



MEETING DATE: January 28, 2015  
TO: Board of Directors  
FROM: Hardy Bullock, Director of Aviation and Community Services  
SUBJECT: Current Request for Proposal Award Recommendations

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**RECOMMENDATION:**

1. Approve an award in the amount of \$45,000 for Professional Consulting Services, Executive Hangar Financial, Site and Feasibility Study.
2. Approve an award in the amount of \$48,140 for Professional Consulting Services, Demand Drivers for the Truckee Tahoe Airport.
3. Approve an award in the amount of \$97,500 for Professional Consulting Services, Primary Management and Control Documents (Minimum Standards and Rules & Regulations).

PROJECT	COST	NOTES
Executive Hangar Financial, Site and Feasibility Study	\$45,000	\$30,000 approved / Unrestricted Net Assets
Demand Drivers	\$48,140	Unrestricted Net Assets. New Project.
PMCD Min. Standards	\$97,500	\$40,000 FY 2014/2015 Multi-Year Project. Within Budget.

**DISCUSSION:**

1. The Board authorized release of the Request for Proposal for Professional Consulting Services, *Executive Hangar Financial, Site and Feasibility Study* on October 29, 2014. The goal, to identify qualified firms to develop a detailed written report studying multiple

factors related to both the District's possible construction of additional Executive Hangars, and or the alternate option of land leases and private construction. This RFP is the first step in looking at solutions to address our changing fleet mix and lengthy wait list for Executive Hangars. The request for proposal was advertised compliant with Truckee Tahoe Airport District Procurement Policy Guidelines PI#303. The deadline for submittals was 5:00pm PST on Friday, December 19, 2014. Two responses were received. One response was from Airport Business Solutions (ABS) and one was a combined team effort from Mead & Hunt and Airport Management Consulting Group (AMCG). All three organizations are industry leaders in the aviation consulting fields, with impressive resumes reflecting specific knowledge and experience on the RFP topic. Based on the Request for Proposal, offerors had 8 specific hangar construction requests for study and 4 alternate land lease private construction options to present substantiated information supporting their proposal. The District selected the offeror who presented the best overall value. In this case, staff selected the combined team of Mead & Hunt and AMCG, (MH/AMCG) as the successful offeror for the below listed reasons:

- a. MH/AMCG thoroughly responded to the RFP consultant qualifications requests with detailed examples of Qualifications and Capabilities, Relevant Experience, Organizational Chart and Key Personnel, and References. ABS's submission was thin on specifics and noticeably less detailed.
- b. MH/AMCG and ABS both listed past performance with other airports. MH/AMCG listed airports of similar size with contracts directly awarded for Executive Hangar Studies. ABS failed to identify past performance factors with specific work products such as: project descriptions, project costs, project dates, and whether or not the projects were completed on schedule and within budget. ABS also did not list any previous California or West Coast - Pacific Time Zone clients.
- c. MH/AMCG stated that they have completed 20 major hangar projects within the past 5 years, reflecting their current and extensive experience with this RFP topic. ABS did not demonstrate this breadth of experience in their proposal.
- d. MH/AMCG presented detailed plans and a thorough technical approach to complete the work that showed a level of acumen and a realistic understanding of the true project scope. ABS did not supply any specific technical approach plan.
- e. MH/AMCG and ABS both supplied specific staff resumes, but MH/AMCG had a much larger pool of qualified employees to support the efforts of this RFP.

- f. MH/AMCG and ABS both stated that they could finish the project within a Staff directed 60 day period, but with that said, MH/AMCG anticipated multiple on-site visits, while ABS thought one would be sufficient.
- g. MH/AMCG has the added advantage of having worked on the 2025 Airport Master Plan, giving them a unique perspective in completion of this RFP.
- h. MH/AMCG expressed a willingness to attend Board meetings and include all stakeholders and coordinate public input in the execution of this study. ABS did not address the stakeholder issue in their response.
- i. MH/AMCG quoted an exact all-inclusive hangar study fee. ABS's quote was much lower, but did not include unquantified additional expenses such as "travel expenses" and "other project related expenses" with an additional 5% tacked on as an "administrative fee".

In summary the MH/AMCG proposal reflected an in depth overall knowledge and understanding of the RFP and the intricacies of the Truckee Tahoe Airport District and our local communities. The MH/AMCG quote was above staff estimates but within industry standards for this broad encompassing Executive Hangar Study. Staff was able to negotiate a 16.2% reduction in the initial bid quote reflecting MH/AMCG's sincere interest in doing this study. MH/AMCG is hoping to reduce their overhead with combined trips if additional RFP's are awarded. MH/AMCG clearly understood the scope of work and responded with supporting information outlining a detailed approach.

2. The Board authorized release of the *Request for Proposal for Professional Consulting Services, Demand Drivers for the Truckee Tahoe Airport* on December 3, 2014. The goal, to identify qualified firms to complete demand and impact analysis in advance of decisions related to airfield and aviation specific amenities, service offerings, pricing, land-use, facilities, and hangars. The request for proposal was advertised compliant with Truckee Tahoe Airport District Procurement Policy Guidelines PI#303. Two responses were received. One response was from Airport Business Solutions (ABS) and one was from Mead & Hunt (M&H). Based on the Request for Proposal offerors had 12 areas to present substantiated information supporting their proposal. The District selected the offeror who presented the best overall value. In this case staff, with input from the Airport Community Advisory Team selected Mead & Hunt, Inc. as the successful offeror for the below listed reasons:
  - a. Mead & Hunt, Inc. presented a thorough and knowledgeable understanding of the project goals, ABS did not articulate this.

- b. Mead & Hunt, Inc. presented a detailed technical approach and methodology, ABS was vague and used generalities to discuss proposal merits.
- c. Mead & Hunt, Inc. listed similar scopes of work for similar sized airport clientele with projects completed on time and on budget.
- d. Mead & Hunt, Inc.'s cost proposal outlined a detailed approach to stakeholder outreach which staff believes will support a thorough and exhaustive study ultimately offering the District the highest level of overall value.
- e. Based on staff discussions with the vendor, a discount will apply to work completed through a multiple award scenario.

In summary Mead & Hunt, Inc.'s proposal was above the staff estimates but within industry standards. Mead & Hunt, Inc. clearly understood the scope of work and responded with supporting information outlining a detailed approach. This project will require allocation from our unrestricted net assets but ultimately save the District the cost of recurring debate regarding airport and airfield enhancements or amenities such as hangars or aviation related service offerings.

3. The Board authorized release of the *Request for Proposal for Professional Consulting Services, Primary Management and Control Documents (Minimum Standards)* on December 3, 2014. The goal, to identify qualified firms to develop detailed written policies related to Minimum Standards, Rules & Regulations, Leasing/Rents & Fees Policy, Development Standards, and other related legally directive documents. The request for proposal was advertised compliant with Truckee Tahoe Airport District Procurement Policy Guidelines PI#303. Two responses were received. One response was from Airport Business Solutions (ABS) and one was from Airport Management Consulting Group (AMCG). Based on the Request for Proposal offerors had 12 areas to present substantiated information supporting their proposal. The District selected the offeror who presented the best overall value. In this case staff selected AMCG as the successful offeror for the below listed reasons:

- a. AMCG thoroughly responded to the "must include" areas outlined as A. – G. in the Request for Proposal. ABS's submission was technically incomplete, missing detail for sections D. (Qualifications), and F. (Outreach), general references were made to outreach but detail was lacking and staff had no clear understanding of a response to these sections.
- b. Both AMCG and ABS listed past performance with other airports. AMCG listed airports of similar size with contracts directly awarded for PMCD work, ABS failed to

identify past performance factors with specific work product.

- c. AMCG illustrated a superb track record with identical projects and deliverables while enhancing this with industry accepted senior level guidance on projects such as ACRP.
- d. AMCG presented detailed plans and a thorough technical approach to complete the work that showed a level of acumen and a realistic understanding of the true project scope. ABS failed to supply any technical approach plan.
- e. While AMCG timeline was longer than anticipated and longer than ABS, staff felt that based upon the experience and technical approach the timeline for completion, based on master planning efforts, was indeed reasonable and acceptable to the District.

In summary AMCG proposal was within the staff estimates and industry standards. AMCG clearly understood the scope of work and responded with supporting information outlining a detailed approach. This project is within budget for this FY 14/15 and requires no allocation from our unrestricted net assets. Additional funding to complete the project within budget will be required in FY 15/16.

**FISCAL IMPACT:**

Staff requests use of \$73,140 from the District's Unrestricted Net Assets to cover consulting project expenses. This includes \$15,000 additional for the Executive Hangar Study along with \$48,140 for the Demand Driver Study proposed by the Board and Staff after adoption of the currently adopted FY2015 Budget. This also includes a \$10,000 contingency fee for all 3 studies to cover any anticipated outreach support, legal review, or other scope adjustments to these projects.

The current FY2015 Budget includes \$40,000 for the PMCD Project. Staff will include additional funding as necessary in the FY2016 Budget to complete this project.

Additional cost to the District may be incurred if project scope of deliverables is modified. Additional cost may be required to conduct external reviews of detailed primary management and compliance documents. Good practice suggests that a trusted third party aviation legal counsel complete a legal review of the final PMCD work product prior to acceptance by the District. Staff will propose additional fees for these services as needed.

**PUBLIC COMMUNICATIONS:**

Each of these projects has a public outreach component. Each RFP outlines the need to develop a public outreach and response plan. Staff envisions the selected firm(s) working closely with FreshTracks Communications and District Staff to develop outreach opportunities for the public. These opportunities will be promoted across all the District media channels, radio, e-blast, newsprint, newsletter, and announcements through the Chamber of Commerce and local community and HOA groups. Staff intends to set outreach schedules early in the planning process to engage all the people interested in the topic and use a community forum format where public input and response is available. At this time a response meeting or final outcomes meeting will be scheduled and posted so community members understand where their comments and concerns go and when the District will respond, in what format, and how to find process information. The ultimate goal is total transparency while guiding the process to represent the best interest of the airport and community equally.

**ATTACHMENTS:**

1. Request for Proposal Professional Consulting Services, Executive Hangar Financial, Site and Feasibility Study.
2. Request for Proposal Professional Consulting Services, Demand Drivers for the Truckee Tahoe Airport.
3. Request for Proposal Professional Consulting Services, Primary Management and Control Documents (Minimum Standards)
4. Response to Request for Proposal Professional Consulting Services, Executive Hangar Financial, Site and Feasibility Study.
5. Response to Request for Proposal Professional Consulting Services, Demand Drivers for the Truckee Tahoe Airport.
6. Response to Request for Proposal Professional Consulting Services, Primary Management and Control Documents (Minimum Standards).



## **TRUCKEE TAHOE AIRPORT DISTRICT**

**10356 Truckee Airport Rd.**

**Truckee, CA 96161**

**(530) 587-4119 tel**

**(530) 587-2984 fax**

**[WWW.TRUCKEETAHOEAIRPORT.COM](http://WWW.TRUCKEETAHOEAIRPORT.COM)**

## **DIRECTORS**

LISA WALLACE

MARY HETHERINGTON

JOHN JONES

JAMES W. MORRISON

J. THOMAS VAN BERKEM

## **REQUEST FOR PROPOSALS (RFP)**

### **AVIATION MANAGEMENT CONSULTING SERVICES**

### **BOX HANGAR PROJECT**

**DATE: NOVEMBER 07, 2014**  
**TO: QUALIFIED AVIATION & COMMUNITY SERVICE CONSULTANTS**  
**FROM: KEVIN SMITH, GENERAL MANAGER**  
**SUBJECT: REQUEST FOR PROPOSALS FOR EXECUTIVE HANGAR FINANCIAL, SITE AND FEASIBILITY STUDY**

### **REQUEST**

The Truckee Tahoe Airport District is soliciting consulting services to conduct a financial, site and feasibility study regarding the possible construction of 6 executive/box hangars, OR the alternative option to lease land for private executive hangar construction. Bidders are strongly encouraged to carefully read the entire request for proposals. Responses, (bid quote packages) will be accepted until December 19, 2014 at 5:00pm and may be mailed or delivered to:

### **TRUCKEE TAHOE AIRPORT DISTRICT**

Attn: Kevin Smith, General Manager

10356 Truckee Airport Road

Truckee, CA 96161

(530) 587-4119 Ext. 105

[kevin.smith@truckeetahoeairport.com](mailto:kevin.smith@truckeetahoeairport.com)

### **BACKGROUND / DISCUSSION**

The Board of Directors and staff have been discussing the option to build approximately 6 new executive hangars. This item was discussed at the August 27, 2014 Board Meeting. No action was taken except to confirm that funding would be proposed in the FY2015 budget to do the study. During the September 24, 2014 Board Meeting, the Board voted in favor of authorizing a Request For Proposals for an Executive Hangar Financial, Site and Feasibility Study, along with the alternate option of land leases for construction of Private Executive Hangars.

Section 4.2 of the Draft Master Plan outlines a need for an additional 18 executive hangars to be constructed for the planning period of the Master Plan (through 2025). The Implementation Plan calls out for a study to be conducted in FY2015-2016.

Due to high demand and frequent requests for executive hangars, staff recommended conducting the study now to gain a better understanding of the demand requirements, forecasted fleet mix, the Airport District's future economic health, and the strategies to address, meet and balance the needs of both our aviation community and our local tax paying constituency.

There is currently a 9 year waitlist for hangars large enough to house aircrafts with fleet mix size ranges representative of: Pilatus PC12 & PC24, Cessna Citation 500 and even some 600 series jets, Beechcraft King Airs 90-350 series, and Phenom 100s. We would make the following assumptions; proposed executive hangar spaces would be approximately the same size as our existing 16 executive hangars measuring +/- 4,030 square feet each, with a door height of up to 20 feet, a width of +/- 65 feet and a depth of +/- 62 feet. The proposed hangars would be constructed in the vicinity of our current "L" (Lima) row of 6 executive hangars and would be insulated and plumbed for full utility stubs.

The study should anticipate the hangar structure to be a pre-engineered insulated metal building. The building's utility systems would include stubs for domestic water, fire protection, power, sanitary sewer, natural gas and communications. The hangar structure will be designed and engineered for the appropriate snow loading as determined by Nevada County. The airport receives approximately 205 inches of snow per year and an architectural design that functions year-round is required. Civil site design would also include the area surrounding the new box hangars. Design of the facility will be subject to California Environmental Quality Act (CEQA) review.

The study should also address the alternative option of land leases to allow construction of private executive hangars on District property. This would require separate ROI's, for both a District Build and Land Leases for private development. Management considerations, minimum standards, liabilities and maintenance issues involved would need to be analyzed.

### **SPECIFIC REQUESTS FOR STUDY**

- Comprehensive Return on Investment (ROI) analysis including: the most cost effective and optimal number of hangars, life cycle costs, upkeep and maintenance, and required staff resources to operate and maintain the new executive hangars.
- Product analysis based on projected fleet mix: number of hangars (approximately 6), hangar size, door height and width, and amenities. The new 2025 Airport Master Plan Forecast can be the basis for this analysis. <http://www.ttadmasterplan.org>
- Funding options including use of Airport reserve funds, and loan programs such as Cal Aero's Local Airport Loan Program (L.A.L.P.). F.A.A. Federal funding is not anticipated.
- A comprehensive Operational Impact Assessment outlining possible airport and night operation impact.
- Site Selection Analysis (Master Plan has addressed this issue to a large degree), but review best options.



- Market Rent Study and Market Assessment.
- Review of performance of the current 6 Lima Row Executive Hangars.
- Individual hangar lease rate differentials with or without utility stubs.

### **ALTERNATIVE LAND LEASE PRIVATE CONSTRUCTION OPTIONS**

- What are our Land Leasing options as opposed to building the hangars ourselves? What Rules, Regulations and Minimum Standards do we need to get in place to assure control over use, maintenance, and aesthetics of privately owned hangars?
- Is there an option for a hangar developer/management company to build, rent, and maintain hangars?
- Equitably compare the two private land lease options to see which option would work best in our market and what the pros and cons of each are?
- Other potential items as identified by staff and Board Members.

### **EVALUATION - SELECTION PROCESS**

The selected consulting firm/team will effectively demonstrate their leadership and expertise in airport business planning, airport forecasting, hangar building design, including in-depth technical expertise and proven internal processes for effective development and coordination, cost control, and schedule management.

Following a review of the proposals received, the Truckee Tahoe Airport District may establish a short list of firms and invite those firms to make an oral presentation. Alternatively, the District may opt to select the most qualified firm directly following review of proposals. The District may also reject all submittals.

### **CLARIFICATIONS**

All clarifications or modifications to this RFP will be provided in writing by the Truckee Tahoe Airport District General Manager. Any request for clarifications must be made in writing and must be received by the District General Manager at least three (3) business days prior to the submittal deadline. Address clarifications to Kevin Smith - [Kevin.Smith@truckeetahoeairport.com](mailto:Kevin.Smith@truckeetahoeairport.com). The selected consultant will execute a Professional Services Agreement with the District.

### **SELECTION CRITERIA & CONTENT**

Submittals shall respond to each criteria listed below. Submittals should be clear and concise and formatted as outlined below to provide the Selection Committee with the following information and allow for consistent evaluation of each submittal. Submittals shall be limited to 30 pages.

**Transmittal Letter**

Provide a transmittal letter that introduces the firm or team members. Discuss services offered, size, and office location(s) of the firm(s).

**Qualifications and Capabilities**

Describe the qualifications and capabilities of the firm or team to complete all anticipated aspects of the project.

**Specific Relevant Experience**

Describe any specific experience in completing similar work at an operating airport. Provide contacts for each experience listed. Discuss the firm's or team's understanding of Airport-specific design issues such as aircraft and building security, line of sight, aviation easements, etc.

**Organization Chart**

Provide an organizational chart, indicating project team organization, and list key personnel for each element of the project. Describe qualifications and experience of key personnel. Describe the responsibilities, time commitment and availability of each of the key personnel for the proposed project.

**Project Administration**

Provide description of your proposed approach to project administration. Describe methods used and experience in coordinating projects with public and governmental agencies.

