease rate principle, the District is trying to make a profit, and will be able to use this profit to for other airport projects. The current rate principle uses existing lease rates for comparable facilities at TRK, and applies the same lease rate escalation that TTAD has written into existing lease agreements. Due to grant assurances associated with FAA funds, TTAD may not spend money generated from hangar rents for non-aviation purposes.

Pro forma financial analyses account for the time-value of money by *discounting* future cash flows. The time-value of money simply states that a dollar in-hand today is worth more than the promise of a dollar at some point in the future. The reason for this is that due to inflation, risk, and forgone investment opportunities, it is advantageous to have cash in hand rather than to wait on cash to arrive. An example of the impact of discounting on an investment is explained below and shown in **Table 12**.

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In this example, an investor is evaluating two options, both of which will pay a lump sum of \$10,000 when the investment matures. One investment matures in 10 years and the other matures in 20 years. This example ignores interest is paid throughout the life of the investment and assumes that the investor is equally comfortable waiting for 10 or 20 years for the investment to mature. Although both investments return \$10,000, the investor must wait twice as long to receive their money in the 20 year scenario. Using a discount rate of one percent, the investor finds that \$10,000 in ten years is worth \$9,053 in today's dollars, and \$10,000 in 20 years is worth \$8,195 in today's dollars. All other things being equal, it does not make sense to invest in the 20 year investment because the return is lower when evaluated in today's dollars, despite the promise of the same payout at maturity.

**TABLE 12: Value of \$10,000**

Scenario	Present Value
10 Year Repayment	\$9,053
20 Year Repayment	\$8,195

Discount rate = 1%.  
Variables besides time are equal.

In practical application, an investor would expect a payout greater than \$10,000 at 20 years to compensate for the time value of money. Using the same one percent discount rate, the investment would need you pay \$11,046 in 10 years, and \$12,202 in 20 years in order to be worth \$10,000 in today's dollars.

The pro forma analyses use discount rates to calculate the value of future cash flows from the hangar development scenarios. Scenarios are compared using a process called net present value (NPV), which is the sum of the present values of all revenues minus the sum of the present values of all expenses. Net present value provides a number that shows the expected gain or loss of an investment once all revenues and expenses are accounted for, and adjusted to reflect the value of a dollar today. Discounting converts cash flows that occur at different periods of time to present value, and allows an apples to apples comparison amongst alternatives. Without discounting, it is possible that a development scenario may appear more or less advantageous than it really is, and it would not be possible to accurately compare alternatives. Detailed pro formas for each scenario are included in **Appendix B**. A summary of each is included in **Table 13**.

**TABLE 13: Pro Forma Summary**

Scenario	Lease Rate Principle	Initial Investment	Investment NPV	Full Table (Appendix B)
TTAD Build Hangars	Current Rate	-\$2,320,250	\$923,522	Table 15
TTAD Builds Hangars	Cost Recovery	-\$2,320,250	-\$3,985	Table 16
TTAD Prepares Site	Market Rate	-\$424,950	-\$288,555	Table 17
TTAD Prepares Site	Cost Recovery	-\$424,950	\$2,028	Table 18

Discount Rate = 1%. NPV considers 30 years of cash flows.

The pro forma analyses show how variable the returns can be depending on which scenario is implemented and what principle drives the lease rate. It also indicates which lease rate principle is most appropriate for each development scenario. These results are explained in more detail below.

The *TTAD Builds Hangars* scenario comes with the highest initial investment, \$2,320,250, due to the capital costs associated with building construction. This scenario also has ongoing costs associated with maintenance of the buildings. This scenario also has the greatest revenue potential because TTAD can set their lease rate for the entire building, and do not have to share revenues with a private developer like in the *TTAD Prepares Site* scenario. The NPV differs substantially depending on which lease rate principle is used. In the cost recovery lease rate principle, the return on investment is near 0 as the lease rate is set to

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cover expenses, not make a profit. This lease rate would need to average \$3.999 per square foot per year over the 30 year pro forma period. Using the current rate principle, TTAD could make nearly \$1,000,000 more than in the scenario with the cost recovery lease rate principle. The profit comes from a higher lease rate: the current lease rate is \$5.172 per square foot per year when the buildings are constructed, grown at 1.9 percent annually. The base lease rate and the escalation rate follow the same methodology used at the Airport in 2016.

The *TTAD Prepares Site* scenario has the lowest initial investment, \$424,950, and has lower capital costs over the life of the investment because TTAD does not have buildings to manage and maintain. The tradeoff is that private developers will pay less rent to TTAD because they own the buildings themselves. This approach passes the risk on to the private sector, thus requiring lower lease rates to compensate them for taking on expenses and risk in constructing their own hangars.

A notable difference between the *TTAD Prepares Site* scenario and the *TTAD Builds Hangars* scenario is that the price per square foot in the market rate lease principle (\$0.550 per square foot per year) is not high enough to recoup the costs of site preparation, therefore the NPV is negative. TTAD would need to charge above the market rate per square foot (\$0.947 per square foot per year), as in the cost recovery lease rate principle, in order to break even. This poses a unique challenge in that the District would need to secure tenants willing to pay a premium (an additional \$0.397 per square foot per year) for ground leases. If tenants are unwilling to pay this premium, then the District will need to lower rates (and not break even on its investment), or have some sites remain undeveloped (which would reduce revenue and likely not cover the cost of the investment either).

From a financial perspective, the best alternative is for TTAD to develop and manage the hangars, and set lease rates according to the market rate principle. This assumes that TRK has the capital necessary to finance hangar construction and will not finance through debt. The cost recovery principle is also acceptable if the District is not interested in making a profit on this investment. Preparing the sites and allowing private entities to develop their own hangars is financially viable if the District can secure tenants that are willing to pay a premium of \$0.397 per square foot per year over the market rate.

#### 4. RISK ASSESSMENT AND MITIGATION

Developing hangars comes with inherent financial risk. As a tax district, TTAD is tasked with making wise choices on investment of public funds. The Airport mission statement states:

*"The Truckee Tahoe Airport is a community airport that provides high-quality aviation facilities and services to meet local needs. We strive for low impact on our neighbors while enhancing the benefit to the community-at-large."*

The local need for executive hangars is shown in the AMP forecasts and confirmed by the Airport's Hangar Wait List and the Demand Drivers Study. The benefit to the community can be from fewer overflights due to aircraft repositioning, and additional economic impact associated with spending by owners of new aircraft being based at TRK, or spending by owners of existing based aircraft that are now at the Airport and in the community more frequently.

The risk associated with hangar development is that the perceived demand does not materialize, either as quickly as expected or at all. The pro forma analyses in **Table 13** assume 95 percent occupancy when TTAD builds the hangars, and 100 percent occupancy when TTAD develops the sites. Vacancy reduces revenue, and could make for a negative return on investment. Given feedback from aircraft owners through the Hangar Wait List and the Demand Drivers Study, it is unlikely that this development will see much vacancy; however, analysis is run to measure what impact vacancy would have over the course of 30 years.

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The vacancy analysis uses a *Monte Carlo simulation*, which is a statistical estimation method that sets vacancy to a random percentage between two parameters, and then runs thousands of trials using the variable vacancy. The result of this analysis is presented as percentiles of the total results. For example, if 1,000 trials were run and the 50<sup>th</sup> percentile results were expressed by variable “X,” then this means that 50 percent of the 1,000 trials came back at a value lower than X, and 50 percent of the 1,000 trials came back at a value higher than X.

Of the four investment options prepared, only one is a viable candidate for Monte Carlo simulation: the TTAD Builds Hangars scenario using the market rate leasing principle. The reason for this is that in order to perform a risk assessment, a scenario must exist where the investment produces a profit. The cost recovery principles are not intended to produce a profit for TTAD – only to recover the capital and operational expenses associated with the investment. The TTAD Builds Hangars and TTAD Prepares Site scenarios using the cost recovery leasing rate principle assumes that hangars/sites would be priced below market rate. Basic principles of supply and demand dictate that if units are priced below market rate then demand will exceed supply, the market will lease these hangars or sites, and vacancy will not be a concern. The TTAD Prepares Site scenario with the market rate lease principle does not provide a positive return on investment even at 100 percent occupancy.

#### 4.1 TTAD DEVELOPS HANGARS – MARKET RATE LEASE – MONTE CARLO SIMULATION

The input parameters of the Monte Carlo simulation are the present values of the revenues and the expenses associated with TTAD building and managing the executive hangars. The variable is hangar occupancy, which is set to a random number between an upper and lower limit. For the purposes of this analysis, the lower limit was 50 percent occupancy, and the upper limit was 100 percent occupancy. This means that the simulation assumes that for any given year, the lowest the average occupancy could be is 50 percent, therefore only 50 percent of potential revenues are captured for that year. The simulation also includes all real numbers between 50 and 100, and changes these numbers at random every year over the 30 years. This simulation is run 2,500 times to provide a wide range of results. The outcome of the Monte Carlo simulation is presented in **Exhibit 4** and summarized in **Table 14**.

The Monte Carlo results shows that the *TTAD Builds Hangars* scenario with market rate lease principles produces a positive NPV in 70 percent of trials run, even with occupancy dropping as low as 50 percent at times. The key takeaway is that even with less than 100 percent occupancy, including at occupancy levels that seem highly unlikely given the level of demand that is expected, the *TTAD Develops Hangars* scenario with market rent should break even or better.

It is important to distinguish that this analysis assumes that hangar occupancy could dip as low as 50 percent at a minimum, which should not be confused with sustained periods of 50 percent occupancy, or even an average of 50 percent occupancy throughout the 30 year window. It is expected that this scenario would play out in the real world should there be a prolonged recession or other event that caused demand for hangars at TRK to drop considerably. The pro forma analysis in **Section 3** assumed that average occupancy was a flat 95 percent, and did not change, which is why the pro forma NPV is higher than the Monte Carlo NPVs.