**Proposal Quote**

Provide a detailed cost estimate to complete the executive hangar financial, site and feasibility study addressing the "specific questions and options" as listed in this RFP request.

**References**

Provide a list of three (3) references that have specific knowledge of similar work performed by the firm and/or team members, including email addresses and contact phone numbers.

**EVALUATION AND SELECTION**

All proposals reviewed will be evaluated under best value acquisition criteria and ranked based upon the responsiveness to the request for qualifications. Firms may be shortlisted for further analysis. Firms selected for further evaluation may be requested to participate in a formal interview as part of the selection process. One firm will be selected for negotiation of a contract.

## **SCOPE OF SERVICES AND FEE PROPOSAL**

Following the selection process, the District will enter into contract negotiations with the selected firm. District and firm will meet to discuss the proposed project and scope of work. The selected firm will be expected to prepare and submit a detailed breakdown of work items in the scope of services and fee proposal.

## **SUBMITTALS**

Any written inquiries or clarifications related to this RFP will be answered and disseminated to all potential bidders.

All inquiries or submittals should be addressed to:

### **TRUCKEE TAHOE AIRPORT DISTRICT**

Attn: Kevin Smith, General Manager

10356 Truckee Airport Road

Truckee, CA 96161

(530) 587-4119 Ext. 105

[kevin.smith@truckeetahoeairport.com](mailto:kevin.smith@truckeetahoeairport.com)

THE DISTRICT RESERVES THE RIGHT TO REJECT ANY AND ALL SUBMITTALS, TO WAIVE ANY IRREGULARITIES IN THE SUBMITTALS RECEIVED, AND TO ACCEPT THE SUBMITTAL DEEMED MOST ADVANTAGEOUS TO THE INTERESTS OF THE DISTRICT. ALL PROPOSALS BECOME THE PROPERTY OF THE DISTRICT. THE DISTRICT IS AN EQUAL OPPORTUNITY EMPLOYER AND ENCOURAGES THE USE OF LOCAL BUSINESSES, SMALL BUSINESSES, AND DBE PARTICIPATION

**REQUEST FOR PROPOSAL**  
**FOR**  
**PROFESSIONAL CONSULTING SERVICES**  
**Demand Drivers for the Truckee Tahoe Airport**

Truckee Tahoe Airport District

10356 Truckee Airport Road  
Truckee, CA 96161  
(530) 587 4119 EXT 106  
[www.truckeetahoeairport.com](http://www.truckeetahoeairport.com)

The Truckee Tahoe Airport District (District or TTAD) is interested in securing the services of a qualified professional consulting firm and/or team of consultants to complete a study and render a factually supported professional opinion regarding the demand drivers that cause aircraft utilization of the Truckee Tahoe Airport. Firms and/or teams responding to this Request for Proposal (RFP) are expected to have extensive experience in airport planning and aviation forecast areas. Firms may present project teams consisting of the responding Firms and appropriate Sub-Consultants to insure the teams have the necessary experience appropriate for the project. The anticipated Scope of Services for the proposed project is attached for your consideration. **Firms interested in being considered for the project are requested to submit two (2) copies of their response in an envelope marked “RFP for Professional Consulting Services – Demand Drivers” by 5:00 PM (Pacific), December 31, 2014.** Response must include the following information:

- A. Name, size, description, and history of firm.
- B. Location of main office and office where work will be accomplished.
- C. Executive Summary of one (1) page or less, which gives in brief concise terms, a summation of the submittal.
- D. Qualifications and previous experience, including a list of former airport clients on similar projects within the past five years; and on-time/within budget performance of the similar projects. Information regarding work performed in communities with population less than 30,000 and in resort destinations is welcomed.
- E. Provide a listing of all sub-consultants to be used, including responsibilities and qualifications for each sub-consultant.
- F. As part of experience, list participation levels of citizens, stakeholders, residents, pilot, aircraft operator etc. which you were able to successfully engage in various consulting projects?
- G. Provide any additional comments, which you may believe to be relevant.

The Truckee Tahoe Airport District reserves the right to waive any irregularities or formalities and award the contract in the best interest of the District; and to reject any or all proposals. If a firm is selected by the District, the selected firm shall execute an agreement with the District within thirty (30) days after notification of selection, unless the time for execution has been extended for good cause at the sole discretion of the District. Failure of the selected firm to meet agreement submission requirements (i.e. insurance) or failure to timely execute an agreement with the District may result, in the sole discretion of the District, in a decision to select from the remaining proposers or to advertise for a new Request for Proposal. The District reserves the right to approve all proposed Sub-Consultants, modify roles of proposed Sub-Consultants and/or require additional Sub-Consultants in the performance of this contract.

This Request for Proposal is a Best Value Acquisition and conforms to Policy Instruction #303 of the Truckee Tahoe Airport District. The District will select the offeror who creates the best overall value using the criteria listed below.

1. Past Performance with other airports.
2. Experience with projects that include similar deliverable, scope of services, or consultation.
3. Technical approach.
4. Performance period and timeline for completion.
5. Cost.

Submission of questions concerning this Request for Proposal should be directed to:

Hardy S. Bullock

Director of Aviation & Community Services

Truckee Tahoe Airport District

10356 Truckee Airport Road

Truckee, CA 96161

Telephone: (530) 587 4119 EXT. 106 Fax: (530) 587-4117

E-Mail: [hardy.bullock@truckeetahoeairport.com](mailto:hardy.bullock@truckeetahoeairport.com)

### **SCOPE OF SERVICES**

The District needs to measure the impact its decisions have on airport demand with respect to airfield and aviation specific amenities, service offerings, pricing, land-use, facilities, and hangars. The Truckee Tahoe Airport District, (District) has recently completed an airport Master Plan. Traditional methods of aviation demand forecasting were employed. These methods center on based aircraft, operations, and peak conditions. The forecasts of aviation demand covered in the Master Plan will form the basis of both facility planning and land use policy at the Truckee Tahoe Airport. Succeeding chapters of the plan further refine the demand forecasts into specific facility requirements and assess potential impacts such as overflights/noise. Activity projections are often used by airport operators and dependent businesses for financial and business planning purposes. The District strives to refine its understanding of the unintended consequences related to operational and planning behavior outlined in the Master Plan and other decision making processes inherent to all airports. For this purpose the District is assessing demand from an opposite angle as described within the Master Plan. Assuming the Master Plan numerical forecast figures are accurate, are there specific airfield enhancements, both air side and landside, which will drive additional demand? Core questions in this process include:

- What drives operational demand at the Truckee Tahoe Airport? Is it airfield and aviation specific amenities, service offerings, pricing, land-use, facilities, and hangars or is it simply a destination for those individuals who desire access to the Truckee Lake Tahoe region and who choose to travel by private or charter aircraft?
- Is a lack of infrastructure driving additional operations when the District lacks facilities or services to properly handle the needs of home-based and itinerant aircraft?

- Is there a way to measure the potential unintended consequence from airfield improvements in and operationally or numerically significant metric?
- How does the regional lot inventory, resort development, high end residential development, town expansion such as the Rail Yard, Squaw Valley and the Ritz Hotel affect or drive operations.
- What types of fixed base operator service and amenities are known to increase traffic?
- Do the existence of certain facilities encourage aircraft to come to the Truckee Tahoe Airport when they might otherwise choose to use services at Reno-Tahoe Airport or not come to Truckee at all?
- As an example would the Truckee Tahoe Airport have similar traffic with only a runway, ramp and park bench? These questions are the focus of our project and this RFP.

### **SCOPE OF SERVICE REGARDING COMMUNITY OUTREACH, COORDINATION, AND DOCUMENTATION**

Fair, open and transparent discussions with our aviation and non-aviation constituents is a District priority. Because the study specifically pertains to community impact from airport demand it is recognized that assumptions made within the approved airport Master Plan will address the community response to airport activity. The study of the **effect** of increased or enhanced demand is not within the scope of this study, further this study does not attempt to correlate airport activity with community annoyance.

### **THE DELIVERABLE SHALL CONTAIN:**

- A. Professional executive summary substantiated with industry accepted data including first hand interview results of operators, pilots, and aircraft owners.
- B. Tables illustrating numerical relationship between airfield improvements and aircraft operations.
- C. Numerical operational multiplier for given airfield improvements listed in Appendix A.
- D. Numerical analysis for potential repositioning activity as a result of a lack of aviation infrastructure such as hangar facilities or deice facilities if any.
- E. Expected marketplace reactions to additional or reduced amenities or airfield improvements.
- F. Relationship between operational drivers and economic impact upon the surrounding community.

### **BACKGROUND**

#### ***Mission Statement***

*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 Truckee Tahoe Airport is owned by the Truckee Tahoe Airport District and serves as the primary airport for eastern Placer and Nevada Counties, Truckee, and North Lake Tahoe communities.

Truckee Tahoe Airport is rare among airports in California in that it is owned by a special district rather than by a county, city, or private enterprise. The Truckee Tahoe Airport District (TTAD or District) was created by vote of the District electorate in 1958 in accordance with the California Airport Districts Act. The District covers an area of approximately 485 square miles in eastern Nevada and Placer counties. It is governed by a five-member Board of Directors directly elected by residents of the District. Making recommendations to the Board is an Airport Community Advisory Team (ACAT) comprised of three pilots and three non-pilots from the community. The ACAT delves into a wide range of topics focused mainly on noise and annoyance. The responsibility for carrying out Board directions and administering day-to-day operations of the airport rests with the General Manager and other staff.

The Airport is located in the Martis Valley, an environmental and noise sensitive area, 7 miles north of Lake Tahoe's north shore. The airport is situated among residential neighborhoods on three sides. Currently the Airport has no scheduled air carrier services and no apparent community interest in pursuing commercial service and Part 139 Certification. The Airport District desires to maintain its General Aviation status and continue to serve and provide resources to the General Aviation community. The current District efforts balance the District's mission of providing high quality aviation facilities and services while balancing community needs, quality of life, and safe guard the authenticity of Truckee and the north Lake Tahoe communities

Over the years, the District has adopted various policies to guide its operations and use of funds. Most fundamental among the internal guiding documents is the District's *Strategic Plan* completed in March 2011. The *Strategic Plan* "...is a blueprint for how the District will respond to future challenges and changing priorities and give direction on how to achieve future success." It addresses airport facilities and services, the airport's relationship to the community, finances, and governance.

The 2014 Master Plan is predicated on a robust public input process and analysis of the best available data on community and aviation needs in the region. The purpose of the Master Plan is to create a blueprint for facility and infrastructure planning over the next 10-15 years that reflects the community needs of all user groups. The plan further defines the general strategy as, "Airport growth or lack of growth consistent with the community at large".

The Master Plan outlines modest growth in operations from turbo prop and turbine aircraft with flat or contracting growth in small piston powered aircraft. The Master Plan also outlines the possible construction of executive/box hangars and a large multi-use hangar to house large aircraft and be used as a community meeting and gathering space. The plan also uses the Airport Layout Plan to identify potential infrastructure changes to the runways. Particular attention should be paid to the Airport Master Plan Chapter 2, "Aviation Forecast" as many of the concepts and analysis are directly relevant to this Request for Proposal. Further, the Master Plan Consultant worked



directly with the Board of Directors and their staff/sub-committee designees to develop data in section 2-17, “Demand Influences”. This section in particular may offer further relevance to an expanded study project such as this Request for Proposal.

### **GUIDANCE AND REFERENCE DOCUMENTS**

- Current Airport Layout Plan and Exhibit A
- 2014 Airport Master Plan (<http://www.ttadmasterplan.org/>)
- 2013 Airport Forest Management Plan
- 2014 Pavement Management Plan
- TTAD Tentative Strategic Plan
- Nevada County Regional Transportation Plan
- Placer County Regional Transportation Plan
- Town of Truckee General Plan
- Martis Valley Community Plan
- Truckee Tahoe Airport Comprehensive Land Use Plan
- 2009 Godbe Research – Survey of Residents, Pilots and Businesses

### **DEFINITIONS**

- A. Airfield Improvements: Action taken by the Airport District to enhance, improve, construct, alter, or materially change air side or landside infrastructure, in an effort to offer aviation customers additional benefits, reduce cost or generate additional airport revenue. Examples of this would be runway lengthening and widening, apron lengthening or widening, hangar construction, terminal expansions, lighting enhancement, towers, or de-ice facilities.
- B. Service offerings are any real or intangible action taken to support aviation customers. This may include lavatory service, ground power units, catering, cleaning, repair maintenance, availability of parts and supplies, other miscellaneous support activities including procedures or hours of operation.
- C. Pricing is a strategy to gain sales from fuel or other service offerings.
- D. Land-use policy may affect access to areas of the airfield used specifically for aviation purposes.

## **APPENDIX A**

### Potential Airport or Fixed Base Operator Service Offerings Based and Itinerant Aircraft

Tug Services	Ground Power
Lavatory Services	Run Up Enclosures
E-Mast	ARFF
Catering	Restrooms
Flight Planning	Crew Rest Quarters
Hangars	De-Ice
Tower Controller	Surveillance Radar or Equivalent
Ground Handling Services	Tie Down Ropes
Repair Maintenance Facility	Charts and Supply Sales
Rental Car	Crew Car
Reported Weather	Lighting
Satisfactory Pavement Surface Condition	Self-Serve Fuel
Full Serve Fuel	After Hours Fuel
Security Services	Security Gates
Recreational Trails	Lawns
Playgrounds	Campsites
Conference and Meeting Facility	Approach Procedures
Departure Procedures	Start Cart with Air
Flight Service Station	Clearance Delivery

**REQUEST FOR PROPOSAL**  
**FOR**  
**DEVELOPMENT OF PRIMARY MANAGEMENT AND COMPLIANCE DOCUMENTS.**  
**FOR THE TRUCKEE TAHOE AIRPORT**  
(Minimum Standards / Rules & Regulations)

Truckee Tahoe Airport District

10356 Truckee Airport Road  
Truckee, CA 96161  
(530) 587 4119 EXT 106  
[www.truckeetahoeairport.com](http://www.truckeetahoeairport.com)

The Truckee Tahoe Airport District (District or TTAD) is interested in securing the services of a qualified professional consulting firm and/or team of consultants to develop Primary Management and Compliance Documents for the Truckee Tahoe Airport. Firms and/or teams responding to this Request for Proposal (RFP) are expected to have extensive experience in airport planning, consulting, policy development, and stakeholder outreach. Firms may present project teams consisting of the responding Firms and appropriate Sub-Consultants to insure the teams have the necessary experience appropriate for the project. The anticipated Scope of Services for the proposed project is attached for your consideration. **Firms interested in being considered for the project are requested to submit two (2) copies of their response in an envelope marked “RFP for Professional Consulting Services – Primary Management and Compliance Documents.” by 5:00 PM (Pacific), December 31, 2014.** Response must include the following information:

- A. Name, size, description, and history of firm.
- B. Location of main office and office where work will be accomplished.
- C. Executive Summary of one (1) page or less, which gives in brief concise terms, a summation of the submittal.
- D. Qualifications and previous experience, including a list of former airport clients on similar projects within the past five years; and on-time/within budget performance of the similar projects. Information regarding work performed in communities with population less than 30,000 and in resort communities is welcomed.
- E. Provide a listing of all sub-consultants to be used, including responsibilities and qualifications for each sub-consultant.
- F. As part of experience, list participation levels of citizens, stakeholders, residents, pilot, aircraft operator etc. which you were able to successfully engage in various consulting projects?
- G. Provide any additional comments, which you may believe to be relevant.

The Truckee Tahoe Airport District reserves the right to waive any irregularities or formalities and award the contract in the best interest of the District; and to reject any or all proposals. If a firm is selected by the District, the selected firm shall execute an agreement with the District within thirty (30) days after notification of selection, unless the time for execution has been extended for good cause at the sole discretion of the District. Failure of the selected firm to meet agreement submission requirements (i.e. insurance) or failure to timely execute an agreement with the District may result, in the sole discretion of the District, in a decision to select from the remaining proposers or to advertise for a new Request for Proposal. The District reserves the right to approve all proposed Sub-Consultants, modify roles of proposed Sub-Consultants and/or require additional Sub-Consultants in the performance of this contract.

This Request for Proposal is a Best Value Acquisition and conforms to Policy Instruction #303 of the Truckee Tahoe Airport District. The District will select the offeror who creates the best overall value using the criteria listed below.

- 1. Past Performance with other airports.
- 2. Experience with projects that include similar deliverable, scope of services, or consultation.
- 3. Technical approach.
- 4. Performance period and timeline for completion.

## 5. Cost.

Submission of questions concerning this Request for Proposal should be directed to:

Hardy S. Bullock

Director of Aviation & Community Service

Truckee Tahoe Airport District

10356 Truckee Airport Road

Truckee, CA 96161

Telephone: (530) 587 4119 EXT 106 Fax: (530) 587-4117

E-Mail: [hardy.bullock@truckeetahoeairport.com](mailto:hardy.bullock@truckeetahoeairport.com)

### **SCOPE OF SERVICES**

***Develop Primary Management and Compliance Documents for the Truckee Tahoe Airport District.*** CONSULTANT will develop (new) primary management and compliance documents (PMCDs) for the Airport. An overview of each PMCD is provided in this section. When developing PMCDs, CONSULTANT will ensure that its recommendations are:

1. Consistent with the Airport Sponsor Assurances outlined by the Federal Aviation Administration.
2. Consistent with all other applicable airport compliance-related directives issued by the FAA including FAA Advisory Circular No. 150/5190-7 (Minimum Standards for Commercial Aeronautical Activities), FAA Advisory Circular No. 150/5190-6 (Exclusive Rights at Federally Obligated Airports), and FAA Order 5190.6B (Airports Compliance Manual).
3. Appropriate, reasonable, and relevant for the Airport, the market, and the activities taking place (or reasonably anticipated to take place) at the Airport.