**TABLE 14: Monte Carlo Simulation Results**

Percentile	Net Present Value
Minimum	-\$392,126
10TH	-\$90,769
20TH	-\$36,717
30TH	\$3,751
40TH	\$33,322
50TH	\$65,415
60TH	\$96,246
70TH	\$125,457
80TH	\$163,542
90TH	\$214,033
Maximum	\$469,833

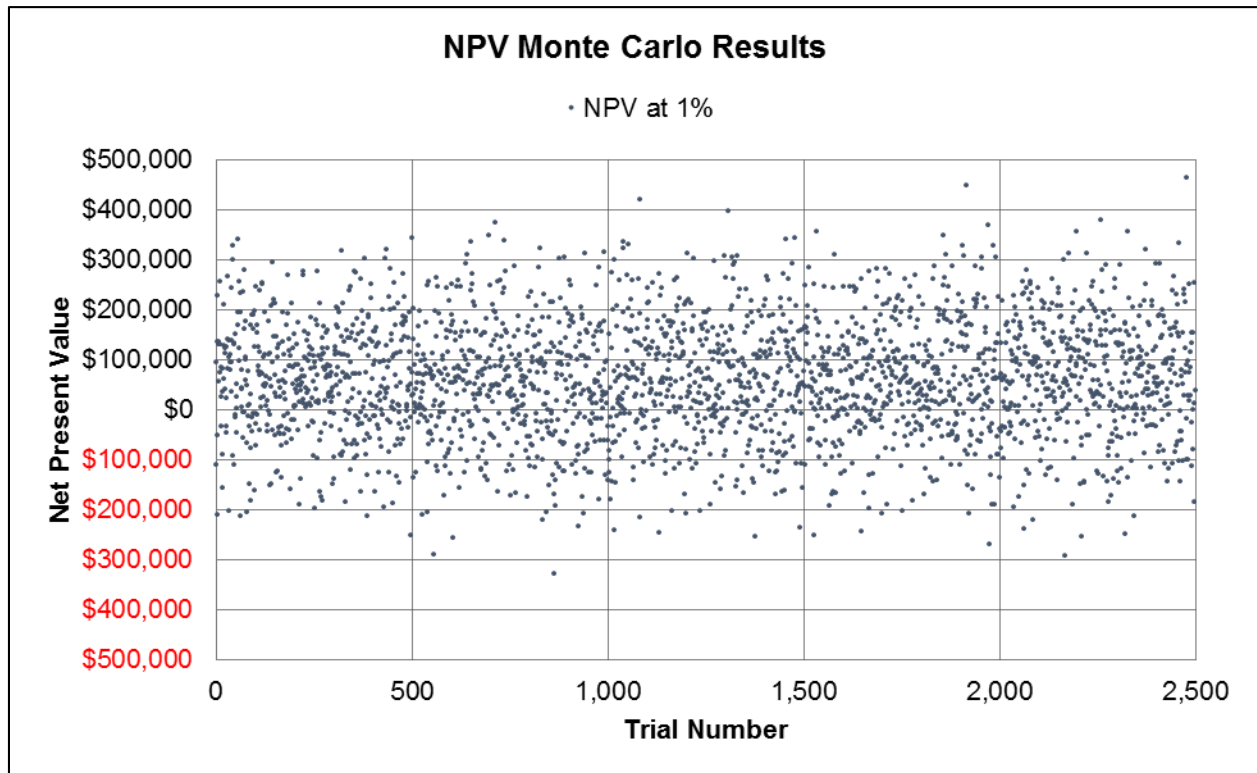
*Note: Net present value uses discount rate of 1 percent. Occupancy varies between 50 and 100 percent in simulation.*

**DRAFT**





#### EXHIBIT 4



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## APPENDIX A

Sitework construction cost assumptions used in **Section 2**.

Mobilization: This is calculated being 10% of total sitework costs.

SWPPP (Storm Water Pollution Prevention Plan): assumes \$5,000 for document preparation and \$3,000 for notifications and maintaining SWPPP-recommended Best Management Practices during construction period and beyond.

Earthwork and Site Preparation: assumes over-excavation and re-compaction on the entire site area of the upper 24-inches of existing subgrade at \$25 per cubic yard for moisture conditioning and compaction. No cost was estimated for additional subgrade preparation for poor soils conditions which might require cement treatment or geotextile fabric.

Aggregate Baserock: is assumed to be 8-inches thick on entire site except for the 65 x 390 building footprint and conforms to CalTrans standards.

Asphalt Surface: is assumed to be 3-inches thick on the apron in front of the hangars and conform to CalTrans standards. The 10-foot wide asphalt surrounding the hangar on three sides at Site 1, and two sides at Site 2 are not in the asphalt quantity and is assumed to be placed after building is constructed as part of the building cost – approximately \$18,600 to place 5,200 square feet of 3" asphalt on 6" aggregate.

Electric Utility: costs for each site assumes 350 feet of trench from nearest existing pullbox including two 2-inch conduits with pull ropes, backfill and compaction terminating in a pullbox at nearest end of building.

Electrical Equipment: is assumed to be a transformer mounted on a concrete pad and surrounded by bollards similar to Lima Row hangars.

Sitework cost estimate does not include sanitary sewer utility piping or hangar floor drains or oil/water separators. TRK policies do not allow for aircraft washing inside hangar facilities.

# DRAFT



## APPENDIX B

Detailed pro formas for each scenario with assumptions used for the development of the projected financial performance statements in **Section 3**.

# DRAFT



REVENUES	PYEAR 1	PYEAR 2	PYEAR 3	PYEAR 4	PYEAR 5	PYEAR 6	PYEAR 7	PYEAR 8	PYEAR 9	PYEAR 10	PYEAR 11	PYEAR 12	PYEAR 13	PYEAR 14	PYEAR 15
TTAD Developed Executive Hangars (6 Units of 4,025 SF)															
Executive Hangar Rent	\$ 127,277	\$ 129,695	\$ 132,159	\$ 134,670	\$ 137,229	\$ 139,837	\$ 142,493	\$ 145,201	\$ 147,960	\$ 150,771	\$ 153,636	\$ 156,555	\$ 159,529	\$ 162,560	\$ 165,649
Utilities Surcharge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 127,277	\$ 129,695	\$ 132,159	\$ 134,670	\$ 137,229	\$ 139,837	\$ 142,493	\$ 145,201	\$ 147,960	\$ 150,771	\$ 153,636	\$ 156,555	\$ 159,529	\$ 162,560	\$ 165,649
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% of Revenues	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Gross Margin	\$ 127,277	\$ 129,695	\$ 132,159	\$ 134,670	\$ 137,229	\$ 139,837	\$ 142,493	\$ 145,201	\$ 147,960	\$ 150,771	\$ 153,636	\$ 156,555	\$ 159,529	\$ 162,560	\$ 165,649
% of Revenues	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Summary															
REVENUES	\$ 127,277	\$ 129,695	\$ 132,159	\$ 134,670	\$ 137,229	\$ 139,837	\$ 142,493	\$ 145,201	\$ 147,960	\$ 150,771	\$ 153,636	\$ 156,555	\$ 159,529	\$ 162,560	\$ 165,649
VACANCY (5%)	\$ 6,364	\$ 6,485	\$ 6,608	\$ 6,734	\$ 6,861	\$ 6,992	\$ 7,125	\$ 7,260	\$ 7,398	\$ 7,539	\$ 7,682	\$ 7,828	\$ 7,976	\$ 8,128	\$ 8,282
GROSS MARGIN	\$ 120,913	\$ 123,210	\$ 125,551	\$ 127,937	\$ 130,368	\$ 132,845	\$ 135,369	\$ 137,941	\$ 140,562	\$ 143,232	\$ 145,954	\$ 148,727	\$ 151,553	\$ 154,432	\$ 157,366
EXPENSES	PYEAR 1	PYEAR 2	PYEAR 3	PYEAR 4	PYEAR 5	PYEAR 6	PYEAR 7	PYEAR 8	PYEAR 9	PYEAR 10	PYEAR 11	PYEAR 12	PYEAR 13	PYEAR 14	PYEAR 15
Operating Expenses															
Management (4%)	\$ 4,837	\$ 4,928	\$ 5,022	\$ 5,117	\$ 5,215	\$ 5,314	\$ 5,415	\$ 5,518	\$ 5,622	\$ 5,729	\$ 5,838	\$ 5,949	\$ 6,062	\$ 6,177	\$ 6,295
Bank/Credit Card Fees (2.25%)	\$ 2,864	\$ 2,918	\$ 2,974	\$ 3,030	\$ 3,088	\$ 3,146	\$ 3,206	\$ 3,267	\$ 3,329	\$ 3,392	\$ 3,457	\$ 3,522	\$ 3,589	\$ 3,658	\$ 3,727
Facility Maintenance (Routine)	\$ 2,038	\$ 2,077	\$ 2,116	\$ 2,156	\$ 2,197	\$ 2,239	\$ 2,282	\$ 2,325	\$ 2,369	\$ 2,414	\$ 2,460	\$ 2,507	\$ 2,554	\$ 2,603	\$ 2,652
Facility Maintenance (Major)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000
Pavement Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 23,292	\$ -	\$ -	\$ -	\$ -	\$ 25,590	\$ -	\$ -	\$ -	\$ -	\$ 28,116
Insurance	\$ 1,183	\$ 1,206	\$ 1,228	\$ 1,252	\$ 1,276	\$ 1,300	\$ 1,324	\$ 1,350	\$ 1,375	\$ 1,401	\$ 1,428	\$ 1,455	\$ 1,483	\$ 1,511	\$ 1,540
Utilities	\$ 856	\$ 872	\$ 889	\$ 906	\$ 923	\$ 940	\$ 958	\$ 977	\$ 995	\$ 1,014	\$ 1,033	\$ 1,053	\$ 1,073	\$ 1,093	\$ 1,114
OPERATING EXPENSES	\$ 11,777	\$ 12,001	\$ 12,229	\$ 12,461	\$ 12,990	\$ 12,939	\$ 13,185	\$ 13,436	\$ 13,691	\$ 44,542	\$ 14,216	\$ 14,486	\$ 14,762	\$ 15,042	\$ 133,444
OPERATING INCOME (EBITDA)	\$ 109,136	\$ 111,209	\$ 113,322	\$ 115,476	\$ 94,378	\$ 119,905	\$ 122,183	\$ 124,505	\$ 126,871	\$ 98,691	\$ 131,737	\$ 134,240	\$ 136,791	\$ 139,390	\$ 23,923
FINANCIAL PERFORMANCE	PYEAR 1	PYEAR 2	PYEAR 3	PYEAR 4	PYEAR 5	PYEAR 6	PYEAR 7	PYEAR 8	PYEAR 9	PYEAR 10	PYEAR 11	PYEAR 12	PYEAR 13	PYEAR 14	PYEAR 15
CASH FLOW ANALYSIS															
Initial/Additional Investment	\$ (2,320,250)														
Operating Income (EBITDA)	\$ 109,136	\$ 111,209	\$ 113,322	\$ 115,476	\$ 94,378	\$ 119,905	\$ 122,183	\$ 124,505	\$ 126,871	\$ 98,691	\$ 131,737	\$ 134,240	\$ 136,791	\$ 139,390	\$ 23,923
Loan Amortization (Principal Only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Combined)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flow (For Year)	\$ (2,211,114)	\$ 111,209	\$ 113,322	\$ 115,476	\$ 94,378	\$ 119,905	\$ 122,183	\$ 124,505	\$ 126,871	\$ 98,691	\$ 131,737	\$ 134,240	\$ 136,791	\$ 139,390	\$ 23,923
Net Cash Flow (Running Balance)	\$ (2,211,114)	\$ (2,099,905)	\$ (1,986,582)	\$ (1,871,107)	\$ (1,776,729)	\$ (1,656,824)	\$ (1,534,640)	\$ (1,410,135)	\$ (1,283,265)	\$ (1,184,574)	\$ (1,052,837)	\$ (918,596)	\$ (781,805)	\$ (642,415)	\$ (618,492)
RETURN ON INVESTMENT ANALYSIS															
Investment (Beginning of Year)	\$ 2,320,250	\$ 2,211,114	\$ 2,099,905	\$ 1,986,582	\$ 1,871,107	\$ 1,776,729	\$ 1,656,824	\$ 1,534,640	\$ 1,410,135	\$ 1,283,265	\$ 1,184,574	\$ 1,052,837	\$ 918,596	\$ 781,805	\$ 642,415
* Investment (End of Year)	\$ 2,211,114	\$ 2,099,905	\$ 1,986,582	\$ 1,871,107	\$ 1,776,729	\$ 1,656,824	\$ 1,534,640	\$ 1,410,135	\$ 1,283,265	\$ 1,184,574	\$ 1,052,837	\$ 918,596	\$ 781,805	\$ 642,415	\$ 618,492
Investment (Average)	\$ 2,265,682	\$ 2,155,509	\$ 2,043,244	\$ 1,928,845	\$ 1,823,918	\$ 1,716,777	\$ 1,595,732	\$ 1,472,388	\$ 1,346,700	\$ 1,233,920	\$ 1,118,705	\$ 985,717	\$ 850,201	\$ 712,110	\$ 630,454
ROI - EBITDA (For Year)	4.82%	5.16%	5.55%	5.99%	5.17%	6.98%	7.66%	8.46%	9.42%	8.00%	11.78%	13.62%	16.09%	19.57%	3.79%
ROI - EBITDA (Cumulative to Initial Investment)	4.70%	4.75%	4.79%	4.84%	4.69%	4.77%	4.84%	4.90%	4.97%	4.89%	4.97%	5.03%	5.10%	5.17%	4.89%
INTERNAL RATE OF RETURN															
Internal Rate of Return															
NET PRESENT VALUE															
Net Present Value	\$ 923,522														
DISCOUNTED CASH FLOW															
Discounted Cash Flow	\$ 3,220,799														

\* Assumes retention of profits (cash flow)

TABLE 15: TTAD Development / Market Rate  
Page 1

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REVENUES	PYEAR 16	PYEAR 17	PYEAR 18	PYEAR 19	PYEAR 20	PYEAR 21	PYEAR 22	PYEAR 23	PYEAR 24	PYEAR 25	PYEAR 26	PYEAR 27	PYEAR 28	PYEAR 29	PYEAR 30
TTAD Developed Executive Hangars (6 Units of 4,025 SF)															
Executive Hangar Rent	\$ 168,796	\$ 172,003	\$ 175,271	\$ 178,602	\$ 181,995	\$ 185,453	\$ 188,976	\$ 192,567	\$ 196,226	\$ 199,954	\$ 203,753	\$ 207,625	\$ 211,569	\$ 215,589	\$ 219,685
Utilities Surcharge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 168,796	\$ 172,003	\$ 175,271	\$ 178,602	\$ 181,995	\$ 185,453	\$ 188,976	\$ 192,567	\$ 196,226	\$ 199,954	\$ 203,753	\$ 207,625	\$ 211,569	\$ 215,589	\$ 219,685
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% of Revenues	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Gross Margin	\$ 168,796	\$ 172,003	\$ 175,271	\$ 178,602	\$ 181,995	\$ 185,453	\$ 188,976	\$ 192,567	\$ 196,226	\$ 199,954	\$ 203,753	\$ 207,625	\$ 211,569	\$ 215,589	\$ 219,685
% of Revenues	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Summary															
REVENUES	\$ 168,796	\$ 172,003	\$ 175,271	\$ 178,602	\$ 181,995	\$ 185,453	\$ 188,976	\$ 192,567	\$ 196,226	\$ 199,954	\$ 203,753	\$ 207,625	\$ 211,569	\$ 215,589	\$ 219,685
VACANCY (5%)	\$ 8,440	\$ 8,600	\$ 8,764	\$ 8,930	\$ 9,100	\$ 9,273	\$ 9,449	\$ 9,628	\$ 9,811	\$ 9,998	\$ 10,188	\$ 10,381	\$ 10,578	\$ 10,779	\$ 10,984
GROSS MARGIN	\$ 160,356	\$ 163,403	\$ 166,508	\$ 169,671	\$ 172,895	\$ 176,180	\$ 179,528	\$ 182,939	\$ 186,414	\$ 189,956	\$ 193,566	\$ 197,243	\$ 200,991	\$ 204,810	\$ 208,701
EXPENSES	PYEAR 16	PYEAR 17	PYEAR 18	PYEAR 19	PYEAR 20	PYEAR 21	PYEAR 22	PYEAR 23	PYEAR 24	PYEAR 25	PYEAR 26	PYEAR 27	PYEAR 28	PYEAR 29	PYEAR 30
Operating Expenses															
Management (4%)	\$ 6,414	\$ 6,536	\$ 6,660	\$ 6,787	\$ 6,916	\$ 7,047	\$ 7,181	\$ 7,318	\$ 7,457	\$ 7,598	\$ 7,743	\$ 7,890	\$ 8,040	\$ 8,192	\$ 8,348
Bank/Credit Card Fees (2.25%)	\$ 3,798	\$ 3,870	\$ 3,944	\$ 4,019	\$ 4,095	\$ 4,173	\$ 4,252	\$ 4,333	\$ 4,415	\$ 4,499	\$ 4,584	\$ 4,672	\$ 4,760	\$ 4,851	\$ 4,943
Facility Maintenance (Routine)	\$ 2,703	\$ 2,754	\$ 2,807	\$ 2,860	\$ 2,914	\$ 2,970	\$ 3,026	\$ 3,083	\$ 3,142	\$ 3,202	\$ 3,263	\$ 3,325	\$ 3,388	\$ 3,452	\$ 3,518
Facility Maintenance (Major)	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95,000
Pavement Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 239,690	\$ -	\$ -	\$ -	\$ -	\$ 33,938	\$ -	\$ -	\$ -	\$ -	\$ 37,287
Insurance	\$ 1,569	\$ 1,599	\$ 1,629	\$ 1,660	\$ 1,692	\$ 1,724	\$ 1,757	\$ 1,790	\$ 1,824	\$ 1,859	\$ 1,894	\$ 1,930	\$ 1,967	\$ 2,004	\$ 2,042
Utilities	\$ 1,135	\$ 1,157	\$ 1,179	\$ 1,201	\$ 1,224	\$ 1,247	\$ 1,271	\$ 1,295	\$ 1,320	\$ 1,345	\$ 1,370	\$ 1,396	\$ 1,423	\$ 1,450	\$ 1,477
OPERATING EXPENSES	\$ 15,619	\$ 15,916	\$ 16,218	\$ 16,526	\$ 261,530	\$ 17,160	\$ 17,486	\$ 17,819	\$ 18,157	\$ 52,441	\$ 18,854	\$ 19,212	\$ 19,577	\$ 19,949	\$ 152,615
OPERATING INCOME (EBITDA)	\$ 144,737	\$ 147,487	\$ 150,289	\$ 153,145	\$ (88,635)	\$ 159,020	\$ 162,041	\$ 165,120	\$ 168,257	\$ 137,516	\$ 174,712	\$ 178,031	\$ 181,414	\$ 184,861	\$ 56,086
FINANCIAL PERFORMANCE	PYEAR 16	PYEAR 17	PYEAR 18	PYEAR 19	PYEAR 20	PYEAR 21	PYEAR 22	PYEAR 23	PYEAR 24	PYEAR 25	PYEAR 26	PYEAR 27	PYEAR 28	PYEAR 29	PYEAR 30
CASH FLOW ANALYSIS															
Initial/Additional Investment															
Operating Income (EBITDA)	\$ 144,737	\$ 147,487	\$ 150,289	\$ 153,145	\$ (88,635)	\$ 159,020	\$ 162,041	\$ 165,120	\$ 168,257	\$ 137,516	\$ 174,712	\$ 178,031	\$ 181,414	\$ 184,861	\$ 56,086
Loan Amortization (Principal Only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Combined)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flow (For Year)	\$ 144,737	\$ 147,487	\$ 150,289	\$ 153,145	\$ (88,635)	\$ 159,020	\$ 162,041	\$ 165,120	\$ 168,257	\$ 137,516	\$ 174,712	\$ 178,031	\$ 181,414	\$ 184,861	\$ 56,086
Net Cash Flow (Running Balance)	\$ (473,755)	\$ (326,268)	\$ (175,979)	\$ (22,834)	\$ (111,469)	\$ 47,551	\$ 209,592	\$ 374,712	\$ 542,969	\$ 680,485	\$ 855,197	\$ 1,033,228	\$ 1,214,642	\$ 1,399,503	\$ 1,455,588
RETURN ON INVESTMENT ANALYSIS															
Investment (Beginning of Year)	\$ 618,492	\$ 473,755	\$ 326,268	\$ 175,979	\$ 22,834	\$ 111,469	\$ (47,551)	\$ (209,592)	\$ (374,712)	\$ (542,969)	\$ (680,485)	\$ (855,197)	\$ (1,033,228)	\$ (1,214,642)	\$ (1,399,503)
* Investment (End of Year)	\$ 473,755	\$ 326,268	\$ 175,979	\$ 22,834	\$ 111,469	\$ (47,551)	\$ (209,592)	\$ (374,712)	\$ (542,969)	\$ (680,485)	\$ (855,197)	\$ (1,033,228)	\$ (1,214,642)	\$ (1,399,503)	\$ (1,455,588)
Investment (Average)	\$ 546,124	\$ 400,012	\$ 251,123	\$ 99,406	\$ 67,151	\$ 31,959	\$ (128,572)	\$ (292,152)	\$ (458,841)	\$ (611,727)	\$ (767,841)	\$ (944,212)	\$ (1,123,935)	\$ (1,307,072)	\$ (1,427,545)
ROI - EBITDA (For Year)	26.50%	36.87%	59.85%	154.06%	-131.99%	497.58%	-126.03%	-56.52%	-36.67%	-22.48%	-22.75%	-18.85%	-16.14%	-14.14%	-3.93%
ROI - EBITDA (Cumulative to Initial Investment)	4.97%	5.06%	5.13%	5.21%	4.76%	4.86%	4.96%	5.05%	5.14%	5.17%	5.26%	5.35%	5.44%	5.53%	5.42%
INTERNAL RATE OF RETURN															
Internal Rate of Return										2.2%					3.5%
NET PRESENT VALUE															
Net Present Value															
DISCOUNTED CASH FLOW															
Discounted Cash Flow															

\* Assumes retention of profits (cash flow)

TABLE 15: TTAD Development / Market Rate  
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TRUCKEE TAHOE AIRPORT DISTRICT  
PROJECTED FINANCIAL PERFORMANCE (COST RECOVERY) - EXECUTIVE HANGAR DEVELOPMENT  
PYEAR 1 THROUGH PYEAR 30