\*As such, the unique characteristics of the Truckee Tahoe Airport, the market, and the activities will be considered by CONSULTANT when developing PMCDs. In addition to being clear, concise, and well organized (structured), the Airport's PMCDs will complement (not duplicate) the District's other policy (and/or governing) documents for the Airport.\*

#### Example of PMCD #1 "Minimum Standards"

By definition, Minimum Standards are the minimum requirements that need to be met by an entity as a condition for conducting commercial general aviation aeronautical activities at an airport. The purpose of Minimum Standards is to provide a fair and reasonable opportunity, without unjust discrimination, to applicants to qualify, or otherwise compete, to occupy available airport land and/or improvements and engage in authorized commercial general aviation aeronautical activities at an airport.

In essence, by providing consistent threshold requirements for engaging in such activities at an airport, Minimum Standards “level the playing field” and promote “fair competition” among operators. Beyond providing the basis for the fair, equitable, and uniform treatment of operators, Minimum Standards reduce the potential for (and provide a platform for resolving) conflicts, complaints (informal and formal), and disputes (including lawsuits). Consistent with the objectives established by the FAA, Minimum Standards should promote safety, protect airport users, maintain and enhance the availability of services, promote the orderly development of an airport, and ensure operational efficiency.

#### Example of PMCD #2 “Rules and Regulations”

By definition, this document sets forth the rules and regulations for the safe, orderly, and efficient operation and use of an airport. The purpose of Rules and Regulations is to protect the public health, safety, interest, and welfare on an airport (and to restrict any activity or action that would interfere with the safe, orderly, and efficient operation and use of an airport).

#### Example of PMCD #3 “Leasing/Rents and Fees Policy”

By definition, this policy sets forth the parameters for leasing airport land and improvements for general aviation purposes and outlines the process for establishing and adjusting general aviation rents and fees at an airport. The purpose of the policy is to convey an airport’s general aviation leasing (and rents and fees) practices.

The District will be able to utilize this policy to educate existing and prospective lessees about the process the District will utilize to lease airport land and/or improvements for general aviation uses at the Airport. As such, this policy will provide the structure for ensuring that the leasing process is consistent (uniformly applied) and not unjustly discriminatory. Additionally, this policy will convey the approach for establishing and adjusting general aviation rents and fees in a timely manner without undue influence.

#### Example of PMCD #4 “Development Standards”

By definition, this document sets forth the parameters governing the design, development (construction), and/or modification of general aviation improvements at an airport. The purpose of development standards is to promote and ensure consistent, attractive, and compatible high quality general aviation development at an airport. The “Development Standards” shall include a summary of the applicable local and/or jurisdictional oversight that affects airport policy.

## Other Related Documents

A. CONSULTANT will develop General Provisions which are those provisions common to all PMCDs. General Provisions will be conveyed in a single document to eliminate redundancy (as opposed to being restated in each PMCD). Key words (and acronyms) will be defined in General Provisions as well.

B. CONSULTANT will develop a General Aviation Operator and Lessee Application (Application) and a General Aviation Operator Permit (Permit) as well. The District will be able to use the Application to obtain information, data, and documentation (for review and evaluation by the District) from parties who are interested in leasing land and/or improvements and/or engaging in commercial or non-commercial general aviation aeronautical activities at the Airport. The District will be able to use the Permit to convey permission to parties (who have completed an Application and been approved by the District) to engage in commercial general aviation activities at the Airport.

### **SCOPE OF SERVICE REGARDING COMMUNITY OUTREACH, COORDINATION, AND DOCUMENTATION**

Fair, open and transparent discussions with our aviation and non-aviation constituents is a District priority. A considerable portion of the process will involve public outreach. Three to five public outreach meetings will be held in connection with the development of the *Primary Management and Compliance Documents*. *Firms shall be prepared to develop outreach strategies and analyze data gathered from a desperate group of stakeholders with competing priorities.*

#### **The Deliverable Shall Contain:**

- A. A set of comprehensive *Primary Management and Compliance Documents* outlined in the *scope of work* including:
1. Minimum Standards
  2. Rules and Regulations
  3. Development Standards
  4. Rates and Fees for Leasing and Rental of Airport Property
  5. Additional Documents as required

## **BACKGROUND**

### ***Mission Statement***

*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 Truckee Tahoe Airport is owned by the Truckee Tahoe Airport District and serves as the primary airport for eastern Placer and Nevada Counties, Truckee, and North Lake Tahoe communities.

Truckee Tahoe Airport is rare among airports in California in that it is owned by a special district rather than by a county, city, or private enterprise. The Truckee Tahoe Airport District (TTAD or District) was created by vote of the District electorate in 1958 in accordance with the California Airport Districts Act. The District covers an area of approximately 485 square miles in eastern Nevada and Placer counties. It is governed by a five-member Board of Directors directly elected by residents of the District. Making recommendations to the Board is an Airport Community Advisory Team (ACAT) comprised of three pilots and three non-pilots from the community. The ACAT delves into a wide range of topics focused mainly on noise and annoyance. The responsibility for carrying out Board directions and administering day-to-day operations of the airport rests with the General Manager and other staff.

The Airport is located in the Martis Valley, an environmental and noise sensitive area, 7 miles north of Lake Tahoe's north shore. The airport is situated among residential neighborhoods on three sides. Currently the Airport has no scheduled air carrier services and no apparent community interest in pursuing commercial service and Part 139 Certification. The Airport District desires to maintain its General Aviation status and continue to serve and provide resources to the General Aviation community. The current District efforts balance the District's mission of providing high quality aviation facilities and services while balancing community needs, quality of life, and safe guard the authenticity of Truckee and the north Lake Tahoe communities

Over the years, the District has adopted various policies to guide its operations and use of funds. Most fundamental among the internal guiding documents is the District's *Strategic Plan* completed in March 2011. The *Strategic Plan* "...is a blueprint for how the District will respond to future challenges and changing priorities and give direction on how to achieve future success." It addresses airport facilities and services, the airport's relationship to the community, finances, and governance.

Two other types of guiding documents serve as input to and output from the *Strategic Plan* (*District Annual Budget and the Master Plan*). Feeding into and serving to set the *Strategic Plan* tone has been a series of public surveys that the District has authorized. Conducted by Godbe



Research, these surveys have explored the awareness, use, and perceptions of the airport among local residents and pilots. The original 2005 survey was updated in 2009 and again in 2013, a fourth is planned for 2016

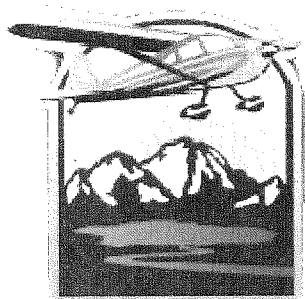
Implementation of the *Strategic Plan* largely takes place via a set of detailed operating policies and the District's annual budget. The detailed Policy Instructions cover topics ranging from staff medical insurance to hot air balloon operations. The District's budget spells out the anticipated sources of revenue and how the money will be spent each year. Property tax, at a rate of \$0.29 per \$1,000 of assessed value, is the major source of District revenue. For 2014-2015, the District is expected to collect approximately \$4.6 million in property taxes, roughly half of the total operating and capital budget of just over \$10 million.

### **GUIDANCE AND REFERENCE DOCUMENTS**

- Current Airport Layout Plan and Exhibit A
- 2014 Airport Master Plan (<http://www.ttadmasterplan.org/>)
- 2013 Airport Forest Management Plan
- 2014 Pavement Management Plan
- TTAD Tentative Strategic Plan
- Nevada County Regional Transportation Plan
- Placer County Regional Transportation Plan
- Town of Truckee General Plan
- Martis Valley Community Plan
- Truckee Tahoe Airport Comprehensive Land Use Plan
- Godbe Research – Survey of Residents, Pilots and Businesses

# ***AIRPORT BUSINESS SOLUTIONS***

## **PROPOSAL RESPONSE FOR Executive Hangar Financial, Site and Feasibility Study Truckee-Tahoe Airport**



### **Presented to:**

Mr. Kevin Smith  
General Manager  
Truckee Tahoe Airport District  
10356 Truckee Airport Road  
Truckee, California 96161

### **Prepared by:**

Michael A. Hodges, MAI  
*Airport Business Solutions*  
12950 Race Track Road, Suite 206  
Tampa, Florida 33626-1307  
(813) 855-3600  
[www.airportbusiness.net](http://www.airportbusiness.net)

Date of Proposal: December 19, 2014





## ***Airport Business Solutions***

*"Valuation and Consulting Services to the Aviation Industry"*

**12950 Race Track Road, Suite 206, Tampa, Florida 33626-1307**

**Phone (813) 855-3600 Fax (813) 200-1014**

December 19, 2014

Mr. Kevin Smith  
General Manager  
Truckee Tahoe Airport District  
10356 Truckee Airport Road  
Truckee, California 96161

RE: ***Airport Business Solutions' Proposal Response***  
Executive Hangar Financial, Site and Feasibility Study  
Truckee-Tahoe Airport  
Truckee, California

Dear Mr. Smith:

Per your request, ***Airport Business Solutions (ABS)*** appreciates the opportunity to submit this proposal in response to your Request for Proposals to conduct an ***Executive Hangar Financial, Site and Feasibility Study*** for the Truckee-Tahoe Airport in Truckee, California. In accordance with your Request for Proposals, the following reflects our interest and experience in this project. ***Airport Business Solutions*** is the industry leader in providing consulting services on aviation-related real estate, having provided the array of services indicated to multiple clients throughout the United States. Predicated upon the scope set forth in the RFP, ***Airport Business Solutions*** is considered to be the most experienced and qualified to complete this project for the Truckee Tahoe Airport District.

With our history and knowledge of both airport management and aviation business operations, we are confident that the ***Airport Business Solutions*** is the most qualified entity to meet the needs of the Truckee Tahoe Airport District, as well as the tenants and users of the Airport. We have provided national and international consulting and advisory services to over 1,500 airports worldwide over the past 25 years. Our senior staff offers over 150 cumulative years of airport and aviation business management services, as well as direct experience with airport and FBO rates and charges, management, marketing, training, planning, and operations.

In addition, it is significant to note that ***ABS Aviation***, an affiliated airport and FBO contract management organization, currently manages the Minden-Tahoe Airport in Minden, Nevada, which operates as a completely self-sustaining airport. As such, we offer direct experience with the issues facing airports and aviation businesses today. This current and direct hands-on management experience makes us unique in the consulting world and allows us to stay up to the minute with industry changes and best practices. In addition, we offer extensive experience in the California area having completed multiple projects there over the past 20+ years.

***Solutions as Unique as the Problems . . .***

Mr. Kevin Smith  
December 19, 2014  
Page Two

We truly believe that the most important "Main Street" in any community is the local airport runway, because it is such a critical component to the economic vitality of the area. As such, the Airport is the "front door" to the community and represents the Truckee-Tahoe area as one of its goodwill ambassadors. This belief is the cornerstone of all of the management and consulting services we provide. As such, we offer our commitment to the Truckee-Tahoe Airport that these ideals will be an integral part of the development process for all our efforts and activities at the Airport. Company contact information is as follows:

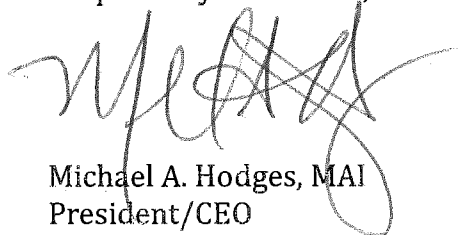
***Legal Name and Address of the Primary Proposing Firm***

ABS Aviation Consultancy, Inc. dba *Airport Business Solutions*  
12950 Race Track Road, Suite 206  
Tampa, Florida 33626-1307  
(813) 855-3600 - Phone  
(813) 200-1014 - Fax  
[www.airportbusiness.net](http://www.airportbusiness.net)

Michael A. Hodges, President/CEO  
[mhodes@airportbusiness.net](mailto:mhodes@airportbusiness.net)  
(813) 317-3170 - Cell

We appreciate the opportunity to submit our qualifications to the Truckee Tahoe Airport District and the Truckee-Tahoe Airport. ***Airport Business Solutions*** is fully committed to the scope of work described in the RFP and are available to start immediately upon notice to proceed. If you should have questions regarding this presentation, please do not hesitate to contact me.

Respectfully Submitted,



Michael A. Hodges, MAI  
President/CEO

## **EXPERIENCE AND QUALIFICATIONS**

*Airport Business Solutions* was created over twenty-five years ago to provide valuation and consulting services to the aviation industry. Upon discovering that most real estate professionals lacked an understanding of the unique characteristics of airport-based properties as compared with standard real estate projects, *Airport Business Solutions* was formed to offer their extensive experience in the valuation of and development of market-based rates and charges for airports and aviation-related properties such as fixed base operations, corporate hangar developments, air cargo facilities, control towers, and terminal facilities. These services continue to be provided to airports and their tenants throughout the United States. Through the addition of several diversely experienced staff members with extensive backgrounds in airport management and operations, air cargo development and operations, as well as FBO management and operations, *Airport Business Solutions* expanded to offer such services as leasehold, business/going-concern, and equipment valuation, financial self-sufficiency analysis, revenue enhancement, RFP development and evaluation, interim airport and FBO management, market and operational assessments, and various site selection services. Our firm is the industry leader in developing Airport Business and Strategic Plans, to include guiding documents such as Minimum Standards, Rules & Regulations, and Leasing/Rates and Charges, as well as the development of other policies and procedures designed to successfully manage and develop airports of all sizes. In addition, we also provide such services as buyer and seller representation for aviation businesses, personnel recruitment, fuel farm development, and environmental compliance and assessment issues.

In addition to the foregoing, the Company has been very active in the areas of property leasing and development issues, FAA regulations, and standardized leasing documents and policies. Furthermore, given our general appraisal foundations, in addition to addressing aeronautical land and facilities, we also offer the expertise to analyze various non-aeronautical ancillary facilities situated on an airport such as hotels, parking garages, rental car facilities, support facilities, etc. *Airport Business Solutions* is also recognized for our extensive experience in the analysis and valuation of "through-the-fence" access rights and the development of access agreements and fee structures for through-the-fence projects.

Our Environmental Division offers such services as environmental due diligence, compliance audits, GIS implementation and management, storage tank removal and closure assessments, environmental health and safety training, fuel facility audits and design, permitting and construction management of new fuel systems, and fuel facility operation and maintenance training programs. Clients include airports, fixed base operators, municipalities, law firms, financial organizations and various corporate aviation clients.

The President and Founder of *Airport Business Solutions*, Michael A. Hodges, MAI, has been published and interviewed on numerous occasions in *FBO* and *airport business* magazines on issues such as the valuation of aviation facilities and businesses, percentage leases, lease adjustment mechanisms, various issues impacting the aviation industry with regard to lease negotiation and lease structure, and the impact of the FAA's final rates and charges policy on general aviation. Mr. Hodges has been a speaker at various conventions/seminars sponsored by aviation-related organizations such as the National Air Transportation Association (NATA), American Association of Airport Executives (AAAE), and various state aeronautical associations. Mr. Hodges is also an active Corporate Member of NATA and AAAE, and currently serves on the Airports Committee of NATA and Non-Hub/GA Airport Committee of AAAE.

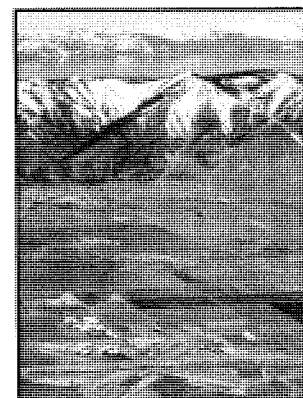
Furthermore, along with Ms. Bobbi Thompson, CAE, Mr. Hodges presents an annual workshop for AAAE entitled the *Essentials of Airport Business Management*. The workshop is basically an "Airports 101" course, as it covers all the basic aspects of airport management and development issues, and focuses on ways that airports can maximize their revenue opportunities through creative lease structures and alternative revenue sources. The workshop also provides an overview of a variety of management and operational issues faced by airport management, to include Minimum Standards, rates and charges policies, leasing policies, self-fueling issues, property development, and rules and regulations. Bobbi and Michael have also made numerous presentations at AAAE events on non-aeronautical revenue options and opportunities.

*Airport Business Solutions* offers the unique blend of valuation, management and operational backgrounds, as well as extensive hands-on experience in the aviation field. This ultimately provides a more thorough and accurate analysis of airports and aviation-related projects

involved in business plans, lease negotiation, acquisition, leasehold and business valuation, financial analysis, litigation, site evaluation and selection, and bankruptcy. Our diverse staff and resources, years of experience, exposure to a variety of facilities through our database of over 1,500 airports, and understanding of the viability of various revenue generation systems, provides *Airport Business Solutions* with the ability and expertise to analyze complex aviation projects which demand extensive research, analysis, and the conveyance of defensible conclusions either through in-depth personal presentations, or well-documented and fully-supported, comprehensive reports. Furthermore, our experience and knowledge of the FAA's Grant and Sponsor Assurances, the FAA's final rates and charges policy, and diverse staff knowledgeable in FBO and airport operations and management, as well as aviation real estate, yields the exclusive background necessary to provide the services that have been identified by the Truckee-Tahoe Airport related to executive hangar development at the Airport. Our focus on the *business aspects* of airports meets all of the needs and expectations set forth in the RFP.

Based upon our diversity of experience among staff, we have the extensive backgrounds that allow us to immediately provide an in-depth study of the prospectus for the Airport's development of executive hangars, as well as the alternative of soliciting third-party developers to enter into a ground lease with the District. This analysis would evaluate both the short and long-term "pros and cons" of the different development alternatives, to include return on investment estimates on both scenarios. We have the capability to research, recommend and defend all scope items identified in the RFP, and we complete all of our assignments within the time frame and budgets allocated. A detailed listing of various references is provided in this document, as well as detailed Curriculum Vitae for each member of the team that will be involved in the project to be engaged by the District.

*Airport Business Solutions* has extensive experience in the West and Southwest regions of the U.S. with a listing of a few of the project airports later in this document. Over the past 10 years, the company has completed multiple projects for airports and aviation businesses, to include to hundreds of projects specifically relating to the services set forth in the RFP.



Minden-Tahoe Airport

In addition, it is significant to note that *ABS Aviation*, an affiliated company, successfully manages the Minden-Tahoe Airport on behalf of Douglas County, which located in west-central Nevada approximately 26 nautical miles southeast of TRK. Utilizing our expertise in the business of airport management, we were able to make this airport self-sustaining and have maintained that sustainability for the past four years. **In fact, the Minden-Tahoe Airport is the only financially self-sustaining general aviation airport in the State of Nevada.** This hands-on experience and our success stories will be invaluable in addressing the various scope items set forth in the RFP.

### ***Key Personnel***

*Michael A. Hodges, MAI – President/CEO*

Specializing in airport and aviation business real estate and management issues for over two decades, Michael will ensure that the Truckee project meets the quality and best business practices required by the District and airport management. His expertise includes FBO and airport management, financial oversight, real estate development and valuation, airport leases, personnel issues, and strategic business planning of both airports and airport related businesses. Michael will be the project manager for all assignments associated with the Truckee-Tahoe Airport.

*Roberta "Bobbi" Thompson, CAE*

Bobbi's background is comprised of nearly 50 years of diverse aviation experience including direct control of a family-owned chain of FBOs in the Dayton, Ohio area, as well as the management of Los Angeles County's five airports under a private management contract. Bobbi's diverse aviation background also includes flight operations, charter, air show development and management, FAA contracting, and other regulatory issues, personnel management, and budgeting. Because of her on-going management experience at the Minden-Tahoe Airport, plus her experience with the FAA and the airports she previously managed in California, Bobbi will have a significant role in addressing the best business practices of the airport, specifically those related to business



development, market opportunities, and financial solvency. Since taking over at Minden, Bobbi has helped transform the Airport into the only self-sustaining general aviation airport in the State of Nevada. She has an excellent relationship with the FAA's Western Region and has been successful at obtaining millions of dollars in Federal grants at MEV over the past three years.

*Randy D. Bisgard*

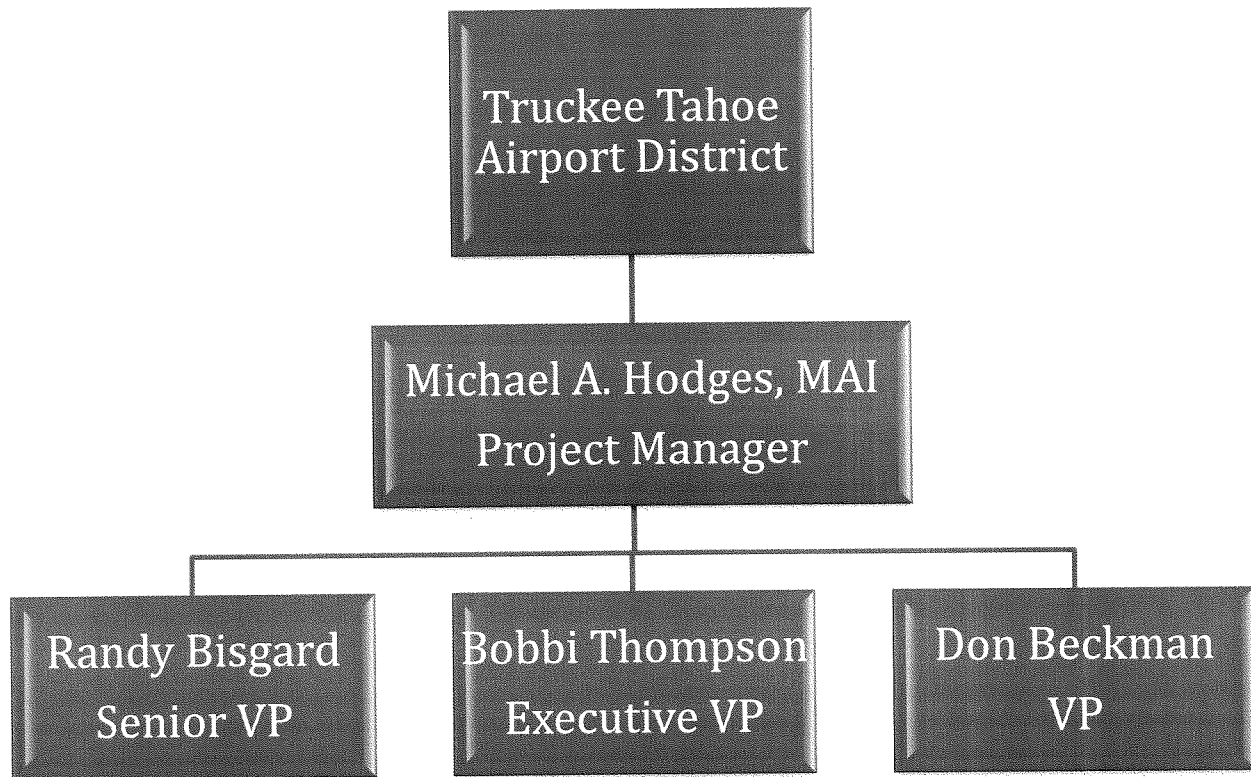
Randy has worked within the aviation industry for over 40 years including direct employment with the major FBO chain Combs Gates (now known as Signature Flight Support), Jet Aviation of America, and Integrated Airline Services. He has been involved in FBO management, operations, marketing, facility design/development and employee training. Much of Randy's time involved in FBO operations was at a Part 139 air carrier airport where he had direct responsibility for personnel who handled airline and air cargo ground handling. Randy has also been involved in extensive airport market studies, business planning, risk analysis, and other strategic airport and airport business-related forecasting.

*Donald W. Beckman*

Don has over 25 years experience in FBO/airport management, ramp operations, safety/training and security issues. Over his career, Don has worked for Combs Gates (now Signature Flight Support), Jet Aviation of America, Trajen Flight Support, Integrated Airline Services, and most recently, Atlantic Aviation. During Don's career, he has also been heavily involved in all business, safety and regulatory aspects of airports and aviation businesses.

A complete Curriculum Vitae for each of the above referenced project personnel is included in the Appendix of this document.

***Organizational Chart***



***PROJECT APPROACH***

The presentation of our findings and recommendations relating to executive hangar development at the Truckee-Tahoe Airport must contain clearly identifiable justification and supporting research, as well as options and/or alternative activities. Most importantly, it is imperative that the recommendations are reasonable and achievable and can be readily implemented at the Airport. Development alternatives must be considered predicated upon the best interest of the District/Airport and must allow it to reach its goals and objectives of achieving a financially self-sustaining and "business/user friendly" environment that provide the District and Airport with the greatest opportunity for long-term financial and operational success.

In addition to the baseline financial analysis of the various alternatives, a key aspect of this analysis will be the assessment of both market demand and market pricing for executive hangar facilities in the competing region. While the District has proposed various hangar sizes in the RFP,

it will be imperative for the selected consultant to insure that these proposed hangar sizes adequately and appropriately meet the demand for such facilities at TRK, as well as providing the greatest financial return. This return analysis will not only assess the various development costs, but also the current and prospective rental rates and demand drivers that may impact the viability of the development both in the short and long-term.

The consultant is cognizant of two additional Requests for Proposal issued by the Truckee Tahoe Airport District, both due on December 31, 2014. These two RFPs are for consultants to 1) evaluate the demand drivers for aircraft utilization at the Airport, and 2) develop Primary Management and Compliance Documents for the Airport that will drive the organized, effective and efficient development of the Airport for years to come. Both of these projects are deemed to be integral to the assessment of the executive hangar development at TRK, as the demand drivers for other elements of the Airport will also impact the demand for hangars, while the policy documents will contribute to the potential requirements imposed on a third-party developer of hangars, either in conjunction with the currently proposed project, or future development projects. As such, *Airport Business Solutions* also intends to respond to those RFPs, and will provide an alternative fee schedule for this project is selected to complete one or both of those additional projects.

## ***PROJECT REFERENCES***

As noted herein, *Airport Business Solutions* has performed multiple projects similar to those requested by the Truckee Tahoe Airport District, both within the State of California and throughout the United States. The following is a list of client references demonstrating the breadth of our expertise and satisfaction of our clients relative to our professionalism and industry knowledge. (It is significant to note that certain references are no longer in positions at the same airports where projects were previously completed. Other State of California project references are currently retired or out of the aviation field, or were for private entities.)

Mr. Gary Schmidt  
Director of Reliever Airports  
Metropolitan Airports Commission  
6040 28th Avenue South  
Minneapolis, Minnesota 55450-2799  
(612) 726-8135  
[gschmidt@mspmac.org](mailto:gschmidt@mspmac.org)

Mr. Richard V. White, A.A.E.  
Director of Properties  
Memphis-Shelby Co Airport Authority  
2491 Winchester Road, Suite 113  
Memphis, Tennessee 38116-3856  
(901) 922-8031  
[richardw@mscaa.com](mailto:richardw@mscaa.com)

Ms. Maureen Riley  
Executive Director  
Salt Lake City Department of Airports  
P.O. Box 145550  
Salt Lake City, Utah 84114  
(801) 575-2408  
[maureen.riley@slcgov.com](mailto:maureen.riley@slcgov.com)

Mr. John Rauback, MBA, A.A.E.  
Assistant Executive Director  
Savannah/Hilton Head International Airport  
400 Airways Avenue  
Savannah, Georgia 31408  
(912) 964-0514  
[jrauback@savannahairport.com](mailto:jrauback@savannahairport.com)

It should be noted that **Airports Business Solutions** has never failed to complete any projects awarded to the company, nor have we ever defaulted on a contract.

## ***COMPENSATION, PROJECT TIMELINE AND DELIVERABLES***

Based upon the scope of work identified in the RFP, as well as the standard hourly rates of principals and staff, we anticipate a project cost of approximately \$15,500, plus travel and project-related expenses. Said travel and project-related expenses will be passed-through at cost plus a 5% administrative fee. While we anticipate that a single site visit will be sufficient for completing the necessary on-site due diligence, we feel it is more viable to address such expenses separately to allow the District to request additional on-site meetings if they feel they are appropriate. If the District would prefer a fixed not-to-exceed fee inclusive of expenses, we would require some specific travel/meeting parameters set forth by the District in order to provide such a fee quote.

As previously noted, we are cognizant of two additional Requests for Proposal issued by the Truckee Tahoe Airport District, both due on December 31, 2014. These two RFPs are for consultants to 1) evaluate the demand drivers for aircraft utilization at the Airport, and 2) develop Primary Management and Compliance Documents for the Airport that will drive the organized, effective and efficient development of the Airport for years to come. Both of these projects are deemed to be integral to the assessment of the executive hangar development at TRK, as the demand drivers for other elements of the Airport will also impact the demand for hangars, while the policy documents will contribute to the potential requirements imposed on a third-party developer of hangars, either in conjunction with the currently proposed project, or future development projects. *Airport Business Solutions* intends to respond to these RFPs, and will commit to reducing our fee on this project by 20% if selected to complete one or both of the other projects. In addition, travel and project-related expenses would also be reduced given the ability to consolidate site visits for multiple projects.

Although subject to modification once the final scope of work is defined, it is anticipated that the Executive Hangar Financial, Site and Feasibility Study could be completed within 60 days from finalization of the scope and written authorization to proceed. Deliverables would reflect an Executive Summary document outlining our recommendations relative to both development alternatives, as well as the return expectations and proposed rates and charges for the hangar project. The final document scope can be better refined in coordination with the project scope.

***Airport Business Solutions*** does not have an excess of projects, or anticipate an excess of projects over the near term, that would have any negative impact on our ability to complete this project in a timely and comprehensive basis.

***APPENDIX***

***ABS Company Overview***

***ABS Key Personnel Curriculum Vitae***

***Partial Airport Client Listing***

***Additional References***

## ***APPENDIX***

## COMPANY OVERVIEW

*Airport Business Solutions* was created to provide valuation and consulting services to the aviation industry. Upon discovering that most real estate professionals lacked an understanding of the unique characteristics of airport-based properties as compared with standard real estate projects, *Airport Business Solutions* was formed to offer their extensive experience in the valuation of airports and aviation-related properties such as fixed base operations, corporate hangar developments, air cargo facilities, control towers, and terminal facilities, to airports and their tenants throughout the United States. Through the addition of several diversely experienced staff members with extensive backgrounds in airport management and operations, air cargo development and operations, as well as FBO management and operations, *Airport Business Solutions* expanded to offer such services as leasehold, business/going-concern, and equipment valuation, financial self-sufficiency analysis, revenue enhancement, RFP development and evaluation, interim airport and FBO management, market and operational assessments, and various site selection services. In addition, we also provide such services as, buyer and seller representation services, personnel recruitment, fuel farm development, and environmental compliance and assessment issues. *Airport Business Solutions* is also highly skilled and experienced in the analysis of air cargo facilities and operations, having completed numerous facility and ground handling assessment for clients worldwide. Analyses have ranged from detailed market assessments for institutional grade investors, market studies for international airlines looking to expand operations, and site assessments and lease negotiations for expanding U.S. cargo operations.

In addition to the foregoing, the Company has been very active in the development of property -related rates and fees, Minimum Standards, airport rules and regulations, standardized lease documents, general aviation rates and charges analysis, Leasing Policies, and Rates and Charges Policies for airports throughout the country. Furthermore, given our general appraisal foundations, we also offer the expertise to analyze various ancillary facilities situated on an airport such as hotels, parking garages, rental car facilities, terminal support facilities, etc. *Airport Business Solutions* is also recognized for our extensive experience in the analysis and valuation of "through-the-fence" access rights and the development of access agreements and fee structures for through-the-fence projects.



Our Environmental Division offers such services as environmental due diligence, compliance audits, GIS implementation and management, storage tank removal and closure assessments, environmental health and safety training, fuel facility audits and design, permitting and construction management of new fuel systems, and fuel facility operation and maintenance training programs. Clients include both fixed base operators, airports, and various corporate clients.

The President and Founder of ***Airport Business Solutions***, Michael A. Hodges, MAI, has been published and quoted on numerous occasions in various trade publications on issues such as the valuation of aviation facilities and businesses, percentage leases, lease adjustment mechanisms, various issues impacting the aviation industry with regard to lease negotiation and lease structure, and the impact of the FAA's final rates and charges policy on general aviation. Furthermore, a handbook written by Mr. Hodges addressing numerous issues in lease negotiation entitled *Guidelines for Successful General Aviation Rates and Charges Negotiation*, was distributed as part of an issue of ***airport business***. Mr. Hodges has been a speaker at various conventions/seminars sponsored by aviation organizations such as the National Air Transportation Association (NATA), American Association of Airport Executives (AAAE), and several State aeronautical associations. He is also an active member of NATA and AAAE, and serves on the NATA Airports Committee and AAAE GA Airport Committee.

Furthermore, along with Ms. Bobbi Thompson, C.A.E., Mr. Hodges presents an annual workshop for AAAE entitled *Essentials of Airport Business Management*. The workshop is basically an "Airports 101" course, as it covers all the basic aspects of airport management and development, and focuses on ways that airports can maximize their revenue opportunities through creative lease structures and alternative revenue sources, as well as providing an overview on a variety of management and operational issues faced by airport management, to include Minimum Standards, rates and charges policies, leasing policies, self-fueling issues, and rules and regulations.

In conclusion, ***Airport Business Solutions*** offers the unique blend of valuation, management and operational backgrounds, as well as extensive hands-on experience in the aviation field. This ultimately provides a more thorough and accurate analysis of airports and aviation-related projects involved in lease negotiation, acquisition, leasehold and business valuation, financial analysis, litigation, site evaluation and selection, and bankruptcy. Our diverse staff and resources, years of



experience, exposure to a variety of facilities through our database of over 1,500 airports, and understanding of the viability of various revenue generation systems, provides ***Airport Business Solutions*** with the ability and expertise to analyze complex aviation projects which demand extensive research, analysis, and the conveyance of conclusions either through in-depth personal presentations, or well-documented and fully-supported, comprehensive reports. Furthermore, our experience and knowledge of the FAA's Grant and Sponsor Assurances, the FAA's final rates and charges policy, and diverse staff knowledgeable in FBO, cargo, and airport operation and management yields the exclusive background necessary to provide litigation support, as well as offering assistance with numerous issues to include valuation, site analysis and selection, project development and management, business plan development, start-up assistance, market and operational assessment, environmental compliance, and market rent analysis.

## CURRICULUM VITAE

**NAME:** Michael A. Hodges, MAI  
**TITLE:** President/CEO  
**FIRM NAME:** ABS Aviation Consultancy, Inc. d/b/a  
Airport Business Solutions  
**ADDRESS:** 12950 Race Track Road, Suite 206  
Tampa, Florida 33626-1307  
**PHONE:** (813) 855-3600

### EDUCATION

Graduate of the University of Tennessee with a Bachelor of Arts Degree - Major in Philosophy.

### PROFESSIONAL AND TECHNICAL COURSES

Currently certified in the program of continuing education as required by the Appraisal Institute.

Completed requirements for MAI member designation of the Appraisal Institute to include peer review of appraisal assignments, completion of a demonstration appraisal report on an income-producing property, experience rating, and educational courses.

Attended numerous professional courses and seminars relative to real estate appraisal such as Capitalization Theory and Techniques, Case Studies in Real Estate Valuation, Real Estate Appraisal Principles, Basic Valuation, Residential Valuation, Investment Analysis, Standards of Professional Practice, and Report Writing and Valuation Analysis, as presented by the American Institute of Real Estate Appraisers and the Appraisal Institute.

### BACKGROUND AND EXPERIENCE

President and CEO of *ABS Aviation Consultancy, Inc. d/b/a Airport Business Solutions (ABS)*, a diverse aviation valuation and consulting firm which specializes in the analysis of airports, fixed base operations, and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold and going-concern valuation, and bankruptcy, as well as providing specialized airport management consulting, to include policy development, to airports of all sizes. Additional expertise offered in the area of financial self-sufficiency analysis for general aviation airports and through-the-fence access agreements and operations.



## *BACKGROUND AND EXPERIENCE (Continued)*

*ABS* has provided a myriad of services to airports throughout North and South America, Asia, and Europe. Using our extensive and diverse experience, *ABS* has assisted airports throughout the world in such areas as business plan development and implementation, concessions planning and management, air cargo assessments, airline agreement negotiation, terminal design analysis, parking assessment, rental car analysis, general aviation operations and management, non-aeronautical land development, financial modeling, and full or partial airport privatization assessments.