REVENUES	PYEAR 1	PYEAR 2	PYEAR 3	PYEAR 4	PYEAR 5	PYEAR 6	PYEAR 7	PYEAR 8	PYEAR 9	PYEAR 10	PYEAR 11	PYEAR 12	PYEAR 13	PYEAR 14	PYEAR 15
TTAD Developed Executive Hangars (6 Units of 4,025 SF)															
Executive Hangar Rent	\$ 96,500	\$ 98,334	\$ 100,202	\$ 102,106	\$ 104,046	\$ 106,023	\$ 108,037	\$ 110,090	\$ 112,181	\$ 114,313	\$ 116,485	\$ 118,698	\$ 120,953	\$ 123,251	\$ 125,593
Utilities Surcharge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 96,500	\$ 98,334	\$ 100,202	\$ 102,106	\$ 104,046	\$ 106,023	\$ 108,037	\$ 110,090	\$ 112,181	\$ 114,313	\$ 116,485	\$ 118,698	\$ 120,953	\$ 123,251	\$ 125,593
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% of Revenues	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Gross Margin	\$ 96,500	\$ 98,334	\$ 100,202	\$ 102,106	\$ 104,046	\$ 106,023	\$ 108,037	\$ 110,090	\$ 112,181	\$ 114,313	\$ 116,485	\$ 118,698	\$ 120,953	\$ 123,251	\$ 125,593
% of Revenues	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Summary															
REVENUES	\$ 96,500	\$ 98,334	\$ 100,202	\$ 102,106	\$ 104,046	\$ 106,023	\$ 108,037	\$ 110,090	\$ 112,181	\$ 114,313	\$ 116,485	\$ 118,698	\$ 120,953	\$ 123,251	\$ 125,593
VACANCY (5%)	\$ 4,825	\$ 4,917	\$ 5,010	\$ 5,105	\$ 5,202	\$ 5,301	\$ 5,402	\$ 5,504	\$ 5,609	\$ 5,716	\$ 5,824	\$ 5,935	\$ 6,048	\$ 6,163	\$ 6,280
GROSS MARGIN	\$ 91,675	\$ 93,417	\$ 95,192	\$ 97,000	\$ 98,843	\$ 100,721	\$ 102,635	\$ 104,585	\$ 106,572	\$ 108,597	\$ 110,661	\$ 112,763	\$ 114,906	\$ 117,089	\$ 119,313
EXPENSES	PYEAR 1	PYEAR 2	PYEAR 3	PYEAR 4	PYEAR 5	PYEAR 6	PYEAR 7	PYEAR 8	PYEAR 9	PYEAR 10	PYEAR 11	PYEAR 12	PYEAR 13	PYEAR 14	PYEAR 15
Operating Expenses															
Management (4%)	\$ 3,667	\$ 3,737	\$ 3,808	\$ 3,880	\$ 3,954	\$ 4,029	\$ 4,105	\$ 4,183	\$ 4,263	\$ 4,344	\$ 4,426	\$ 4,511	\$ 4,596	\$ 4,684	\$ 4,773
Bank/Credit Card Fees (2.25%)	\$ 2,171	\$ 2,213	\$ 2,255	\$ 2,297	\$ 2,341	\$ 2,386	\$ 2,431	\$ 2,477	\$ 2,524	\$ 2,572	\$ 2,621	\$ 2,671	\$ 2,721	\$ 2,773	\$ 2,826
Facility Maintenance (Routine)	\$ 2,038	\$ 2,077	\$ 2,116	\$ 2,156	\$ 2,197	\$ 2,239	\$ 2,282	\$ 2,325	\$ 2,369	\$ 2,414	\$ 2,460	\$ 2,507	\$ 2,554	\$ 2,603	\$ 2,652
Facility Maintenance (Major)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000
Pavement Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 23,292	\$ -	\$ -	\$ -	\$ -	\$ 25,590	\$ -	\$ -	\$ -	\$ -	\$ 28,116
Insurance	\$ 1,183	\$ 1,206	\$ 1,228	\$ 1,252	\$ 1,276	\$ 1,300	\$ 1,324	\$ 1,350	\$ 1,375	\$ 1,401	\$ 1,428	\$ 1,455	\$ 1,483	\$ 1,511	\$ 1,540
Utilities	\$ 856	\$ 872	\$ 889	\$ 906	\$ 923	\$ 940	\$ 958	\$ 977	\$ 995	\$ 1,014	\$ 1,033	\$ 1,053	\$ 1,073	\$ 1,093	\$ 1,114
OPERATING EXPENSES	\$ 9,915	\$ 10,104	\$ 10,296	\$ 10,491	\$ 33,983	\$ 10,894	\$ 11,101	\$ 11,312	\$ 11,527	\$ 42,336	\$ 11,969	\$ 12,196	\$ 12,428	\$ 12,664	\$ 131,020
OPERATING INCOME (EBITDA)	\$ 81,760	\$ 83,313	\$ 84,896	\$ 86,509	\$ 64,861	\$ 89,828	\$ 91,534	\$ 93,274	\$ 95,046	\$ 66,261	\$ 98,692	\$ 100,567	\$ 102,478	\$ 104,425	\$ (11,707)
FINANCIAL PERFORMANCE	PYEAR 1	PYEAR 2	PYEAR 3	PYEAR 4	PYEAR 5	PYEAR 6	PYEAR 7	PYEAR 8	PYEAR 9	PYEAR 10	PYEAR 11	PYEAR 12	PYEAR 13	PYEAR 14	PYEAR 15
CASH FLOW ANALYSIS															
Initial/Additional Investment	\$ (2,320,250)														
Operating Income (EBITDA)	\$ 81,760	\$ 83,313	\$ 84,896	\$ 86,509	\$ 64,861	\$ 89,828	\$ 91,534	\$ 93,274	\$ 95,046	\$ 66,261	\$ 98,692	\$ 100,567	\$ 102,478	\$ 104,425	\$ (11,707)
Loan Amortization (Principal Only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Combined)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flow (For Year)	\$ (2,238,490)	\$ 83,313	\$ 84,896	\$ 86,509	\$ 64,861	\$ 89,828	\$ 91,534	\$ 93,274	\$ 95,046	\$ 66,261	\$ 98,692	\$ 100,567	\$ 102,478	\$ 104,425	\$ (11,707)
Net Cash Flow (Running Balance)	\$ (2,238,490)	\$ (2,155,177)	\$ (2,070,281)	\$ (1,983,772)	\$ (1,918,911)	\$ (1,829,083)	\$ (1,737,549)	\$ (1,644,275)	\$ (1,549,229)	\$ (1,482,968)	\$ (1,384,276)	\$ (1,283,709)	\$ (1,181,232)	\$ (1,076,807)	\$ (1,088,514)
RETURN ON INVESTMENT ANALYSIS															
Investment (Beginning of Year)	\$ 2,320,250	\$ 2,238,490	\$ 2,155,177	\$ 2,070,281	\$ 1,983,772	\$ 1,918,911	\$ 1,829,083	\$ 1,737,549	\$ 1,644,275	\$ 1,549,229	\$ 1,482,968	\$ 1,384,276	\$ 1,283,709	\$ 1,181,232	\$ 1,076,807
* Investment (End of Year)	\$ 2,238,490	\$ 2,155,177	\$ 2,070,281	\$ 1,983,772	\$ 1,918,911	\$ 1,829,083	\$ 1,737,549	\$ 1,644,275	\$ 1,549,229	\$ 1,482,968	\$ 1,384,276	\$ 1,283,709	\$ 1,181,232	\$ 1,076,807	\$ 1,088,514
Investment (Average)	\$ 2,279,370	\$ 2,196,834	\$ 2,112,729	\$ 2,027,026	\$ 1,951,341	\$ 1,873,997	\$ 1,783,316	\$ 1,690,912	\$ 1,596,752	\$ 1,516,099	\$ 1,433,622	\$ 1,333,993	\$ 1,232,470	\$ 1,129,019	\$ 1,082,660
ROI - EBITDA (For Year)	3.59%	3.79%	4.02%	4.27%	3.32%	4.79%	5.13%	5.52%	5.95%	4.37%	6.88%	7.54%	8.31%	9.25%	-1.08%
ROI - EBITDA (Cumulative to Initial Investment)	3.52%	3.56%	3.59%	3.63%	3.46%	3.53%	3.59%	3.64%	3.69%	3.61%	3.67%	3.72%	3.78%	3.83%	3.54%
INTERNAL RATE OF RETURN															
Internal Rate of Return															
NET PRESENT VALUE															
Net Present Value	\$ (3,985)														
DISCOUNTED CASH FLOW															
Discounted Cash Flow	\$ 2,293,292														

\* Assumes retention of profits (cash flow)

TABLE 16: TTAD Development / Cost Recovery  
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REVENUES	PYEAR 16	PYEAR 17	PYEAR 18	PYEAR 19	PYEAR 20	PYEAR 21	PYEAR 22	PYEAR 23	PYEAR 24	PYEAR 25	PYEAR 26	PYEAR 27	PYEAR 28	PYEAR 29	PYEAR 30
TTAD Developed Executive Hangars (6 Units of 4,025 SF)															
Executive Hangar Rent	\$ 127,979	\$ 130,411	\$ 132,889	\$ 135,414	\$ 137,987	\$ 140,608	\$ 143,280	\$ 146,002	\$ 148,776	\$ 151,603	\$ 154,483	\$ 157,419	\$ 160,410	\$ 163,457	\$ 166,563
Utilities Surcharge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 127,979	\$ 130,411	\$ 132,889	\$ 135,414	\$ 137,987	\$ 140,608	\$ 143,280	\$ 146,002	\$ 148,776	\$ 151,603	\$ 154,483	\$ 157,419	\$ 160,410	\$ 163,457	\$ 166,563
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% of Revenues	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Gross Margin	\$ 127,979	\$ 130,411	\$ 132,889	\$ 135,414	\$ 137,987	\$ 140,608	\$ 143,280	\$ 146,002	\$ 148,776	\$ 151,603	\$ 154,483	\$ 157,419	\$ 160,410	\$ 163,457	\$ 166,563
% of Revenues	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Summary															
REVENUES	\$ 127,979	\$ 130,411	\$ 132,889	\$ 135,414	\$ 137,987	\$ 140,608	\$ 143,280	\$ 146,002	\$ 148,776	\$ 151,603	\$ 154,483	\$ 157,419	\$ 160,410	\$ 163,457	\$ 166,563
VACANCY (5%)	\$ 6,399	\$ 6,521	\$ 6,644	\$ 6,771	\$ 6,899	\$ 7,030	\$ 7,164	\$ 7,300	\$ 7,439	\$ 7,580	\$ 7,724	\$ 7,871	\$ 8,020	\$ 8,173	\$ 8,328
GROSS MARGIN	\$ 121,580	\$ 123,890	\$ 126,244	\$ 128,643	\$ 131,087	\$ 133,578	\$ 136,116	\$ 138,702	\$ 141,337	\$ 144,023	\$ 146,759	\$ 149,548	\$ 152,389	\$ 155,284	\$ 158,235
EXPENSES	PYEAR 16	PYEAR 17	PYEAR 18	PYEAR 19	PYEAR 20	PYEAR 21	PYEAR 22	PYEAR 23	PYEAR 24	PYEAR 25	PYEAR 26	PYEAR 27	PYEAR 28	PYEAR 29	PYEAR 30
Operating Expenses															
Management (4%)	\$ 4,863	\$ 4,956	\$ 5,050	\$ 5,146	\$ 5,243	\$ 5,343	\$ 5,445	\$ 5,548	\$ 5,653	\$ 5,761	\$ 5,870	\$ 5,982	\$ 6,096	\$ 6,211	\$ 6,329
Bank/Credit Card Fees (2.25%)	\$ 2,880	\$ 2,934	\$ 2,990	\$ 3,047	\$ 3,105	\$ 3,164	\$ 3,224	\$ 3,285	\$ 3,347	\$ 3,411	\$ 3,476	\$ 3,542	\$ 3,609	\$ 3,678	\$ 3,748
Facility Maintenance (Routine)	\$ 2,703	\$ 2,754	\$ 2,807	\$ 2,860	\$ 2,914	\$ 2,970	\$ 3,026	\$ 3,083	\$ 3,142	\$ 3,202	\$ 3,263	\$ 3,325	\$ 3,388	\$ 3,452	\$ 3,518
Facility Maintenance (Major)	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95,000
Pavement Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 239,690	\$ -	\$ -	\$ -	\$ -	\$ 33,938	\$ -	\$ -	\$ -	\$ -	\$ 37,287
Insurance	\$ 1,569	\$ 1,599	\$ 1,629	\$ 1,660	\$ 1,692	\$ 1,724	\$ 1,757	\$ 1,790	\$ 1,824	\$ 1,859	\$ 1,894	\$ 1,930	\$ 1,967	\$ 2,004	\$ 2,042
Utilities	\$ 1,135	\$ 1,157	\$ 1,179	\$ 1,201	\$ 1,224	\$ 1,247	\$ 1,271	\$ 1,295	\$ 1,320	\$ 1,345	\$ 1,370	\$ 1,396	\$ 1,423	\$ 1,450	\$ 1,477
OPERATING EXPENSES	\$ 13,150	\$ 13,400	\$ 13,654	\$ 13,914	\$ 258,868	\$ 14,447	\$ 14,722	\$ 15,002	\$ 15,287	\$ 49,515	\$ 15,873	\$ 16,175	\$ 16,482	\$ 16,795	\$ 149,402
OPERATING INCOME (EBITDA)	\$ 108,431	\$ 110,491	\$ 112,590	\$ 114,729	\$ (127,781)	\$ 119,131	\$ 121,394	\$ 123,701	\$ 126,051	\$ 94,507	\$ 130,886	\$ 133,373	\$ 135,907	\$ 138,489	\$ 8,833
FINANCIAL PERFORMANCE	PYEAR 16	PYEAR 17	PYEAR 18	PYEAR 19	PYEAR 20	PYEAR 21	PYEAR 22	PYEAR 23	PYEAR 24	PYEAR 25	PYEAR 26	PYEAR 27	PYEAR 28	PYEAR 29	PYEAR 30
CASH FLOW ANALYSIS															
Initial/Additional Investment															
Operating Income (EBITDA)	\$ 108,431	\$ 110,491	\$ 112,590	\$ 114,729	\$ (127,781)	\$ 119,131	\$ 121,394	\$ 123,701	\$ 126,051	\$ 94,507	\$ 130,886	\$ 133,373	\$ 135,907	\$ 138,489	\$ 8,833
Loan Amortization (Principal Only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Combined)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flow (For Year)	\$ 108,431	\$ 110,491	\$ 112,590	\$ 114,729	\$ (127,781)	\$ 119,131	\$ 121,394	\$ 123,701	\$ 126,051	\$ 94,507	\$ 130,886	\$ 133,373	\$ 135,907	\$ 138,489	\$ 8,833
Net Cash Flow (Running Balance)	\$ (980,083)	\$ (869,592)	\$ (757,002)	\$ (642,272)	\$ (770,053)	\$ (650,922)	\$ (529,528)	\$ (405,828)	\$ (279,777)	\$ (185,270)	\$ (54,383)	\$ 78,990	\$ 214,897	\$ 353,386	\$ 362,220
RETURN ON INVESTMENT ANALYSIS															
Investment (Beginning of Year)	\$ 1,088,514	\$ 980,083	\$ 869,592	\$ 757,002	\$ 642,272	\$ 770,053	\$ 650,922	\$ 529,528	\$ 405,828	\$ 279,777	\$ 185,270	\$ 54,383	\$ (78,990)	\$ (214,897)	\$ (353,386)
* Investment (End of Year)	\$ 980,083	\$ 869,592	\$ 757,002	\$ 642,272	\$ 770,053	\$ 650,922	\$ 529,528	\$ 405,828	\$ 279,777	\$ 185,270	\$ 54,383	\$ (78,990)	\$ (214,897)	\$ (353,386)	\$ (362,220)
Investment (Average)	\$ 1,034,298	\$ 924,837	\$ 813,297	\$ 699,637	\$ 706,163	\$ 710,488	\$ 590,225	\$ 467,678	\$ 342,802	\$ 232,523	\$ 119,826	\$ (12,303)	\$ (146,943)	\$ (284,142)	\$ (357,803)
ROI - EBITDA (For Year)	10.48%	11.95%	13.84%	16.40%	-18.10%	16.77%	20.57%	26.45%	36.77%	40.64%	109.23%	-1084.05%	-92.49%	-48.74%	-2.47%
ROI - EBITDA (Cumulative to Initial Investment)	3.61%	3.68%	3.74%	3.81%	3.34%	3.43%	3.51%	3.59%	3.66%	3.68%	3.76%	3.83%	3.90%	3.97%	3.85%
INTERNAL RATE OF RETURN															
Internal Rate of Return															1.0%
NET PRESENT VALUE															
Net Present Value															
DISCOUNTED CASH FLOW															
Discounted Cash Flow															