President and CEO of *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Vice President and Part Owner in the firm of Hodges, McArthur, & Dunn, P.C. Real Estate Appraisers and Consultants from 1990 through 1995. Hodges, McArthur and Dunn, P.C. was a full-service real estate appraisal and consulting firm with offices in Knoxville, Nashville, and Memphis, Tennessee, and Atlanta, Georgia. Responsibilities included appraisals, general feasibility studies, and market analyses on a variety of property types involved in financing, acquisition, condemnation, bankruptcy, litigation, and estate valuation.

Founder and President of HMD Aviation Appraisal Group in 1994, a division of Hodges, McArthur & Dunn, P.C. HMD Aviation Appraisal Group was a real estate appraisal and consulting firm which specialized in the valuation of the real estate aspect of fixed base operations and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold valuation, and bankruptcy.

Staff Appraiser with Hodges and Wallace Appraisal Associates from 1982 through 1990. Responsibilities included research, appraisals, general feasibility studies and market analyses on a variety of property types involved in financing, acquisition, condemnation, bankruptcy, litigation, and estate valuation.

## *COURT EXPERIENCE*

Qualified as an expert witness in various courts in Florida, Georgia, Tennessee, Kentucky, Arizona, Colorado, and California on various valuation, management, financial and operational issues on airports, aviation businesses and aviation-related properties.

## *TERRITORY*

*Airport Business Solutions* is based in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm has completed a variety of assignments throughout the United States, Asia, Europe and Latin America, to include valuation, consultation, and miscellaneous advisory services.



## *AFFILIATIONS AND DESIGNATIONS*

Elected to Membership in the Appraisal Institute with an MAI designation on April 20, 1994 - Member No. 10,333.

State of Florida - Certified General Appraiser - License No. RZ2770

Pennsylvania State Certified General Appraiser - Certificate No. GA-001626-R

State of Georgia - State Certified General Real Property Appraiser - License No. CG004018

Member of the Appraisal Institute's Young Advisory Council in 1994, 1995 and 1996

Corporate Member of the National Air Transportation Association (NATA)

Corporate Member of the American Association of Airport Executives (AAAE)

Member of AAAE's Non-Hub/GA Airport Committee

Member of NATA's Airports Business Committee

Corporate Member of the National Business Aviation Association (NBAA)

## CURRICULUM VITAE

**NAME:** Roberta "Bobbi" Thompson, C.A.E.

**TITLE:** Executive Vice President

**FIRM NAME:** ABS Aviation Consultancy, Inc. d/b/a  
Airport Business Solutions

**ADDRESS:** 5601 Rahn de Vue  
Dayton, Ohio 45401

**PHONE:** (239) 980-5114

### EDUCATION

Graduate of Ohio State University with a Bachelor of Science Degree - Major in Aviation Management

### PROFESSIONAL AND TECHNICAL COURSES

Certified Airport Executive (C.A.E.) by the Southwest Chapter of the American Association of Airport Executives

Multi-Engine Pilot with over 3,500 hours as pilot-in-command. Federation Aeronautique Internationale *Diplome de Record*

Numerous professional training programs for airport management and operations, including aviation technical and aviation financial courses. Completed Aircraft Rescue and Firefighting Training course.

Environmental technical training programs including: Storm Water Pollution Prevention Plan permits and permit applications, environmental compliance programs with special emphasis on audits for airports, underground storage tanks, navais, air traffic control towers and construction planning. Occupational Safety and Health compliance training for a variety of airport applications. Pollution Prevention evaluation and application training

### BACKGROUND AND EXPERIENCE

Executive Vice President with *Airport Business Solutions*, a diverse valuation and consulting firm headquartered in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm specializes in the analysis of airports, fixed base operations, and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold and going-concern valuation, and bankruptcy, as well as providing rates and charges analysis and policy development on general aviation facilities. Additional expertise offered in the areas of airport privatization and financial self-sufficiency analysis for general aviation airports.



## *BACKGROUND AND EXPERIENCE (Continued)*

Executive Vice President of *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Senior Program Manager for JAYCOR Environmental from 1994 to 1997. JAYCOR is a government contractor. Had direct responsibility for all aviation related projects, to include managing national, regional and local projects for the Federal Aviation Administration. Completed environmental and safety compliance audits at over 1,100 FAA facilities in two years. The audits included in-depth analysis, recommended solutions and cost projections.

Director of Airport Services for COMARCO in the private contract management of five Los Angeles County-owned airports from 1991 to 1994. Duties included planning, organization, administration, coordination, operations and maintenance of all five airports. Additional responsibilities included property development, lease management, lease negotiations, land use planning, grant applications, construction projects, community relations, tenant interactions, and budget preparation and financial management.

Director of Aviation Programs for Osource Environmental from 1989 to 1991. Project Manager for deicing study at O'Hare International Airport and multiple underground storage tank projects including closures and remediation task at airports across the country.

President of Aviation Sales, Inc. from 1978 to 1989, a 55-employee fixed base operation with two locations in Ohio. One is located on an international airport, while the second is situated on a general aviation reliever airport. The position also required serving in the capacity of Airport Manager at the reliever airport.

## *TERRITORY*

*Airport Business Solutions* is based in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm has completed a variety of assignments throughout the United States, Asia, Europe and Latin America, to include valuation, consultation, and miscellaneous advisory services.

## *AFFILIATIONS AND DESIGNATIONS*

Member of American Association of Airport Executives (AAAE)  
Member of AAAE's Non-Hub/GA Airports Committee and Environmental Committee  
Member of the National Air Transportation Association (NATA)  
Board of Directors of the National Air Transportation Association - 1986 through 1989  
Member of NATA's Airports Business Committee  
Member of the Air Force Association  
Member of the National Aeronautic Association  
White House Delegate on Small Business  
Who's Who in American Women and Who's Who in Business & Finance



## CURRICULUM VITAE

**NAME:** Randy D. Bisgard  
**TITLE:** Senior Vice President  
**FIRM NAME:** ABS Aviation Consultancy, Inc. d/b/a  
Airport Business Solutions  
**FIRM ADDRESS:** 201 S. Gilpin Street  
Denver, Colorado 80209-2612  
**PHONE:** (303) 744-0261

### EDUCATION

Attended Metropolitan State College of Denver – Achieved three years towards degree and major in Aviation Management. Interest and minors also included the areas of Architectural Drawing, Meteorology, and Business.

Attended numerous aviation related training and personal development programs through employers and industry trade associations.

Hold Private Pilot Certificate – Single Engine Land

### BACKGROUND AND EXPERIENCE

Senior Vice President with *Airport Business Solutions*, a diverse valuation and consulting firm headquartered in Tampa, Florida, with satellite offices in Dayton, Ohio and Denver, Colorado. The firm specializes in the valuation and analysis of airports, fixed base operations, and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold and going-concern valuation, and bankruptcy, as well as providing rates and charges analysis and policy development on general aviation facilities. Additional expertise offered in the areas of airport privatization and financial self-sufficiency analysis for general aviation airports.

Senior Vice President and Director of Training for *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Mr. Bisgard is a professional advisor to aviation management providing expertise in the area of facility design/development, financial analysis, valuation studies, marketing, advertising, and training. His career as a problem solver includes over 30 years continuous employment in the aviation industry including 16 years at an international air carrier airport.





## BACKGROUND AND EXPERIENCE (Continued)

Director of Training for Integrated Airline Services, a national cargo handling company. Responsible for operational control of all safety and training functions for a nationwide network of 24 airline and cargo handling stations. Provided the development and overview of training and operations manuals, training procedures, "train-the-trainer" programs, and employee testing/certification. Developed a safety orientation and mentoring plan for new employees entitled the *BuddySafe System*. This program addresses personal safety and ramp awareness issues.

Senior Associate with Aviation Resource Group International - Consulted with aviation service company clientele regarding various business and operational issues such as facility design and development, operational reviews, financial analysis, valuation studies, regional market studies, and marketing and advertising. Conducted all marketing and advertising activities including the coordination of the firm's trade show and convention activities, resulting in a continuous expansion of client base every year.

Senior Associate with the Aviation Training Institute - Wrote, produced, and managed the development of a nine-module comprehensive video-based aviation safety and customer service training program. This award-winning program is recognized as the industry standard for ramp safety training and has contributed to a substantial reduction in employee turnover and ramp accidents for ATI clientele. Initiated training program development budget, and ultimately managed the sale and distribution of multiple training products to hundreds of aviation businesses around the world.

Corporate Manager of Marketing for Jet Aviation Denver, Inc.- Direct supervision of all customer service and facilities personnel. Developed additional customer base in the area of fuel sales to corporate flight departments. Established competitive fuel pricing structures and extensive direct mail and telephone call campaigns resulting in improved departmental revenues.

Corporate Manager of Marketing for Jet Aviation America - Responsible for system-wide corporate marketing that included over 20 domestic and international locations. Developed a new trade show display, new corporate brochure, pilot handouts, corporate slide presentation, and a new media advertising campaign which resulted in the repositioning of Jet Aviation as a major competitor in the U.S. marketplace.

Manager of Marketing/Construction Development for Jet Aviation - Responsible for image and facility redevelopment of the former Atlas Aircraft facility in Denver via a new marketing campaign, collateral materials, and new facilities. He also served as the Project Manager on a multi-million dollar facility improvement package which included a new 10,000 square foot executive terminal and 300,000 square feet of ramp and site improvements. Responsibilities included design development work, direct interface with architects and engineers, the selection of a general contractor, construction monitoring in the field, and controlling the disbursement of funds.

## *BACKGROUND AND EXPERIENCE (Continued)*

Director of Marketing Services at Combs Gates Denver - Managed the advertising and marketing support for the FBO division of the Gates Learjet Corporation, including media advertising, collateral materials, direct mail, promotional programs, and trade show activities. In addition, he was the Corporate Training Director and standardized the training programs and procedures for all Combs Gates locations. He developed and produced a seven-part audio-visual line service-training program for in-house use, and also produced a non-proprietary line-training program that was marketed to other aviation service organizations.

## *TERRITORY*

*Airport Business Solutions* is based in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm has completed a variety of assignments throughout the United States, Asia, Europe and Latin America, to include valuation, consultation, and miscellaneous advisory services.

## *AFFILIATIONS AND DESIGNATIONS*

National Business Aviation Association

American Association of Airport Executives

National Air Transportation Association

Aircraft Owners & Pilots Association

National Safety Council

American Society for Training and Development

## CURRICULUM VITAE

**NAME:** Donald W. Beckman

**TITLE:** Vice President

**FIRM NAME:** ABS Aviation Consultancy, Inc. d/b/a  
Airport Business Solutions

**ADDRESS:** 7032 Turweston Lane  
Castle Pines North, Colorado 80108

**PHONE:** (303) 663-3618 or (303) 324-2453

### EDUCATION:

Graduated with Bachelor of Science/Aviation Management Degree from Metropolitan State College, Denver, Colorado, 1994

Attended numerous aviation, safety, and personal development training programs through employers and industry trade associations, including OSHA and aviation fuel supply companies.

Hold Private Pilot Certificate – Single Engine Land

### BACKGROUND AND EXPERIENCE

Vice President with *Airport Business Solutions*, a diverse aviation valuation and consulting firm which specializes in the analysis of airports, fixed base operations, and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold and going-concern valuation, and bankruptcy, as well as providing specialized airport management consulting, to include policy development, to airports of all sizes. Additional expertise offered in the area of financial self-sufficiency analysis for general aviation airports.

Vice President and Training Coordinator for *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Professional advisor to aviation management with expertise in the areas of FBO operations training, safety, facility and operation valuations, and financial analysis. His 25+ years of aviation experience include general and commercial operations, with over 20 years at international air carrier airports.

## BACKGROUND AND EXPERIENCE (Continued)

Director of Training for Atlantic Aviation/Trajen FBO Network, a national FBO chain. Responsible for development of standardized training plans and programs including a documentation system for all line service employees at over sixty-seven US facilities. Coordinated training events for Site Trainers and Supervisors. Conducted training sessions for all new sites and new Site Trainers. Developed and produced monthly safety newsletter. Participated on accident review board. Wrote and distributed Training and Safety Bulletins following all accidents and "Near-miss" events.

Director of Safety and Training for Integrated Airline Services, a national air cargo and commercial airline ground handling firm. Developed safety and training standards with accompanying materials for cargo and airline personnel. Performed analysis of aircraft, ground support equipment accidents and personnel injuries with recommendations for preventative action. Performed accident mitigation loss control for all aircraft-related accidents. Developed, maintained and revised company policy and procedures manuals.

Training Manager and Consulting Associate for Aviation Resource Group, International. Co-wrote and participated in the production and development of a nine module, aviation based program (Professional Line Service Training) and related curriculum for aircraft service personnel. Sold and marketed industry recognized Professional Line Service Training ("P.L.S.T.") program (now identified as the *Safety 1st* program) at trade shows and through general marketing initiatives. Conducted training needs analysis and on-site training for clients. Completed valuations of client operations.

Ramp Service Supervisor/Customer Service Agent for Federal Express. Responsible for the efficient and safe handling of air cargo parcels while operating numerous types and sizes of ground support equipment. Responsible for the receipt, handling and tracking of domestic and international customer packages while handling large cash transactions in a fast-paced, time-sensitive environment.

Operations Manager for Jet Aviation Denver, Inc. Responsible for providing quality service to aircraft operators while hiring, managing, training, and scheduling of over forty line service personnel with the fuel servicing of over 200 daily commercial airline flights. Assured compliance with military contract requirements while ensuring proper fuel inventory and quality control procedures. Coordinated fueling and ground service support requirements for corporate, air carrier, air cargo and military aircraft. Developed Standard Operating Procedures (SOP) for deicing and ground handling for large commercial airline charter operations.

Line Service Training Manager for Combs-Gates, Inc. Responsible for selling, marketing and updating of industry recognized Professional Line Service Training ("P.L.S.T.") program. Assisted Corporate Marketing Director with development and implementation of company in-house line service training program. Provided initial and recurrent training for line service personnel.

## *TERRITORY*

*Airport Business Solutions* is based in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm has completed a variety of assignments throughout the United States, Asia, Europe, Latin America and the Caribbean, to include valuation, consultation, and miscellaneous advisory services.

## *AFFILIATIONS AND DESIGNATIONS*

National Business Aviation Association

American Association of Airport Executives

National Air Transportation Association

Aircraft Owners & Pilots Association

National Safety Council

American Society for Training and Development

## PARTIAL AIRPORT CLIENT LIST

Metropolitan Knoxville Airport Authority - Knoxville, Tennessee  
Memphis-Shelby County Airport Authority - Memphis, Tennessee  
Regional Airport Authority of Louisville and Jefferson County - Louisville, Kentucky  
Milwaukee County Department of Public Works - Airport Division - Milwaukee, Wisconsin  
City of Mesa, Arizona  
Port of Portland, Oregon  
City of Redding, California  
City of Kissimmee, Florida  
City of Scottsdale, Arizona  
City of Pensacola, Florida  
San Bernardino County - San Bernardino, California  
Lee County Port Authority - Fort Myers, Florida  
Metropolitan Airports Commission - Minneapolis-St. Paul, Minnesota  
Waukesha County, Wisconsin  
City of Philadelphia Division of Aviation - Philadelphia, Pennsylvania  
City of Santa Barbara, California  
DuPage Airport Authority - West Chicago, Illinois  
Clark County Department of Aviation - Las Vegas, Nevada  
DeKalb County, Georgia (DeKalb Peachtree Airport)  
City of Kansas City Aviation Department - Kansas City, Missouri  
Klamath Falls International Airport - Klamath Falls, Oregon  
City of Chicago - Chicago, Illinois  
San Diego County Regional Airport Authority - San Diego, California  
Jackson County Airport Authority - Medford, Oregon  
Sebring Airport Authority - Sebring, Florida  
Columbus Municipal Airport Authority - Columbus, Ohio  
City of Chandler, Arizona  
State of Oregon  
Salt Lake City International Airport - Salt Lake City, Utah  
City of Phoenix, Arizona  
Jackson Hole Airport Board - Jackson, Wyoming  
Fort Wayne-Allen County Airport Authority - Fort Wayne, Indiana  
City of Battle Creek, Michigan (W. K. Kellogg Airport)  
Toledo-Lucas County Port Authority - Toledo, Ohio  
City of Lake Havasu, Arizona  
City of Yuma, Arizona  
Town of Marana, Arizona  
Greenville Spartanburg Airport Commission - Greer, South Carolina  
City of San Diego, California  
Glynn County Airport Commission - Brunswick, Georgia  
Town of Schaumburg, Illinois  
Napa County, California  
Metropolitan Nashville Airport Authority - Nashville, Tennessee  
Wichita Airport Authority - Wichita, Kansas  
City of Dallas, Texas  
Easton Airport/Newnam Field - Easton, Maryland

## AIRPORT REFERENCES

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Deputy Director of Aviation  
Property Management and Business Development  
City of Philadelphia Division of Aviation  
Philadelphia International Airport  
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Mr. Mike Van Wie, A.A.E.  
Airport Director  
DeKalb Peachtree Airport  
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Mr. Richard V. White, A.A.E.  
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Memphis-Shelby County Airport Authority  
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Memphis, Tennessee 38116-3856  
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Aviation Director  
San Antonio Airport System  
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Mr. Greg Kelly, A.A.E.  
Executive Director  
Savannah/Hilton Head Int'l Airport  
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Ms. Maureen Riley  
Executive Director  
Salt Lake City Department of Airports  
P.O. Box 145550  
Salt Lake City, Utah 84114  
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Mr. Dan Mann, A.A.E.  
Executive Director  
Columbia Metropolitan Airport  
P.O. Box 280037  
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[D.Mann@columbiaairport.com](mailto:D.Mann@columbiaairport.com)



133 Aviation Boulevard  
Suite 100  
Santa Rosa, CA 95403  
707.526.5010  
meadhunt.com

December 19, 2014

Truckee Tahoe Airport District  
Attention: Kevin Smith, General Manager  
10356 Truckee Airport Road  
Truckee, CA 96161

RE: Aviation Management Consulting Services – Box Hangar Project

Dear Mr. Smith and Selection Committee Members:

The proposed Truckee Tahoe Airport Box Hangar Project offers an exciting opportunity for the Airport to study the possibility of building hangars or alternatively leasing land for private construction to satisfy the current demand for executive hangars.

Our clients are constantly looking for new ways to maximize return from the use of their facilities by improving space utilization and marketability. This project will require a team with proven success in feasibility analysis and airport investment evaluation to work with the Truckee Tahoe Airport District (TTAD) to advise on how to develop this project to maximize return for TTAD and the community it serves.

As a national aviation consulting firm with over 70 years of airport expertise, Mead & Hunt brings a strong background of hangar and aviation-related experience to your project. Additionally, we offer intimate knowledge of the Airport and staff having recently completed the Airport Master Plan and currently performing preliminary design, cost and site selection for Hangar 3.

To further enhance our capabilities, we have added Aviation Management Consulting Group (AMCG) to our team. They are demonstrated experts in providing general aviation airports market assessments, feasibility studies and financial analyses. The Mead & Hunt team has a proven track record of advising our clients on the benefits and risks of real investment options.

The Mead & Hunt team will bring the following strengths:

- **Expertise in executive hangars.** The Mead & Hunt team brings the experience of having been involved in a multitude of hangar projects. Beyond aircraft storage, other multi-use experience includes a film studio, office spaces, meeting halls, maintenance facilities and training facilities. We are facile at delivering these complex programs.
- **Financial analysis:** Our team are experts in financial analysis and market assessments at GA airports across the country.
- **Full-service capabilities.** The Mead & Hunt team has the capabilities to provide all of the necessary architectural, site, environmental and engineering needs for this project. Our project portfolios will allow you to draw upon a history of successful hangar projects.
- **Knowledge of the Airport.** We have been working at Truckee Tahoe Airport in the development of the master plan and Hangar 3 project. We understand the Airport and are well-suited for site analysis and traffic impact studies.



We recognize the goal of this project is to produce data and guidance to support the TTAD's decision-making in whether to construct executive hangars or lease the land to private developers. The Mead & Hunt team will deliver a quality product in a timely fashion through our comprehensive design and engineering capabilities, financial analysis and through the personal attention this project will require.

We value the relationship we have established with TTAD from our previous work on the Master Plan and Hangar 3 project. We look forward to the opportunity to discuss this project with you in greater detail.

Respectfully submitted,

Mead & Hunt, Inc.

A handwritten signature in blue ink, appearing to read "Jon J. Faucher", is positioned above the printed name and title.

Jon J. Faucher  
Vice President



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# QUALIFICATIONS AND CAPABILITIES

## CORPORATE PROFILE



### WHO WE ARE

Mead & Hunt is an employee-owned firm with more than 500 employees in 32 offices nationwide. We have been serving clients in both the public and private sectors since our founding in 1900.

Our firm has built a long-standing reputation for designing cost-effective, visually pleasing and energy efficient airport facilities. An earnest consideration of maintenance and operations is a hallmark of our work. Our airport projects feature state-of-the-art design capable of meeting the ever-changing needs of the industry. With architectural and engineering services in-house, we take an integrated design approach.

- Mead & Hunt is one of the fastest growing architectural, engineering and planning firms in the nation.
- *Engineering News Record* has ranked Mead & Hunt as a top 500 A/E design firm and a "Top 25 in Airports" firm for several consecutive years.
- Received the American Association of Airport Executives' Corporate Cup of Excellence award.

### RESPONSIVE

Effective and responsive service is what we provide. Strong two-way communication is imperative to the success of our projects. We place the utmost importance on listening to and understanding your needs; together, we determine the best possible solution. The depth of our staff allows us to keep projects on schedule and within budget.

### EXPERIENCED

Our record of successful project execution and ability to provide continuity and quality of service is important to you. Our multidiscipline personnel are experienced professionals able to provide top-of-the-line architecture, engineering and scientific solutions for your most challenging projects. Mead & Hunt's principals are highly qualified, dedicated and fully involved in providing experienced leadership in undertaking your projects.

### INNOVATIVE

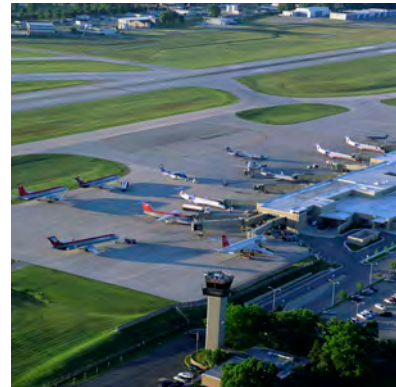
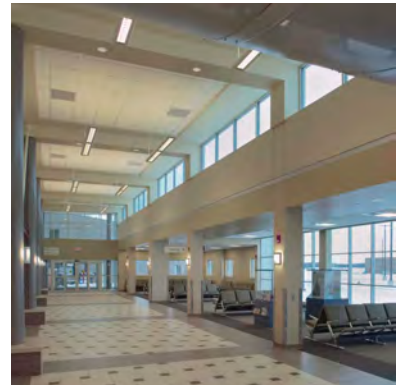
To meet our country's aggressive and changing needs, Mead & Hunt is continually expanding to offer innovative engineering, planning and design services to meet a multitude of challenges. Annually, we are nominated for and win industry and trade awards for the creative solutions we provide clients.

### WHAT WE DO BEST

Mead & Hunt is one of the fastest growing architectural, engineering and planning firms in the nation.

Our aviation services include:

- Airport design/engineering
- Architecture
- Business and financial planning
- Construction administration and inspection
- Historical and cultural resource studies
- Land use compatibility
- Military facilities
- Security
- Sustainability
- Telecommunications



#### POINT OF CONTACT:

Jon J. Faucher, Vice President  
Direct: 707-284-8697  
Office: 707-526-5010

#### CORPORATE OFFICE

2440 Deming Way  
Middleton, WI 53562  
608-273-6380

#### OFFICES FOR PROJECT PERFORMANCE:

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

180 Promenade Circle, Suite 240  
Sacramento, CA 95834  
916-323-3961

*Mead & Hunt is an employee-owned corporation with approximately 150 shareholders.*

# QUALIFICATIONS AND CAPABILITIES

## ABOUT MEAD & HUNT



Mead & Hunt offers the following aviation consulting services:

### Architecture

- Terminals and arrival/departure buildings
- Aircraft hangars
- Airport traffic control towers (ATCTs)
- Maintenance buildings
- Equipment specifications
- Security systems
- Telecommunications
- Aircraft rescue and firefighting (ARFF) facilities
- Fuel farms
- Parking garages
- Sustainability

### Program Management

- CIP development
- Project scheduling
- Coordination of multiple consultants, contractors and vendors
- Funding identification and procurement
- Federal, state and local agency coordination
- Grant management
- Project administration
- Value engineering

### Business Services

- Rates and charges
- Passenger Facility Charge (PFC) application/administration
- Cost-benefit studies
- Business plans
- Benchmarking
- Performance surveys

### Air Service Consulting

- Market analysis
- Airline service proposals
- US DOT Small Community Air Service Development Program grant applications
- Ticket lift studies
- US DOT airline report data analysis
- Passenger forecasting

### Planning and Financial Studies

- Aviation system plans
- Master plans
- Airport layout plans
- Facility site analysis and selection
- Land-use planning and zoning
- User surveys
- Feasibility studies
- Part 150 noise studies
- Land acquisitions

### Environmental Planning

- CEQA/NEPA
- Environmental assessments
- Environmental impact statements
- Wetland mitigation
- Noise analyses
- Storm water/flood plain studies
- Air quality and emissions studies
- Historic eligibility and preservation studies
- Deicing analyses

### Wildlife Hazard Management Services

- Wildlife hazard assessments, including monitoring and reporting
- Wildlife hazard management plan preparation and implementation
- Airport staff training
- Habitat modification planning
- Mitigation planning and design
- Project and design review services
- Agency coordination
- Community outreach and education

### Pavement Design

- New construction and reconstruction projects
- Overlays
- Pavement recycling
- Sealcoats
- Life cycle cost analyses
- Drainage layers
- Pavement maintenance
- Cold-in-Place recycling (CIP)



### Electrical Systems and Navigational Aids Design

- Airfield lighting and signage
- Electrical vaults
- Instrument landing systems
- Approach lighting systems
- ATCT instrumentation and control
- NAVAIDs
- Airfield lighting control and monitoring systems (ALCMS)
- Existing airfield lighting systems analysis and inventory
- Security systems

### Construction Administration

- Survey control and project layout
- Project administration
- Project scheduling
- Contract inspection
- In-house materials testing
- Change order preparation
- Pay requests and pay approvals
- Shop drawing review
- Project close out
- Construction newsletters



# QUALIFICATIONS AND CAPABILITIES

## ABOUT MEAD & HUNT



Mead & Hunt has established an exceptional team of professionals to address the specific nuances of hangar feasibility and site planning. We employ a multidiscipline team approach to this type of planning, which includes aviation planners, engineers, technicians, environmental planners and financial analysts. Each of these areas bring significant experience that benefits the development of hangar financial, site and feasibility, so a comprehensive evaluation can be completed. Our team understands the importance of reliable facilities and systems.

A key element of any financial plan and analysis is forecasting. We have experience in developing forecasts for aviation-related activities, including: evaluation of scheduled and charter airline passenger traffic, air cargo, general aviation and aircraft fleet mix. We use comprehensive forecasting models to relate overall aviation demand to current and projected indicators.

Today's rapidly evolving aviation environment demands a sound and comprehensive financial plan. Mead & Hunt provides a broad range of financial planning services to meet your airport financial analysis needs, including:

- Financial feasibility and site analysis
- Business plans
- Cost estimating
- Performance surveys
- Rates and charges analysis

Our aviation staff works closely with airport sponsors to develop comprehensive financial strategies, custom-tailored to the unique situation of the Truckee Tahoe Airport.

Mead & Hunt has built a long-standing reputation for designing cost-effective, visually pleasing and energy-efficient airport facilities. For more than 70 years, Mead & Hunt has been providing aviation services, including work on numerous aircraft hangar projects. At the same time, with shrinking budgets and the always-present need to be cost-effective, our team understands they must design facilities to meet budgets and reduce operational costs. as well as backgrounds in airline management, private and public finance, and airport management. No other consulting firm provides the breadth of capability and experience as Mead & Hunt.

Our seasoned team of experts which includes Jon Faucher, Brad Musinski and Mitch Hooper, brings a proven track record of success to the Truckee Tahoe Airport District.

# ABOUT OUR TEAM

## AVIATION MANAGEMENT CONSULTING GROUP



Aviation Management  
Consulting Group  
9085 East Mineral Circle, Suite 315  
Centennial, Colorado 80112-3499  
(303) 792-2700  
Fax (303) 792-2751



### CORPORATE PROFILE

Aviation Management Consulting Group (AMCG) provides a wide range of aviation management consulting services to airports and aviation businesses. They specialize in general aviation and serve clients located throughout the US and abroad. AMCG is comprised of a unique blend of talented and respected general aviation industry professionals who have strong credentials and proven track records. They track, monitor, and analyze general aviation data and trends on an ongoing basis.

AMCG performs feasibility studies to determine how much “capacity” for aviation products, services, and/or facilities (including hangars) a market can support. This includes, but is not limited to, using a best practices (realistic and attainable) approach to estimate the revenue, costs, expenses and return-on-investment (ROI) potential associated with new facility development.

AMCG’s familiarity with the Truckee Tahoe Airport allows them to successfully respond with objective advice and accurate and timely information.

Since their founding in 1997, AMCG has completed 1,000 different assignments involving more than 500 airport and aviation business locations. Among the many products they have developed are a *Jet Fuel Cost Forecasting Tool* to help forecast the cost of Jet Fuel to assist in when to order and how much to order from a fuel supplier to save money. They also developed an *Aircraft Landing Fee Calculator* to compute the landing fee (by aircraft) based upon the current landing fee structure at the airport.

Among the services AMCG provides are:

- Lease/Use/Operating Agreements
- Market Assessment and Feasibility Studies
- Marketing and Business Development
- Operational and Financial Assessments
- Site Planning and Facility Programming
- Strategic Business Planning
- Rent Studies
- RFI/RFQ/RFP Development, Evaluation and Selection
- Primary Management and Compliance Documents

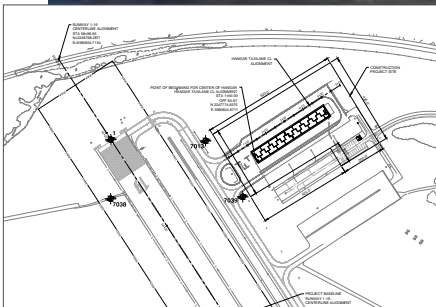
AMCG has teamed successfully with Mead & Hunt on numerous projects including the current *Troutdale Airport Master Plan* for the Port of Portland, Oregon; *Sustainability Management Program for General Aviation Airports* for the Colorado Department of Transportation; and, the Transportation Research Board’s, Airport Cooperative Research Program (TRB ACRP) – *Guidebook for Through-the-Fence Operations*.

With AMCG, clients get straight answers, objective advice, accurate and timely information, and only the highest quality services, products, and resources – results clients can count on!

**Mead  
& Hunt**



## 5



#### Project Details

- Design: 2012
- Construction: 2013
- Size: 21,100 square foot single story
- Cost \$1.2 Million



#### Contact:

Thomas K. Mattson,  
Director of Public Works  
(707) 445-7491  
Humboldt County

### HANGAR DEVELOPMENT

#### ARCATA-EUREKA AIRPORT – MCKINLEYVILLE, CALIFORNIA

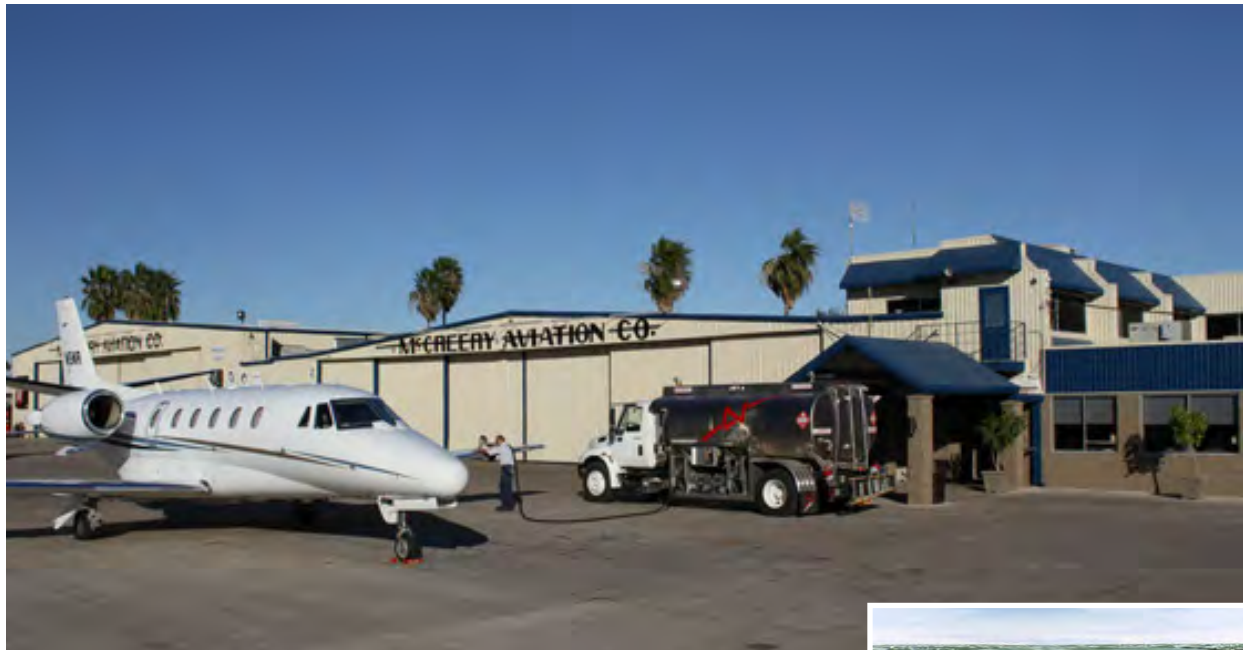
Arcata-Eureka Airport is Humboldt County's only commercial air service facility in a 3 county area including Humboldt, Del Norte and Mendocino counties. The Airport is the command center and primary facilities of the United States Coast Guard Air Station Humboldt Bay, which provides rescue and law enforcement for the region north of the San Francisco Bay Area.

This County-sponsored T-hangar project entailed design and construction administration and inspection of a 17-unit T-hangar building constructed at the end of Runway 19. Elements included a pilot's lounge, restrooms, electrical room, storage room, drainage, underground utilities and a video surveillance system (VSS). The building was designed to easily accommodate future communications upgrades.

Site preparation included excavation, building pad grading, concrete foundation and flatwork, and water and sanitary sewer improvements. The building is ADA accessible.

The T-hangars were in high demand and are the first of their kind at the Airport, providing much-needed storage space for the local aviation community. Ten of the hangars were immediately leased. ■





#### MARKET ASSESSMENT/FEASIBILITY STUDY FOR BOX HANGAR DEVELOPMENT AND SECOND FBO – MCCREERY AVIATION COMPANY MCALLEN-MILLER INTERNATIONAL AIRPORT, McALLEN, TEXAS

Located at McAllen Miller International Airport in McAllen, Texas, McCleery Aviation Company, Inc. is a full-service FBO in operation at the Airport since 1946. With an estimated 650K passengers a year, the Airport has direct flights to Mexico, with connections worldwide. Seeing a need for more hangars and a second FBO building, McCleery Aviation enlisted AMCG to conduct land use, site planning, and facility programming (executive/box hangar development), and related consulting/advisory services.