\* Assumes retention of profits (cash flow)

TABLE 16: TTAD Development / Cost Recovery  
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REVENUES	PYEAR 1	PYEAR 2	PYEAR 3	PYEAR 4	PYEAR 5	PYEAR 6	PYEAR 7	PYEAR 8	PYEAR 9	PYEAR 10	PYEAR 11	PYEAR 12	PYEAR 13	PYEAR 14	PYEAR 15
Tenant Developed Executive Hangars (6 Parcels of 4,225 SF)															
Land Rent	\$ 13,943	\$ 14,207	\$ 14,477	\$ 14,752	\$ 15,033	\$ 15,318	\$ 15,609	\$ 15,906	\$ 16,208	\$ 16,516	\$ 16,830	\$ 17,150	\$ 17,476	\$ 17,808	\$ 18,146
Utilities Surcharge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 13,943	\$ 14,207	\$ 14,477	\$ 14,752	\$ 15,033	\$ 15,318	\$ 15,609	\$ 15,906	\$ 16,208	\$ 16,516	\$ 16,830	\$ 17,150	\$ 17,476	\$ 17,808	\$ 18,146
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% of Revenues	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Gross Margin	\$ 13,943	\$ 14,207	\$ 14,477	\$ 14,752	\$ 15,033	\$ 15,318	\$ 15,609	\$ 15,906	\$ 16,208	\$ 16,516	\$ 16,830	\$ 17,150	\$ 17,476	\$ 17,808	\$ 18,146
% of Revenues	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Summary															
REVENUES	\$ 13,943	\$ 14,207	\$ 14,477	\$ 14,752	\$ 15,033	\$ 15,318	\$ 15,609	\$ 15,906	\$ 16,208	\$ 16,516	\$ 16,830	\$ 17,150	\$ 17,476	\$ 17,808	\$ 18,146
VACANCY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GROSS MARGIN	\$ 13,943	\$ 14,207	\$ 14,477	\$ 14,752	\$ 15,033	\$ 15,318	\$ 15,609	\$ 15,906	\$ 16,208	\$ 16,516	\$ 16,830	\$ 17,150	\$ 17,476	\$ 17,808	\$ 18,146
EXPENSES	PYEAR 1	PYEAR 2	PYEAR 3	PYEAR 4	PYEAR 5	PYEAR 6	PYEAR 7	PYEAR 8	PYEAR 9	PYEAR 10	PYEAR 11	PYEAR 12	PYEAR 13	PYEAR 14	PYEAR 15
Operating Expenses															
Management (2%)	\$ 279	\$ 284	\$ 290	\$ 295	\$ 301	\$ 306	\$ 312	\$ 318	\$ 324	\$ 330	\$ 337	\$ 343	\$ 350	\$ 356	\$ 363
Bank/Credit Card Fees (2.25%)	\$ 314	\$ 320	\$ 326	\$ 332	\$ 338	\$ 345	\$ 351	\$ 358	\$ 365	\$ 372	\$ 379	\$ 386	\$ 393	\$ 401	\$ 408
Facility Maintenance (Routine)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Maintenance (Major)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pavement Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 23,292	\$ -	\$ -	\$ -	\$ -	\$ 25,590	\$ -	\$ -	\$ -	\$ -	\$ 28,116
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OPERATING EXPENSES	\$ 593	\$ 604	\$ 615	\$ 627	\$ 23,931	\$ 651	\$ 663	\$ 676	\$ 689	\$ 26,292	\$ 715	\$ 729	\$ 743	\$ 757	\$ 28,887
OPERATING INCOME (EBITDA)	\$ 13,350	\$ 13,604	\$ 13,862	\$ 14,125	\$ (8,898)	\$ 14,667	\$ 14,946	\$ 15,230	\$ 15,519	\$ (9,776)	\$ 16,115	\$ 16,421	\$ 16,733	\$ 17,051	\$ (10,741)
FINANCIAL PERFORMANCE	PYEAR 1	PYEAR 2	PYEAR 3	PYEAR 4	PYEAR 5	PYEAR 6	PYEAR 7	PYEAR 8	PYEAR 9	PYEAR 10	PYEAR 11	PYEAR 12	PYEAR 13	PYEAR 14	PYEAR 15
CASH FLOW ANALYSIS															
Initial/Additional Investment	\$ (424,950)														
Operating Income (EBITDA)	\$ 13,350	\$ 13,604	\$ 13,862	\$ 14,125	\$ (8,898)	\$ 14,667	\$ 14,946	\$ 15,230	\$ 15,519	\$ (9,776)	\$ 16,115	\$ 16,421	\$ 16,733	\$ 17,051	\$ (10,741)
Loan Amortization (Principal Only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Combined)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flow (For Year)	\$ (411,600)	\$ 13,604	\$ 13,862	\$ 14,125	\$ (8,898)	\$ 14,667	\$ 14,946	\$ 15,230	\$ 15,519	\$ (9,776)	\$ 16,115	\$ 16,421	\$ 16,733	\$ 17,051	\$ (10,741)
Net Cash Flow (Running Balance)	\$ (411,600)	\$ (397,996)	\$ (384,134)	\$ (370,009)	\$ (378,907)	\$ (364,240)	\$ (349,294)	\$ (334,064)	\$ (318,545)	\$ (328,321)	\$ (312,206)	\$ (295,785)	\$ (279,052)	\$ (262,002)	\$ (272,743)
RETURN ON INVESTMENT ANALYSIS															
Investment (Beginning of Year)	\$ 424,950	\$ 411,600	\$ 397,996	\$ 384,134	\$ 370,009	\$ 378,907	\$ 364,240	\$ 349,294	\$ 334,064	\$ 318,545	\$ 328,321	\$ 312,206	\$ 295,785	\$ 279,052	\$ 262,002
* Investment (End of Year)	\$ 411,600	\$ 397,996	\$ 384,134	\$ 370,009	\$ 378,907	\$ 364,240	\$ 349,294	\$ 334,064	\$ 318,545	\$ 328,321	\$ 312,206	\$ 295,785	\$ 279,052	\$ 262,002	\$ 272,743
Investment (Average)	\$ 418,275	\$ 404,798	\$ 391,065	\$ 377,072	\$ 374,458	\$ 371,573	\$ 356,767	\$ 341,679	\$ 326,304	\$ 323,433	\$ 320,263	\$ 303,996	\$ 287,419	\$ 270,527	\$ 267,372
ROI - EBITDA (For Year)	3.19%	3.36%	3.54%	3.75%	-2.38%	3.95%	4.19%	4.46%	4.76%	-3.02%	5.03%	5.40%	5.82%	6.30%	-4.02%
ROI - EBITDA (Cumulative to Initial Inve	3.14%	3.17%	3.20%	3.23%	2.17%	2.38%	2.54%	2.67%	2.78%	2.27%	2.41%	2.53%	2.64%	2.74%	2.39%
INTERNAL RATE OF RETURN ANALYSIS															
Internal Rate of Return															
NET PRESENT VALUE															
NPV	\$ (288,555)														

TABLE 17: Tenant Development / Market Rate  
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TRUCKEE TAHOE AIRPORT DISTRICT  
PROJECTED FINANCIAL PERFORMANCE (MARKET RENT) - EXECUTIVE HANGAR DEVELOPMENT  
PYEAR 1 THROUGH PYEAR 30