Predicated on the level of demand that could reasonably be anticipated for executive/box hangars at McAllen-Miller International Airport, AMCG identified the type, size, and number of executive/box hangars that would be required to meet the needs, desires and expectations of consumers at the Airport. Additionally, using a best practices (realistic and attainable) approach, AMCG estimated the revenue, costs, expenses, and profit potential associated with developing executive/box hangars under multiple scenarios. Based on an estimate of the capital expenditures required to develop executive/box hangars under each scenario, AMCG calculated the return-on-investment (ROI) for each scenario. ■



Contact:

Bob McCleery, President  
McCleery Aviation Co., Inc.  
(956) 686-1774



## RENT AND FEE STUDIES VARIOUS AIRPORTS THROUGHOUT US

AMCG conducts rent studies (to determine the market rent for airport land and/or improvements – including all types and sizes of hangars – being used for general aviation purposes) and fee studies (to ascertain general aviation fees for recovering airport costs/expenses).

The following 4 studies are examples of recent work AMCG has conducted:

### Rent Study and Appraisal

Prepared for Tulsa Airport Authority – Tulsa International Airport, Oklahoma  
Contact: Sherri Rider, Airport Contracts Administrator  
(918) 838-5013

### Rent Study and Fee Analysis

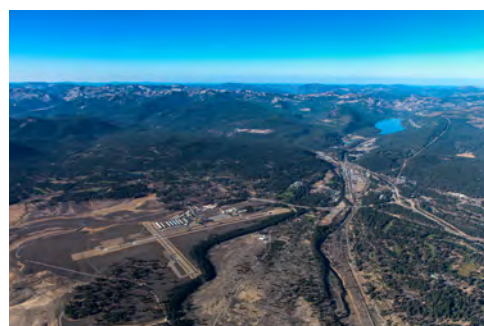
Prepared for City of Williston – Sloudin Field International Airport, North Dakota  
Contact: Stephen Kjergaard, Airport Manager  
(701) 774-8594

### Fee Analysis and related Consulting Services

Prepared for Delaware County Airport Authority – Delaware County Airport, Iowa  
Contact: Mike Lynn, former Executive Director (retired)  
(260) 229-9508

### Rent Study, Fee Analysis and related Consulting Services

Prepared for City of Manhattan – Manhattan Regional Airport, Kansas  
Contact: Peter Van Kuren, Airport Director  
(785) 587-4560 or (787) 587-4565



## AIRPORT MASTER PLAN – TRUCKEE TAHOE AIRPORT TRUCKEE, CALIFORNIA

Truckee Tahoe Airport is a busy, public-use facility nestled in the Sierra Nevada. The Airport has a robust district-wide community involvement connection. With that connection in mind, we created a “brand” for the project — from developing a project-specific logo to laying-out the plan’s guiding principles; all our efforts concentrated on, and contributed to, the branded values of the Master Plan.

A significant part of the early planning stage was to obtain input from the public using a wide range of techniques. Our emphasis was on making the process interactive, fun and educational. We reached out by holding sessions throughout the District and by using technology and social media to our advantage. As the plan elements came together we identified the consensus items and demonstrated how the plan could satisfy the major objectives of this noise-sensitive community.

In addition to the public outreach portion of the Master Plan, significant attention was paid to:

- Assessing fleet mix changes to runway use, flight patterns and noise
- Evaluating the impact of new improvements
- Using different technologies to help visualize the changing trends over time
- CEQA experience for airport plan adoption.

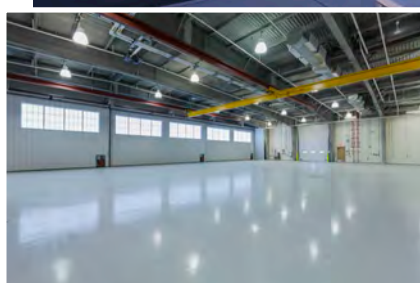
### Project Details

The financial aspects of the plan addressed:

- Aviation Forecasts
- Hangar Demand
- Hangar Site Analysis
- Aircraft Operation Impacts.







#### Project Details

- 20 acre site
- Aircraft accommodated: King Air 200, B-17, B-29
- Completed: 2011
- Cost: \$35 million

#### Key Elements

- Hangars
- Offices
- Maintenance shops
- Paint booth
- Building support spaces



#### Contact:

Anna Rodriguez  
Regional Manager, 4th District  
Riverside County EDA  
760-863-2537

### SHERIFF'S DESERT AVIATION FACILITY JACQUELINE COCHRAN REGIONAL AIRPORT RIVERSIDE COUNTY, CALIFORNIA

This project began with a Site Engineering Study, involving key issues and challenges, architectural program data sheets for the different alternatives and cost estimates for construction. Earthwork, pavement sections, drainage, plumbing systems, fire protection, HVAC and electrical systems were all investigated and documented in order for the County to make a final selection among the alternatives.

The completed project included an 18,000-square-foot Sheriff's helicopter hangar and aviation operations facility, a 20,000-square-foot aviation education facility, and two 12,000 square foot hangars with maintenance shops. It also includes a taxiway from the facility to the airport, aircraft aprons, and site utilities and infrastructure. The site contains a 12,000-gallon above-ground fueling station for Jet-A fuel just south of the wash rack. The station is equipped with a card reader system and is lit for nighttime operations.

The Center includes two hangars, designated as the Vocational Hangar and the Restoration Hangar. The Vocational Hangar is used primarily by Palm Springs Air Museum volunteers to restore (and store) airplanes. The Aircraft Restoration Hangar will be used by the Experimental Aircraft Association (EAA) and the Civil Air Patrol (CAP) for both teaching and ongoing service or maintenance purposes. It was anticipated that shop type functions (welding, torch cutting, torch soldering, doping, and spraying) would occur, necessitating design of a separate paint booth. Secure small offices and tool bays were designed for both hangars. Hangar doors were sized to accommodate the largest aircraft requiring access to this facility. Both hangars were designed to be consistent with Riverside County's architectural design standards for this area. ■



## T-HANGAR , JET POD AND STORAGE BUILDING PROJECT REDDING MUNICIPAL AIRPORT, CITY OF REDDING, CALIFORNIA

Among our design projects for the Airport was a ten-unit nested T-hangar facility with a jet pod at one end. The T-hangars were designed with clear dimensions to accommodate single-engine aircraft up to a Cessna 206. The new hangar, which is approximately 15,600 square feet, is slab on grade construction with exterior and interior footings. There is a four-foot-wide concrete perimeter pad outside the door track to promote drainage away from the building. The jet pod encompasses 4,000 square feet of the overall hangar footprint. The pod has an electric bi-fold door and available space in the back for storage or office use. The hangar was constructed with a handicap-accessible unisex restroom and storage room.

The storage building project involved construction of a 1,500 square-foot storage building at the Airport. The storage building will be used for storing equipment and safety devices used to maintain the Airport in compliance with Part 139, including low profile barricades, runway closure crosses, snowplow equipment and a tractor to cut grass on Airport property. The building was constructed with rigid steel framing to enable clear spans throughout the entire interior. Features included in the building construction were four overhead electric doors, dual pane windows, a standing seam roof, building insulation, two personnel doors and a fan and louver to provide cross ventilation. All features incorporated met Title 24 requirements. ■

### Project Details

- Completed: 2010
- 34,000 square foot maintenance addition
- Cost: \$6.5 million

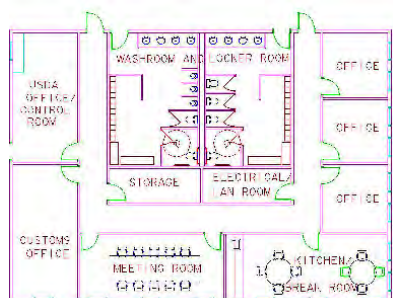
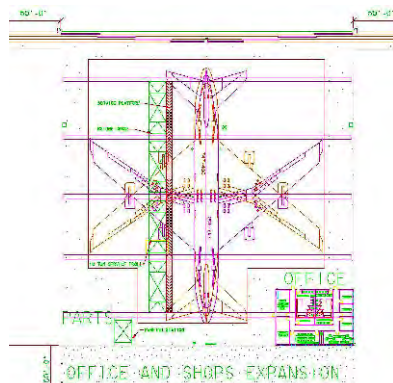
### Key Elements

- Building pad grading
- Concrete foundation
- Metal framing
- Metal roofing and siding
- Electrical, lighting and plumbing systems.



Contact:

Rod Dinger, Airports Manager  
City of Redding  
(530) 224-4321



### Project Data

- Cost: \$15 million (construction)
- Completion: Ongoing

## NEW PASSENGER HANGAR, CHIPPEWA COUNTY INTERNATIONAL AIRPORT – SAULT STE. MARIE, MICHIGAN

This Upper Peninsula Michigan city inherited an old, decommissioned military facility in the late 1970s. In 1987, the Chippewa County Economic Development Corporation (EDC) agreed to become the airport's Fixed Base Operator (FBO). The EDC's goal was to develop a self-sufficient airport using a blend of the old military facilities and new structures. Chippewa County International Airport is currently the only commercial air service facility serving the Upper Michigan Peninsula.

Our initial studies indicated that the Airport should be prepared to serve a rapidly increasing number of air cargo operations, in part due to the emergence of polar air routes. These airways cross over Canada, the Arctic, and Russia, en route to Asian destinations. The routes save time, fuel, and the resulting shipment costs. The Airport is well positioned to be a hub for inter-polar traffic, serving the 17 receiving airports in the Midwest.

Mead & Hunt was retained to provide project oversight and construction administration of a new multiple-use maintenance cargo handling facility, large enough for a Boeing 747. In addition to aircraft storage, the facility contains office areas, a kitchen/breakroom, meeting room, customs office, USDA/control room, washroom/locker room, and a storage area.

### Unique features

The new Boeing cargo jets used for polar transport are a "nose" longer than the old design, requiring a longer cargo facility. Until this traffic is more established, the EDC didn't want to spend the money on the larger hangar. Mead & Hunt's design provides flexibility to meet the physical requirements of this new breed of aircraft.

Another feature under consideration was an overhead crane, which again is a costly item for an FBO on a very limited budget. Design options were offered with and without the crane included to give the client additional options.

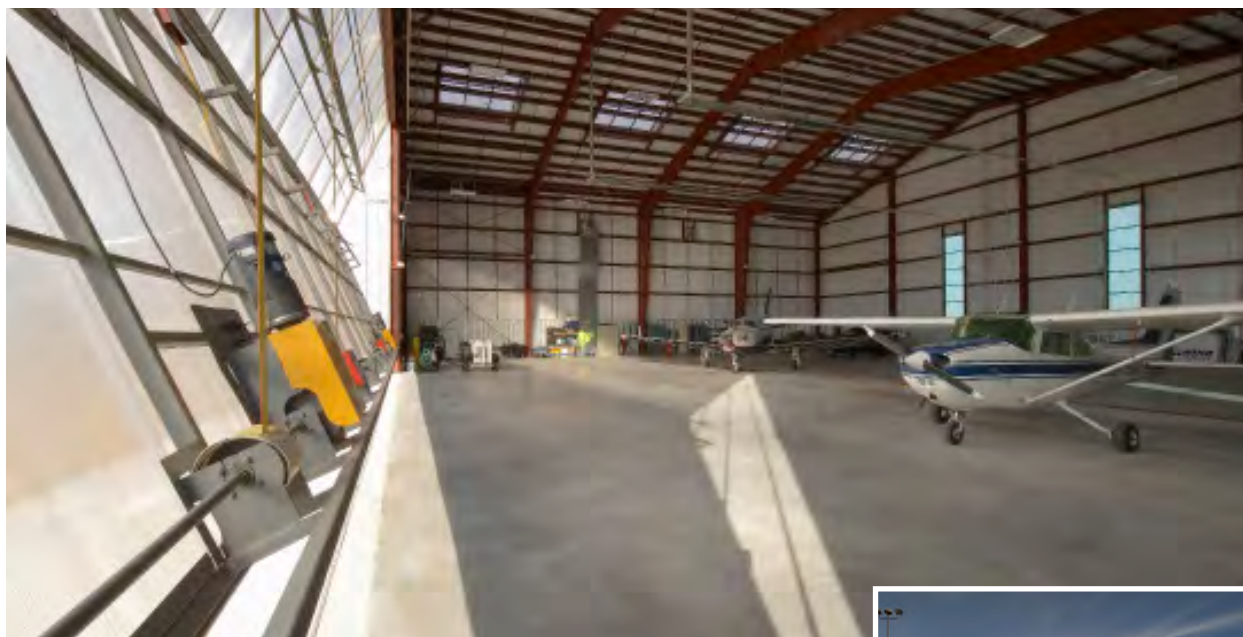
### Added value

Because Mead & Hunt has worked with the Airport on many projects in the past including designing their new passenger terminal, we offered efficiencies of service by providing quality control and project oversight on the hangar design. Working in conjunction with another designer gives this client a variety of perspectives at a reasonable fee. ■

### Contact:

Kathy Noel, Airport Manager  
Chippewa County Economic  
Development Corporation  
(906) 495-5631





### PLATINUM AVIATION FIXED-BASED OPERATOR HANGAR, OUTAGAMIE COUNTY REGIONAL AIRPORT – APPLETON, WISCONSIN

Located at the Outagamie County Regional Airport (ATW), Platinum Aviation is headquartered in a high-performance building that offers an exceptional FBO experience in northeastern Wisconsin. In concert with the airport's sustainable mission, Mead & Hunt designed a facility for Platinum Aviation that has gone beyond the LEED Platinum Certification it recently earned. The hangar was designed as a Net Zero building exceeding 70% of current building code requirements. This is the nation's first net zero energy aviation building.

As part of the 8,000-square-foot project, Mead & Hunt also provided architectural design and building engineering for two additional hangars – a maintenance hangar and a storage hangar. The maintenance hangar consists of a hangar, office, break room, shower and locker rooms, maintenance shops and parts storage. The storage hangar consists of a 30,000-square-foot corporate hangar. The storage hangar also includes a foam fire suppression system meeting the requirements of NFPA 409. Both hangars employ similar sustainable design features to the General Aviation facility including accommodating photovoltaic panels and daylighting. The asymmetrical design of the south facing roof maximizes the efficiency of the photovoltaic panels. ■

*Winner of the 2014 ACEC Wisconsin Engineering Excellence Grand Award*



#### Project Details

- Completed: September 2013
- Cost: \$6 million

#### Key Elements

- LEED Platinum Certified
- Self-performed components: architecture, Civil, Structural, Mechanical, Electrical and Plumbing, Engineering
- Designed to ASHRAE 189.1 (Platinum or better equivalent)

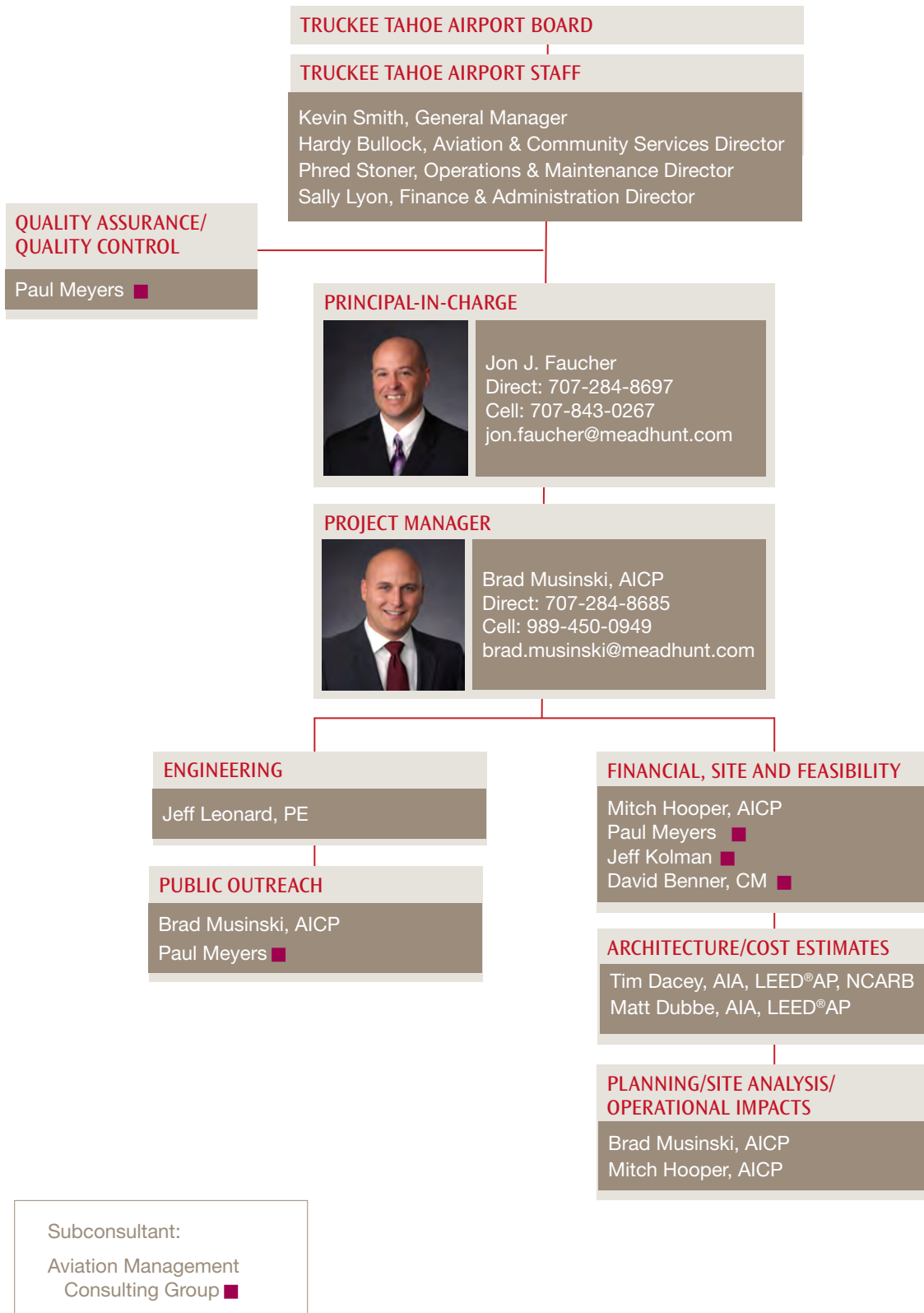


Contact:

Abe Weber, Airport Director  
Outagamie County Regional  
Airport  
920-832-5268

# KEY PERSONNEL

## ORGANIZATION CHART





## KEY PERSONNEL

### RESUMES



#### **JON FAUCHER** **PRINCIPAL-IN-CHARGE**

Jon Faucher is Mead & Hunt's west coast aviation services leader. With more than 22 years' experience in program management, planning, design and construction at large air carrier and joint-use airports like

Oakland International Airport in Northern California and General Mitchell International Airport in Milwaukee, Jon is one of our most knowledgeable project managers. As the west coast aviation services leader, he has overall responsibility for the staff and aviation services performed in the western United States, as well as international aviation services.

His program management experience includes coordination with the airport sponsor and FAA for the development and management of airport capital improvement plans and grant applications and for the preparation and management of passenger facility charge (PFC) programs.

Jon's design project management duties include supervision of concrete and asphalt runway, taxiway and apron designs; environmental mitigation and permitting; hangar layout; airfield navigational aids; Category I, II and III approach lighting systems; security fencing and access control; erosion control structures; storm water and drainage design; and the preparation of specifications and bidding documents, independent cost estimates and various engineering feasibility studies.

A sampling of Jon's recent design projects include the design for the reconstruction of primary joint-use Runway 14-32 and environmental mitigation at the Crater Lake-Klamath Regional Airport and the RSA improvements at Sonoma County Airport.

Jon is a member of the Mead & Hunt Board of Directors and is responsible for negotiating and authorizing all contract documents.

#### **Education**

- BS, Construction Administration, University of Wisconsin

#### **Registration**

- Licensed Professional Engineer – WI (35829-006)



#### **BRAD MUSINSKI, AICP** **PROJECT MANAGER / PLANNING /** **PUBIC OUTREACH**

Brad Musinski knows Truckee Tahoe Airport well. He is preparing the current Master Plan for the Airport and is always available for meetings

and questions from Airport and District staff.

Brad is accomplished in the full spectrum of airport planning services, with an emphasis on preparation of airport master plans, airport layout plans and noise impact evaluations.

Brad has significant experience in producing airport layout plans and guiding these plans through FAA approval. He is well-versed with FAA policies and procedures and has assisted his clients with coordination and grant approvals.

Brad's experience also extends to heliport planning. He was the project manager for the Ukiah Valley Medical Center helistop plan and the Sutter Medical Center Helistop in Santa Rosa.

Brad also has substantial experience using the FAA's Integrated Noise Model (INM) for preparing airport noise contours for airport master plans, land use compatibility plans and environmental documents. He prepares aircraft noise contour analysis for many of our planning projects. One recent project was the Noise Contours Analysis for Dane County Regional Airport in Madison, Wisconsin. Significant changes to the airport (new Runway 3-21 constructed, integration of Stage 3 aircraft) since the previous study necessitated this update.

Brad was the project manager for the recent Stockton Metropolitan Master Plan and Deputy Project Manager for the Spokane International Airport Master Plan.

#### **Education**

- BS, Urban and Regional Planning, Michigan State University

#### **Registration**

- American Institute of Certified Planners (AICP), (026342)



#### MITCH HOOPER, AICP FINANCIAL, SITE AND FEASIBILITY / PLANNING

Mitch Hooper is the Aviation Department's Planning Manager for Mead & Hunt's western United States division. He has worked on aviation planning projects nation-

wide since 2008 and is known by clients as knowledgeable, innovative and customer-focused. He has been the principal project planner for more than 15 commercial service and general aviation airport master plans, economic impact assessments, feasibility plans, land use plans, environmental assessments and state system plans.

Mitch is one of Mead & Hunt's leaders in airspace analysis and design. He has provided airspace analysis services to over 70 wind energy sites across the US and Mexico, and worked on FAR Part 77 and Terminal Instrument Procedure analysis projects for the past 6 years.

Mitch's primary responsibilities include project management, client and agency coordination, master planning, environmental planning, land use compatibility planning, demand forecasting, alternatives development, Airports GIS and airspace analysis. He speaks at trade-shows and industry groups about trending issues, best practices and innovative solutions. Mitch is familiar with planning staff at the FAA's SFO Airports District Office (ADO) through his work on recent planning projects, such as the Stockton Metropolitan Airport Master Plan, as well as the Truckee Tahoe Airport Master Plan, which included an extensive aviation forecasting component. He is currently project manager for the Troutdale Airport Master Plan in Portland, Oregon.

#### Education

- Masters, Business Administration (in progress), University of Oregon
- BS, Urban Planning, Specializing in Transportation Planning and GIS, Minor in Spanish Language and Literature, Arizona State University
- Certificate, Airport Financial Management, IATA Training and Development Institute

#### Registration

- American Institute of Certified Planners (AICP)



#### JEFF LEONARD, PE ENGINEERING

Jeff Leonard has more than 14 years' experience in infrastructure and airport improvement design projects and construction administration. He also has extensive design experience

using AutoCAD Civil 3D software.

His responsibilities include project management, construction management, construction supervision, pavement and drainage design, pavement evaluation, electrical improvements, project reporting, plan preparation, specification and bidding documents. Jeff develops cost estimates for many of our projects, often at the preliminary planning stages.

Jeff incorporates sustainable design principles into airfield improvements projects whenever practical. He is an accomplished project manager and is well regarded by clients, peers and project team members (including subconsultants) for his superior communication and organizational skills.

Jeff has experience in evaluating various alternatives to meet safety area criteria including road relocation, EMAS, and the relocation of the runway threshold. He understands the balance of preparing contract documents that minimize operational impacts while keeping the project constructible. He excels at scheduling timelines for project deliverables, as well as estimating construction costs, preparation of Construction Safety and Phasing Plans (CSPPs) and daily construction oversight.

Jeff's experience varies from small fast-track projects to large scale projects with multi-year timelines involving multiple contracts and multiple construction companies on-site simultaneously.

#### Education

- BS, Civil and Environmental Engineering with Construction Management Emphasis, University of Wisconsin – Madison

#### Registrations

- Licensed Professional Engineer – California (71754) Oregon (81356), Arizona (47846)



#### TIM DACEY, AIA, NCARB, LEED®AP ARCHITECTURE

Tim Dacey leads the architectural practice for Mead & Hunt west coast projects. Specializing in aviation architecture, he has completed airport projects in California, Oregon, Washington and Wyoming. Projects

have included SRE facilities, maintenance facilities, OPS centers, ARFF stations, Terminals, Hangars, Air Traffic Control Towers, and airfield support facilities. Tim's familiarity with the Western Pacific ADO has successfully guided multiple projects through the FAA eligibility and approval process.

He has 20 years of experience covering a broad range of project types. This diverse portfolio has resulted in an innovative approach to multi-disciplinary project delivery. Tim exceeds in integrating building systems, building performance and functional design at the onset of each project. He also enjoys the early collaboration with user groups to deliver projects specific to user needs.

Tim's many years as a project manager, lead designer and construction administrator give him the unique perspective and ability to deliver significant work that is on-time, on-budget and exceeds clients' expectations. He works well throughout each phase of the project to facilitate a collaborative effort and successful outcome.

Tim is currently working on the remodel of the Sonoma County Airport Terminal. The project is preparing the terminal to meet enplanement growth triggered by the current runway extension project and phasing plans to tie the terminal size to long term growth scenarios.

#### Education

- M Arch, University of Texas
- BS, Architecture, University of Virginia – minor in Urban Planning

#### Registrations

- Registered Architect – Oregon (5190), Washington (10249) 2011 and California (pending)
- Leadership in Energy and Environmental Design, Accredited Professional (LEED®AP)
- National Council of Architectural Registration Board (NCARB) certified



#### MATT DUBBE, AIA, LEED® AP ARCHITECTURE

Matt Dubbe has more than 28 years of master planning, sustainability, design and construction administration experience in multiple project types with a concentration on implementing efficient green building and

site development solutions within the aviation industry. He has completed projects throughout the US that are recognized for their regional, environmental and contextual excellence. In addition, Matt has been selected for speaking engagements by various industry groups, including the FAA, Airport Consultants Council, various departments of transportation and AAAE, to discuss global trends in aviation and sustainability.

Matt's unique strength has been balancing and integrating a strong design and construction sensibility with specialized project delivery skills. He has long championed triple bottom line strategies that protect the capital investment of each client. Matt understands the interconnectedness of systems and architecture and takes a holistic approach where all aspects of an aviation project work in concert with each other to deliver long-term value and functionality. He has performed a variety of professional services within the aviation industry. These include: planning and multi-phase expansions, customs facilities, retail build-outs, design guidelines, SRE, ARFF and maintenance/storage hangars.

At Outagamie County Regional Airport, Matt served as the project principal and design architect for the GA terminal building, a project on board for certification to become the world's first net-zero energy terminal building. This work has included terminal master planning and multi-phase terminal expansion, on-call services, retail build-outs and tenant design guidelines/review, distribution, hangars and manufacturing facilities.

#### Education

- M, Architecture, University of Washington
- Certificate, Preservation, Planning and Design, University of Washington
- BA, Architecture, Virginia Tech

#### Registrations

- Licensed Architect – Minnesota and Wisconsin
- Leadership in Energy and Environmental Design, Accredited Professional (LEED® AP)



**PAUL MEYERS, QUALITY CONTROL / FINANCIAL, SITE AND FEASIBILITY / PUBLIC OUTREACH**

Paul Meyers is a founding principal of Aviation Management Consulting Group (AMCG). He has approximately 35 years of aviation, plan-

ning, development, operations, management, customer service, leadership, and consulting experience. Paul has instructed at Metropolitan State University of Denver (Aerospace Science Department) teaching senior-level aviation management courses. Paul is an instrument rated private pilot and aircraft owner.

Paul serves on the General Aviation Committee of the American Association of Airport Executives (AAAE) and the Airport Business Committee (National Air Transportation Association (NATA).

Paul served on the panel for Airport Cooperative Research Project (ACRP) Report 17 (*Airports and the Newest Generation of General Aviation Aircraft*). He also served on the panel for ACRP Report 93 (*Operational and Business Continuity Planning for Prolonged Airport Disruptions*). Paul acted as Principal Investigator for Report 77 (*Guidebook for Developing General Aviation Airport Business Plans*) and served as Co-Principal Investigator for ACRP Report 114 (*Guidebook for Managing Through-The-Fence Operations*).

Paul's areas of expertise and responsibilities for this project will be Market Assessments and Feasibility Studies; Rent Studies; Financial Planning; Site Planning; and Fee Analysis.

**Education**

- BS, Business and Aviation Administration, University of California at Los Angeles
- Certificate in Commercial Transportation, University of California at Los Angeles



**JEFF A. KOHLMAN, FINANCIAL, SITE AND FEASIBILITY**

Jeff Kohlman is also a founding principal of AMCG. He has approximately 30 years of aviation, planning, development, operations, management, and consulting experience.

Additionally, Jeff has instructed at MSUD (ASD) teaching senior-level aviation management courses. Jeff is an instrument rated private pilot and aircraft owner. He is a Certified Ground Auditor for NATA's Safety 1st Program. Additionally, Jeff served as AMCG's project manager for ACRP Report 114 – *Guidebook for Through-The-Fence Operations*.

**Education**

- BS, Aviation Business Administration, with emphasis on Finance, Embry-Riddle Aeronautical University
- Certified Ground Auditor for NATA's Safety 1st Program



**DAVID C. BENNER, FINANCIAL, SITE AND FEASIBILITY**

David Benner has almost 15 years of aviation, planning, operations, management, and consulting experience. David has a commercial pilot license with instrument and multi-engine

ratings and is a Certified Flight Instructor. He is a Certified Ground Auditor for NATA's Safety 1st Program.

David's areas of expertise include Market Assessments; Feasibility Studies; Fee Analysis; Lease Use, and Operating Agreements; and, Strategic Business Planning.

**Education**

- M, Business Administration in Aviation with a concentration in Airport Management, Embry-Riddle Aeronautical University
- BS, Aviation Business Administration, with concentration in Airport Management, Embry-Riddle Aeronautical University



# PROJECT ADMINISTRATION

## APPROACH AND UNDERSTANDING / PROPOSAL QUOTE



### INTRODUCTION

Mead & Hunt understands the complex decisions involved in the costs to construct hangars, site selection and financing with more than 20 major hangar projects successfully completed in the past five years. Mead & Hunt staff are experts in hangar cost estimates, site evaluation and feasibility analyses. With assistance from our partners at Aviation Management Consulting Group we will produce a comprehensive feasibility study that weighs the costs of constructing box hangars versus leasing the land to private developers. Our approach is to evaluate the potential revenues and expenses, assess risk and provide the Truckee Tahoe Airport District (TTAD) with a comprehensive view of expected costs and returns associated with the project. Mead & Hunt sees the potential of this hangar project as a means to further strengthen the Airport's value to the community and understands the importance of community and pilot engagement during the study process.

The decision to construct box hangars versus leasing the land will require a solid foundation of data and a firm conclusion on what is financially beneficial to TTAD. Mead & Hunt can provide a document that offers market research, construction costs, leasing potential and the benefits of each option to the District. With Mead & Hunt's familiarity to the Airport and Master Plan, we are in a perfect position to perform the site analysis and operational impacts that may occur after hangar construction.

### PROJECT UNDERSTANDING

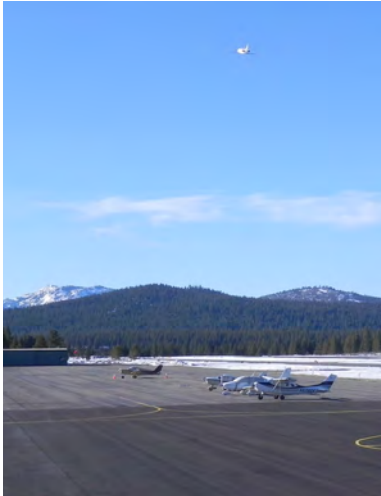
Mead & Hunt, along with our teaming partner, Aviation Management Consultant Group (The Mead & Hunt Team or Team) have reviewed the request for proposals and have met with and talked to Airport management to develop the following understanding of the "Executive Hangar Financial, Site and Feasibility Study". The TTAD is conducting the Study to determine the financial implications of developing new executive/box hangars at the Truckee Tahoe Airport (TRK) or leasing land for the private development of executive/box hangars. It is understood that the Airport has received sufficient interest in executive/box hangars and maintains a waiting list. The TTAD has provided estimates of hangar size (and related specifications) and a list of the types of aircraft that could fit into the hangars. This information will be used by the our Team to define the target market for the hangars.

Development options include the following:

1. The TTAD financing and constructing the executive/box hangars;
2. The TTAD leasing a site to a private developer, or developers, who will develop the site and construct the executive/box hangars;
3. The TTAD not pursuing this project (directly or indirectly) and investing elsewhere. This study will evaluate potential cash flows associated with these development options to inform the TTAD's decision making.

A detailed project approach is included at the end of this section. The budget for this project is \$53,656.





## PROJECT APPROACH AND METHODOLOGY

The project approach and methodology describes the Mead & Hunt Team's plan for delivering the final analysis to TTAD on time and within budget. A fee for each element of the scope, which is included at the end of this section, can be adjusted per TTAD's request for each scope element based on needs.

### 1. Project Management, Quality Control/Quality Assurance and Peer Review

These 3 elements will occur throughout the duration of the project. The project manager will serve as the primary point of contact between TTAD, Airport management and the Mead & Hunt Team, and will provide quality control/quality assurance and peer review at every step. The project manager will align resources to complete the scope according to the agreed-upon schedule and budget and manage any unforeseen circumstances that may occur during the Study.

Project management will include initial study design, monthly progress reporting, and bi-weekly conference calls (assume four - one hour calls) with Airport management and applicable members of the Team. The conference call schedule will be adjusted to fit with stakeholder schedules and project needs.

Quality Control/Quality Assurance includes peer review of all assumptions, calculations, and deliverables by a senior staff member of the Mead & Hunt Team. Our Team will work in concert with key stakeholders and Airport management in order to provide a deliverable based on mutually agreed upon demand modeling assumptions.

### 2. Stakeholder Coordination and Meetings

Key stakeholders are expected to include the general public that live and work near TRK, the TTAD Board, Airport management and finance, the pilot community, potential hangar developers, the local zoning authority, utility providers, and others as identified by Airport management. The Mead & Hunt Team will identify specific stakeholders with Airport management at the project kick-off meeting (one day meeting with overnight stay), and acquire contact information to facilitate data exchange during the Study. Stakeholder coordination will occur throughout the project via phone and email, as appropriate.

Two members of our Team will attend up to two TTAD Board meetings (one day meeting with overnight stay each) to present findings, solicit feedback, and answer stakeholder questions. TTAD Board presentations will include digital exhibits from the technical memorandum.

### 3. Data Collection and Market Analysis

The Mead & Hunt Team will review the demand forecasts in the 2014 Airport Master Plan and use this information to develop a projection for executive/box hangar demand and aircraft fleet mix. Master Plan assumptions will undergo a peer review to ensure that the information is consistent with existing and projected market demand. Airport management records, including existing hangar tenants and rental rates, operations counts, and fuel sales will be reviewed to determine how demand varies by season. Our Team will purchase third-party flight tracker data to determine where aircraft are coming from, and going to.

Flight tracker data will be used to support forecasted changes in aircraft operations counts. This effort will include a market assessment that will consider demand drivers for aircraft in the target market. Forecast updates will be limited to activity by aircraft in the target market.

As part of the demand analysis, the Mead & Hunt Team will also perform an Operational Impact Assessment that will outline the impact additional hangars may have on operations at the Airport and how these operations may differ from the forecasts presented in the 2014 Airport Master Plan. The Operational Impact Assessment will document expected growth or decline in aircraft operations as a result of hangar availability.

Our Team will work with Airport finance to develop an understanding of the existing lease and rental rates at the Airport, and to evaluate the cost of capital at the Airport. This will include a performance review of the Lima