REVENUES	PYEAR 16	PYEAR 17	PYEAR 18	PYEAR 19	PYEAR 20	PYEAR 21	PYEAR 22	PYEAR 23	PYEAR 24	PYEAR 25	PYEAR 26	PYEAR 27	PYEAR 28	PYEAR 29	PYEAR 30
Tenant Developed Executive Hangar															
Land Rent	\$ 18,491	\$ 18,842	\$ 19,200	\$ 19,565	\$ 19,937	\$ 20,315	\$ 20,701	\$ 21,095	\$ 21,495	\$ 21,904	\$ 22,320	\$ 22,744	\$ 23,176	\$ 23,617	\$ 24,065
Utilities Surcharge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 18,491	\$ 18,842	\$ 19,200	\$ 19,565	\$ 19,937	\$ 20,315	\$ 20,701	\$ 21,095	\$ 21,495	\$ 21,904	\$ 22,320	\$ 22,744	\$ 23,176	\$ 23,617	\$ 24,065
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% of Revenues	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Gross Margin	\$ 18,491	\$ 18,842	\$ 19,200	\$ 19,565	\$ 19,937	\$ 20,315	\$ 20,701	\$ 21,095	\$ 21,495	\$ 21,904	\$ 22,320	\$ 22,744	\$ 23,176	\$ 23,617	\$ 24,065
% of Revenues	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Summary															
REVENUES	\$ 18,491	\$ 18,842	\$ 19,200	\$ 19,565	\$ 19,937	\$ 20,315	\$ 20,701	\$ 21,095	\$ 21,495	\$ 21,904	\$ 22,320	\$ 22,744	\$ 23,176	\$ 23,617	\$ 24,065
VACANCY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GROSS MARGIN	\$ 18,491	\$ 18,842	\$ 19,200	\$ 19,565	\$ 19,937	\$ 20,315	\$ 20,701	\$ 21,095	\$ 21,495	\$ 21,904	\$ 22,320	\$ 22,744	\$ 23,176	\$ 23,617	\$ 24,065
EXPENSES	PYEAR 16	PYEAR 17	PYEAR 18	PYEAR 19	PYEAR 20	PYEAR 21	PYEAR 22	PYEAR 23	PYEAR 24	PYEAR 25	PYEAR 26	PYEAR 27	PYEAR 28	PYEAR 29	PYEAR 30
Operating Expenses															
Management (2%)	\$ 370	\$ 377	\$ 384	\$ 391	\$ 399	\$ 406	\$ 414	\$ 422	\$ 430	\$ 438	\$ 446	\$ 455	\$ 464	\$ 472	\$ 481
Bank/Credit Card Fees (2.25%)	\$ 416	\$ 424	\$ 432	\$ 440	\$ 449	\$ 457	\$ 466	\$ 475	\$ 484	\$ 493	\$ 502	\$ 512	\$ 521	\$ 531	\$ 541
Facility Maintenance (Routine)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Maintenance (Major)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pavement Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 239,690	\$ -	\$ -	\$ -	\$ -	\$ 33,938	\$ -	\$ -	\$ -	\$ -	\$ 37,287
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OPERATING EXPENSES	\$ 786	\$ 801	\$ 816	\$ 832	\$ 240,537	\$ 863	\$ 880	\$ 897	\$ 914	\$ 34,869	\$ 949	\$ 967	\$ 985	\$ 1,004	\$ 38,310
OPERATING INCOME (EBITDA)	\$ 17,705	\$ 18,041	\$ 18,384	\$ 18,733	\$ (220,601)	\$ 19,452	\$ 19,822	\$ 20,198	\$ 20,582	\$ (12,965)	\$ 21,371	\$ 21,778	\$ 22,191	\$ 22,613	\$ (14,245)
FINANCIAL PERFORMANCE	PYEAR 16	PYEAR 17	PYEAR 18	PYEAR 19	PYEAR 20	PYEAR 21	PYEAR 22	PYEAR 23	PYEAR 24	PYEAR 25	PYEAR 26	PYEAR 27	PYEAR 28	PYEAR 29	PYEAR 30
CASH FLOW ANALYSIS															
Initial/Additional Investment															
Operating Income (EBITDA)	\$ 17,705	\$ 18,041	\$ 18,384	\$ 18,733	\$ (220,601)	\$ 19,452	\$ 19,822	\$ 20,198	\$ 20,582	\$ (12,965)	\$ 21,371	\$ 21,778	\$ 22,191	\$ 22,613	\$ (14,245)
Loan Amortization (Principal Only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Combined)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flow (For Year)	\$ 17,705	\$ 18,041	\$ 18,384	\$ 18,733	\$ (220,601)	\$ 19,452	\$ 19,822	\$ 20,198	\$ 20,582	\$ (12,965)	\$ 21,371	\$ 21,778	\$ 22,191	\$ 22,613	\$ (14,245)
Net Cash Flow (Running Balance)	\$ (255,038)	\$ (236,997)	\$ (218,613)	\$ (199,879)	\$ (420,480)	\$ (401,028)	\$ (381,206)	\$ (361,008)	\$ (340,426)	\$ (353,392)	\$ (332,020)	\$ (310,243)	\$ (288,051)	\$ (265,438)	\$ (279,683)
RETURN ON INVESTMENT ANALYSIS															
Investment (Beginning of Year)	\$ 272,743	\$ 255,038	\$ 236,997	\$ 218,613	\$ 199,879	\$ 420,480	\$ 401,028	\$ 381,206	\$ 361,008	\$ 340,426	\$ 353,392	\$ 332,020	\$ 310,243	\$ 288,051	\$ 265,438
* Investment (End of Year)	\$ 255,038	\$ 236,997	\$ 218,613	\$ 199,879	\$ 420,480	\$ 401,028	\$ 381,206	\$ 361,008	\$ 340,426	\$ 353,392	\$ 332,020	\$ 310,243	\$ 288,051	\$ 265,438	\$ 279,683
Investment (Average)	\$ 263,890	\$ 246,017	\$ 227,805	\$ 209,246	\$ 310,179	\$ 410,754	\$ 391,117	\$ 371,107	\$ 350,717	\$ 346,909	\$ 342,706	\$ 321,131	\$ 299,147	\$ 276,745	\$ 272,561
ROI - EBITDA (For Year)	6.71%	7.33%	8.07%	8.95%	-71.12%	4.74%	5.07%	5.44%	5.87%	-3.74%	6.24%	6.78%	7.42%	8.17%	-5.23%
ROI - EBITDA (Cumulative to Initial Investment)	2.50%	2.60%	2.70%	2.79%	0.05%	0.27%	0.47%	0.65%	0.83%	0.67%	0.84%	1.00%	1.15%	1.29%	1.14%
INTERNAL RATE OF RETURN ANALYSIS															
Internal Rate of Return															
NET PRESENT VALUE															
NPV															

TABLE 17: Tenant Development / Market Rate  
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TRUCKEE TAHOE AIRPORT DISTRICT  
PROJECTED FINANCIAL PERFORMANCE (COST RECOVERY) - EXECUTIVE HANGAR DEVELOPMENT  
PYEAR 1 THROUGH PYEAR 30

REVENUES	PYEAR 1	PYEAR 2	PYEAR 3	PYEAR 4	PYEAR 5	PYEAR 6	PYEAR 7	PYEAR 8	PYEAR 9	PYEAR 10	PYEAR 11	PYEAR 12	PYEAR 13	PYEAR 14	PYEAR 15
Tenant Developed Executive Hangars (6 Parcels of 4,225 SF)															
Land Rent	\$ 22,900	\$ 23,335	\$ 23,778	\$ 24,230	\$ 24,691	\$ 25,160	\$ 25,638	\$ 26,125	\$ 26,621	\$ 27,127	\$ 27,643	\$ 28,168	\$ 28,703	\$ 29,248	\$ 29,804
Utilities Surcharge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 22,900	\$ 23,335	\$ 23,778	\$ 24,230	\$ 24,691	\$ 25,160	\$ 25,638	\$ 26,125	\$ 26,621	\$ 27,127	\$ 27,643	\$ 28,168	\$ 28,703	\$ 29,248	\$ 29,804
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% of Revenues	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Gross Margin	\$ 22,900	\$ 23,335	\$ 23,778	\$ 24,230	\$ 24,691	\$ 25,160	\$ 25,638	\$ 26,125	\$ 26,621	\$ 27,127	\$ 27,643	\$ 28,168	\$ 28,703	\$ 29,248	\$ 29,804
% of Revenues	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Summary															
REVENUES	\$ 22,900	\$ 23,335	\$ 23,778	\$ 24,230	\$ 24,691	\$ 25,160	\$ 25,638	\$ 26,125	\$ 26,621	\$ 27,127	\$ 27,643	\$ 28,168	\$ 28,703	\$ 29,248	\$ 29,804
VACANCY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GROSS MARGIN	\$ 22,900	\$ 23,335	\$ 23,778	\$ 24,230	\$ 24,691	\$ 25,160	\$ 25,638	\$ 26,125	\$ 26,621	\$ 27,127	\$ 27,643	\$ 28,168	\$ 28,703	\$ 29,248	\$ 29,804
EXPENSES	PYEAR 1	PYEAR 2	PYEAR 3	PYEAR 4	PYEAR 5	PYEAR 6	PYEAR 7	PYEAR 8	PYEAR 9	PYEAR 10	PYEAR 11	PYEAR 12	PYEAR 13	PYEAR 14	PYEAR 15
Operating Expenses															
Management (2%)	\$ 458	\$ 467	\$ 476	\$ 485	\$ 494	\$ 503	\$ 513	\$ 522	\$ 532	\$ 543	\$ 553	\$ 563	\$ 574	\$ 585	\$ 596
Bank/Credit Card Fees (2.3%)	\$ 515	\$ 525	\$ 535	\$ 545	\$ 556	\$ 566	\$ 577	\$ 588	\$ 599	\$ 610	\$ 622	\$ 634	\$ 646	\$ 658	\$ 671
Facility Maintenance (Routine)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Maintenance (Major)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pavement Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 23,292	\$ -	\$ -	\$ -	\$ -	\$ 25,590	\$ -	\$ -	\$ -	\$ -	\$ 28,116
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OPERATING EXPENSES	\$ 973	\$ 992	\$ 1,011	\$ 1,030	\$ 24,341	\$ 1,069	\$ 1,090	\$ 1,110	\$ 1,131	\$ 26,743	\$ 1,175	\$ 1,197	\$ 1,220	\$ 1,243	\$ 29,382
OPERATING INCOME (EBITDA)	\$ 21,927	\$ 22,343	\$ 22,768	\$ 23,200	\$ 349	\$ 24,090	\$ 24,548	\$ 25,015	\$ 25,490	\$ 384	\$ 26,468	\$ 26,971	\$ 27,483	\$ 28,005	\$ 422
FINANCIAL PERFORMANCE	PYEAR 1	PYEAR 2	PYEAR 3	PYEAR 4	PYEAR 5	PYEAR 6	PYEAR 7	PYEAR 8	PYEAR 9	PYEAR 10	PYEAR 11	PYEAR 12	PYEAR 13	PYEAR 14	PYEAR 15
CASH FLOW ANALYSIS															
Initial/Additional Investment	\$ (424,950)														
Operating Income (EBITDA)	\$ 21,927	\$ 22,343	\$ 22,768	\$ 23,200	\$ 349	\$ 24,090	\$ 24,548	\$ 25,015	\$ 25,490	\$ 384	\$ 26,468	\$ 26,971	\$ 27,483	\$ 28,005	\$ 422
Loan Amortization (Principal Only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Combined)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flow (For Year)	\$ (403,023)	\$ 22,343	\$ 22,768	\$ 23,200	\$ 349	\$ 24,090	\$ 24,548	\$ 25,015	\$ 25,490	\$ 384	\$ 26,468	\$ 26,971	\$ 27,483	\$ 28,005	\$ 422
Net Cash Flow (Running Balance)	\$ (403,023)	\$ (380,680)	\$ (357,912)	\$ (334,712)	\$ (334,362)	\$ (310,272)	\$ (285,724)	\$ (260,709)	\$ (235,219)	\$ (234,835)	\$ (208,368)	\$ (181,397)	\$ (153,914)	\$ (125,909)	\$ (125,487)
RETURN ON INVESTMENT ANALYSIS															
Investment (Beginning of Year)	\$ 424,950	\$ 403,023	\$ 380,680	\$ 357,912	\$ 334,712	\$ 334,362	\$ 310,272	\$ 285,724	\$ 260,709	\$ 235,219	\$ 234,835	\$ 208,368	\$ 181,397	\$ 153,914	\$ 125,909
* Investment (End of Year)	\$ 403,023	\$ 380,680	\$ 357,912	\$ 334,712	\$ 334,362	\$ 310,272	\$ 285,724	\$ 260,709	\$ 235,219	\$ 234,835	\$ 208,368	\$ 181,397	\$ 153,914	\$ 125,909	\$ 125,487
Investment (Average)	\$ 413,987	\$ 391,852	\$ 369,296	\$ 346,312	\$ 334,537	\$ 322,317	\$ 297,998	\$ 273,216	\$ 247,964	\$ 235,027	\$ 221,602	\$ 194,882	\$ 167,656	\$ 139,911	\$ 125,698
ROI - EBITDA (For Year)	5.30%	5.70%	6.17%	6.70%	0.10%	7.47%	8.24%	9.16%	10.28%	0.16%	11.94%	13.84%	16.39%	20.02%	0.34%
ROI - EBITDA (Cumulative to Initial Inve	5.16%	5.21%	5.26%	5.31%	4.26%	4.50%	4.68%	4.83%	4.96%	4.47%	4.63%	4.78%	4.91%	5.03%	4.70%
INTERNAL RATE OF RETURN ANALYSIS															
Internal Rate of Return															
NET PRESENT VALUE															
NPV	\$ 2,028														

TABLE 18: Tenant Development / Cost Recovery  
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TRUCKEE TAHOE AIRPORT DISTRICT  
PROJECTED FINANCIAL PERFORMANCE (COST RECOVERY) - EXECUTIVE HANGAR DEVELOPMENT  
PYEAR 1 THROUGH PYEAR 30

REVENUES	PYEAR 16	PYEAR 17	PYEAR 18	PYEAR 19	PYEAR 20	PYEAR 21	PYEAR 22	PYEAR 23	PYEAR 24	PYEAR 25	PYEAR 26	PYEAR 27	PYEAR 28	PYEAR 29	PYEAR 30
Tenant Developed Executive Hangar															
Land Rent	\$ 30,370	\$ 30,947	\$ 31,535	\$ 32,134	\$ 32,745	\$ 33,367	\$ 34,001	\$ 34,647	\$ 35,305	\$ 35,976	\$ 36,660	\$ 37,356	\$ 38,066	\$ 38,789	\$ 39,526
Utilities Surcharge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues	\$ 30,370	\$ 30,947	\$ 31,535	\$ 32,134	\$ 32,745	\$ 33,367	\$ 34,001	\$ 34,647	\$ 35,305	\$ 35,976	\$ 36,660	\$ 37,356	\$ 38,066	\$ 38,789	\$ 39,526
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
% of Revenues	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Gross Margin	\$ 30,370	\$ 30,947	\$ 31,535	\$ 32,134	\$ 32,745	\$ 33,367	\$ 34,001	\$ 34,647	\$ 35,305	\$ 35,976	\$ 36,660	\$ 37,356	\$ 38,066	\$ 38,789	\$ 39,526
% of Revenues	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Summary															
REVENUES	\$ 30,370	\$ 30,947	\$ 31,535	\$ 32,134	\$ 32,745	\$ 33,367	\$ 34,001	\$ 34,647	\$ 35,305	\$ 35,976	\$ 36,660	\$ 37,356	\$ 38,066	\$ 38,789	\$ 39,526
VACANCY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GROSS MARGIN	\$ 30,370	\$ 30,947	\$ 31,535	\$ 32,134	\$ 32,745	\$ 33,367	\$ 34,001	\$ 34,647	\$ 35,305	\$ 35,976	\$ 36,660	\$ 37,356	\$ 38,066	\$ 38,789	\$ 39,526
EXPENSES	PYEAR 16	PYEAR 17	PYEAR 18	PYEAR 19	PYEAR 20	PYEAR 21	PYEAR 22	PYEAR 23	PYEAR 24	PYEAR 25	PYEAR 26	PYEAR 27	PYEAR 28	PYEAR 29	PYEAR 30
Operating Expenses															
Management (2%)	\$ 607	\$ 619	\$ 631	\$ 643	\$ 655	\$ 667	\$ 680	\$ 693	\$ 706	\$ 720	\$ 733	\$ 747	\$ 761	\$ 776	\$ 791
Bank/Credit Card Fees (2.3%)	\$ 683	\$ 696	\$ 710	\$ 723	\$ 737	\$ 751	\$ 765	\$ 780	\$ 794	\$ 809	\$ 825	\$ 841	\$ 856	\$ 873	\$ 889
Facility Maintenance (Routine)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Maintenance (Major)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pavement Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 239,690	\$ -	\$ -	\$ -	\$ -	\$ 33,938	\$ -	\$ -	\$ -	\$ -	\$ 37,287
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OPERATING EXPENSES	\$ 1,291	\$ 1,315	\$ 1,340	\$ 1,366	\$ 241,081	\$ 1,418	\$ 1,445	\$ 1,473	\$ 1,500	\$ 35,467	\$ 1,558	\$ 1,588	\$ 1,618	\$ 1,649	\$ 38,967
OPERATING INCOME (EBITDA)	\$ 29,080	\$ 29,632	\$ 30,195	\$ 30,769	\$ (208,336)	\$ 31,949	\$ 32,556	\$ 33,175	\$ 33,805	\$ 509	\$ 35,102	\$ 35,769	\$ 36,448	\$ 37,141	\$ 559
FINANCIAL PERFORMANCE	PYEAR 16	PYEAR 17	PYEAR 18	PYEAR 19	PYEAR 20	PYEAR 21	PYEAR 22	PYEAR 23	PYEAR 24	PYEAR 25	PYEAR 26	PYEAR 27	PYEAR 28	PYEAR 29	PYEAR 30
CASH FLOW ANALYSIS															
Initial/Additional Investment															
Operating Income (EBITDA)	\$ 29,080	\$ 29,632	\$ 30,195	\$ 30,769	\$ (208,336)	\$ 31,949	\$ 32,556	\$ 33,175	\$ 33,805	\$ 509	\$ 35,102	\$ 35,769	\$ 36,448	\$ 37,141	\$ 559
Loan Amortization (Principal Only)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation (Combined)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flow (For Year)	\$ 29,080	\$ 29,632	\$ 30,195	\$ 30,769	\$ (208,336)	\$ 31,949	\$ 32,556	\$ 33,175	\$ 33,805	\$ 509	\$ 35,102	\$ 35,769	\$ 36,448	\$ 37,141	\$ 559
Net Cash Flow (Running Balance)	\$ (96,408)	\$ (66,776)	\$ (36,581)	\$ (5,812)	\$ (214,148)	\$ (182,199)	\$ (149,643)	\$ (116,469)	\$ (82,664)	\$ (82,155)	\$ (47,053)	\$ (11,284)	\$ 25,164	\$ 62,305	\$ 62,864
RETURN ON INVESTMENT ANALYSIS															
Investment (Beginning of Year)	\$ 125,487	\$ 96,408	\$ 66,776	\$ 36,581	\$ 5,812	\$ 214,148	\$ 182,199	\$ 149,643	\$ 116,469	\$ 82,664	\$ 82,155	\$ 47,053	\$ 11,284	\$ (25,164)	\$ (62,305)
* Investment (End of Year)	\$ 96,408	\$ 66,776	\$ 36,581	\$ 5,812	\$ 214,148	\$ 182,199	\$ 149,643	\$ 116,469	\$ 82,664	\$ 82,155	\$ 47,053	\$ 11,284	\$ (25,164)	\$ (62,305)	\$ (62,864)
Investment (Average)	\$ 110,948	\$ 81,592	\$ 51,678	\$ 21,196	\$ 109,980	\$ 198,174	\$ 165,921	\$ 133,056	\$ 99,566	\$ 82,409	\$ 64,604	\$ 29,169	\$ (6,940)	\$ (43,734)	\$ (62,584)
ROI - EBITDA (For Year)	26.21%	36.32%	58.43%	145.16%	-189.43%	16.12%	19.62%	24.93%	33.95%	0.62%	54.33%	122.63%	-525.21%	-84.92%	-0.89%
ROI - EBITDA (Cumulative to Initial Investment)	4.83%	4.96%	5.08%	5.19%	2.48%	2.72%	2.94%	3.16%	3.36%	3.23%	3.42%	3.61%	3.78%	3.95%	3.83%
INTERNAL RATE OF RETURN ANALYSIS															
Internal Rate of Return															1.0%
NET PRESENT VALUE															
NPV															

TABLE 18: Tenant Development / Cost Recovery  
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## TTAD DEVELOPED EXECUTIVE HANGARS

### Revenues

The rentable square footage used for the six (6) proposed executive/box hangars is 4,025 square feet (for a total of 24,150 square feet), consistent with the square footage of the existing Lima Row executive/box hangars.

Per direction given by TTAD, the monthly/annual rate per square foot (psf) was based on the 2015 rate of \$0.431/\$5.172 psf for existing Lima Row executive/box hangars. This rate was increased for Year 1 and for each year thereafter by 1.9%, consistent with the average CPI rate over the last three years and projections made by TTAD.

The monthly/annual rate per square foot (psf) for the cost recovery analysis resulted in a Year 1 rate of \$0.328/\$3.934 psf. This rate was increased for each year thereafter by 1.9%, consistent with the average CPI rate over the last three years and projections made by TTAD.

The current discounts associated with the Fly Quiet and Home Base programs were not included in the pro-forma projections. It is the opinion of AMCG that these programs exist because of and are “funded” by the revenues associated with the TTAD property tax revenues. AMCG views this more of a rebate than a discount. Further, to make an apples-to-apples comparison between the two options, the same rebate/discount could not be used for the land rental options as this would, in essence, create negative revenue at the current rebate/discount levels.

The revenues are reduced by an estimated 5% vacancy rate.

### Expenses

Management – In addition to the direct expenses included in this analysis, TTAD would incur indirect administrative and/or legal expenses associated with managing the waiting list, various hangar agreements, and facility maintenance. This is represented as 4% of gross revenues.

Bank/Credit Card Fees – According to TTAD, a significant majority of current executive/box hangar tenants pay by credit card. Therefore, credit card fees were applied to revenues at a rate of 2.25%.

Facility Maintenance (Routine) – Routine facility maintenance expenses utilized in the pro-forma projections is consistent with the facility maintenance expenses for the existing Lima Row executive/box hangars (based on information provided by TTAD). This expense was increased for Year 1 and for each year thereafter by 1.9%, consistent with average CPI rates over the last three years and projections made by TTAD.

Facility Maintenance (Major) – Major facility maintenance expenses utilized in the pro-forma projections is consistent with the amount and timing of historical and projected major facility maintenance expenses for the existing Lima Row executive/box hangars (based on information provided by TTAD).

Pavement Maintenance – The pavement maintenance expenses (amount and timing) utilized in the pro-forma projections are associated with the taxiway/apron area to be developed.

Insurance – Only property insurance was included in the analysis as it is the opinion of AMCG that liability insurance expenses of the TTAD will not increase with the addition of executive/box hangars. The

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property insurance rate utilized in the pro-forma projections is consistent with the property insurance for the existing Lima Row executive/box hangars. This rate was increased for Year 1 and for each year thereafter by 1.9%, consistent with the average CPI rate over the last three years and projections made by TTAD.

Utilities - Utility revenues and associated expenses are not included as individual meters will be used in the new executive/box hangars, similar to the existing Lima Row executive/box hangars. The utility expense utilized in the pro-forma projections is consistent with the utility expenses for external lighting on the existing Lima Row executive/box hangars. This expense was increased for Year 1 and for each year thereafter by 1.9%, consistent with the average CPI rate over the last three years and projections made by TTAD.

### **Financial Performance – Current Rate**

Cash Flow Analysis – The initial development cost of the six (6) proposed executive/box hangars, including the taxiway/apron, was estimated by Mead & Hunt at \$2,320,250. No FAA or State grant monies included in analysis for construction or maintenance of taxiway/apron. The Cash Flow Analysis includes the development cost and the operating income over the 30-year study period.

Return on Investment (ROI) Analysis – The ROI analysis calculates the ROI on an annual basis over the 30-year study period, based on the average investment for the year. The average investment for each year is the midpoint between the investment at the beginning of the year (i.e., the investment at the end of the previous year) versus the investment at the end of the year (i.e., investment at the beginning of the year minus the net cash flow for the year). From a cash flow perspective, the original development costs for the development project is fully paid for in Projected Year 21.

In addition, the ROI analysis calculates the annualized ROI for the development project over the 30-year study period based upon the original development cost. The annualized ROI at the end of the 30-year study period is 5.42%.

Internal Rate of Return (IRR) – The IRR is a metric used in capital budgeting measuring the profitability of potential investments. IRR is a discount rate that makes the net present value (NPV) of all cash flows from a particular project equal to zero. AMCG calculated the IRR for the development project at Projected Year 25 (2.2%) and Year 30 (3.5%).

Net Present Value (NPV) – NPV is the difference between the present value of cash inflows and the present value of cash outflows associated with a potential investment. NPV is used in capital budgeting to analyze the profitability of a potential investment. Based on the current cost of capital of the TTAD of 1%, the NPV for the development project over the 30-year study period is \$923,522.

Discounted Cash Flow (DCF) – DCF is a valuation methodology used to estimate the attractiveness of a potential investment. DCF analysis uses future free cash flow projections and discounts them to arrive at a present value estimate. Based on the current cost of capital of the TTAD of 1%, the DCF for the development project over the 30-year study period is \$3,220,799.

### **Financial Performance – Cost Recovery**

Cash Flow Analysis – The initial development cost of the six (6) proposed executive/box hangars, including the taxiway/apron, was estimated by Mead & Hunt at \$2,320,250. No FAA or State grant

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monies included in analysis for construction or maintenance of taxiway/apron. The Cash Flow Analysis includes the development cost and the operating income over the 30-year study period.

Return on Investment (ROI) Analysis – The ROI analysis calculates the ROI on an annual basis over the 30-year study period, based on the average investment for the year. The average investment for each year is the midpoint between the investment at the beginning of the year (i.e., the investment at the end of the previous year) versus the investment at the end of the year (i.e., investment at the beginning of the year minus the net cash flow for the year). From a cash flow perspective, the original development costs for the development project is fully paid for in Projected Year 27.

In addition, the ROI analysis calculates the annualized ROI for the development project over the 30-year study period based upon the original development cost. The annualized ROI at the end of the 30-year study period is 3.78%.

Internal rate of return (IRR) – The IRR is a metric used in capital budgeting measuring the profitability of potential investments. IRR is a discount rate that makes the net present value (NPV) of all cash flows from a particular project equal to zero. The projected revenues for Projected Year 1 were set at a rate of \$96,500 (or monthly/annual rate of \$0.333/\$3.999 psf) were set at a rate to equal a 1.0% IRR (equal to TTAD's cost of capital).

Net Present Value (NPV) – NPV is the difference between the present value of cash inflows and the present value of cash outflows associated with a potential investment. NPV is used in capital budgeting to analyze the profitability of a potential investment. Based on the current cost of capital of the TTAD of 1%, the NPV for the development project over the 30-year study period is (\$3,985).

Discounted Cash Flow (DCF) – DCF is a valuation methodology used to estimate the attractiveness of a potential investment. DCF analysis uses future free cash flow projections and discounts them to arrive at a present value estimate. Based on the current cost of capital of the TTAD of 1%, the DCF for the development project over the 30-year study period is \$2,293,292.

## TENANT DEVELOPED EXECUTIVE HANGARS

### Revenues

The rentable square footage of land used for the six (6) proposed executive/box hangar is 4,225 square feet (for a total of 25,350 square feet).

The monthly/annual rate per square foot (psf) for the market rent analysis was based upon the results of the rent study conducted by AMCG, which resulted 2015 rate of \$0.046/\$0.550 psf. This rate was increased for Year 1 and for each year thereafter by 1.9%, consistent with the average CPI rate over the last three years and projections made by TTAD.

The monthly/annual rate per square foot (psf) for the cost recovery analysis resulted in a Year 1 rate of \$0.079/\$0.947 PSF. This rate was increased for each year thereafter by 1.9%, consistent with the average CPI rate over the last three years and projections made by TTAD.

The current discounts associated with the Fly Quiet and Home Base programs were not included in the pro-forma projections. It is the opinion of AMCG that these programs exist because of and are “funded” by the revenues associated with the TTAD property tax revenues. AMCG views this more of a rebate than

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a discount. Further, to make an apples-to-apples comparison between the two options, the same rebate/discount could not be used for the land rental options as this would, in essence, create negative revenue at the current rebate/discount levels. The revenues are reduced by an estimated 0% vacancy rate.

## Expenses

Management – In addition to the direct expenses included in this analysis, TTAC would also incur indirect administrative and/or legal expenses associated with managing the wait list, various hangar agreements, and facility maintenance. This is represented as 2% of gross revenues.

Bank/Credit Card Fees – According to TTAD, a significant majority of current executive/box hangar tenants pay by credit card. Therefore, credit card fees were applied to revenues at a rate of 2.25%.

Facility Maintenance (Routine) – Since the executive/box hangars would be developed, owned, and operated by the tenants, no facility maintenance expenses were included in the pro-forma projections.

Facility Maintenance (Major) – Since the executive/box hangars would be developed, owned, and operated by the tenants, no facility maintenance expenses were included in the pro-forma projections.

Pavement Maintenance – The pavement maintenance expenses (amount and timing) utilized in the pro-forma projections were provided by Mead & Hunt and are associated with the taxiway/apron area to be developed.

Insurance – It is the opinion of AMCG that liability insurance expenses of the TTAD will not increase with the addition of tenant developed executive/box hangars. No additional property insurance expenses were included in the pro-forma projections as the TTAD will not develop, own, or operate the new executive/box hangars.

Utilities - Utility expenses are not included as individual meters will be used in the new executive/box hangars, similar to the existing Lima Row executive/box hangars and the TTAD should require the tenants to include external lighting in the development of the new executive/box hangars.

## Financial Performance – Market Rate

Cash Flow Analysis – The initial development cost of the taxiway/apron for the tenant developed six (6) proposed executive/box hangars was estimated by Mead & Hunt at \$424,950. No FAA or State grant monies included in analysis for construction or maintenance of taxiway/apron. The Cash Flow Analysis includes the development cost and the operating income over the 30-year study period.

Return on Investment (ROI) Analysis – The ROI analysis calculates the ROI on an annual basis over the 30-year study period, based on the average investment for the year. The average investment for each year is the midpoint between the investment at the beginning of the year (i.e., the investment at the end of the previous year) versus the investment at the end of the year (i.e., investment at the beginning of the year minus the net cash flow for the year). From a cash flow perspective, the original development costs for the development project is fully paid for past Projected Year 30.

In addition, the ROI analysis calculates the annualized ROI for the development project over the 30-year study period based upon the original development cost. The annualized ROI at the end of the 30-year study period is 1.14%.

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Internal rate of return (IRR) – The IRR is a metric used in capital budgeting measuring the profitability of potential investments. IRR is a discount rate that makes the net present value (NPV) of all cash flows from a particular project equal to zero. Since the cash flows do not pay for the cost of the development project until past projected year 30, there is no ability to calculate an IRR during the 30-year study period.

Net Present Value (NPV) – NPV is the difference between the present value of cash inflows and the present value of cash outflows associated with a potential investment. NPV is used in capital budgeting to analyze the profitability of a potential investment. Based on the current cost of capital of the TTAD of 1%, the NPV for the development project over the 30-year study period is (\$288,555).

Discounted Cash Flow (DCF) – DCF is a valuation methodology used to estimate the attractiveness of a potential investment. DCF analysis uses future free cash flow projections and discounts them to arrive at a present value estimate. Based upon the current cost of capital of the TTAD of 1%, the DCF for the development project over the 30-year study period is \$132,187.

### **Financial Performance – Cost Recovery**

Cash Flow Analysis – The initial development cost of the taxiway/apron for the tenant developed six (6) proposed executive/box hangars was estimated by Mead & Hunt at \$424,950. No FAA or State grant monies included in analysis for construction or maintenance of taxiway/apron. The Cash Flow Analysis includes the development cost and the operating income over the 30-year study period.

Return on Investment (ROI) Analysis – The ROI analysis calculates the ROI on an annual basis over the 30-year study period, based on the average investment for the year. The average investment for each year is the midpoint between the investment at the beginning of the year (i.e., the investment at the end of the previous year) versus the investment at the end of the year (i.e., investment at the beginning of the year minus the net cash flow for the year). From a cash flow perspective, the original development costs for the development project is fully paid for in Projected Year 28.

In addition, the ROI analysis calculates the annualized ROI for the development project over the 30-year study period based upon the original development cost. The annualized ROI at the end of the 30-year study period is 3.83%.

Internal rate of return (IRR) – The IRR is a metric used in capital budgeting measuring the profitability of potential investments. IRR is a discount rate that makes the net present value (NPV) of all cash flows from a particular project equal to zero. The projected revenues for Projected Year 1 were set at a rate of \$23,900 (or monthly/annual rate of \$0.079/\$0.943 psf) to equal a 1.0% IRR (equal to TTAD's cost of capital).

Net Present Value (NPV) – NPV is the difference between the present value of cash inflows and the present value of cash outflows associated with a potential investment. NPV is used in capital budgeting to analyze the profitability of a potential investment. Based on the current cost of capital of the TTAD of 1%, the NPV for the development project over the 30-year study period is \$2,028

Discounted Cash Flow (DCF) – DCF is a valuation methodology used to estimate the attractiveness of a potential investment. DCF analysis uses future free cash flow projections and discounts them to arrive at a present value estimate. Based upon the current cost of capital of the TTAD of 1%, the DCF for the development project over the 30-year study period is \$422,771.

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# EXECUTIVE HANGAR FINANCIAL STUDY

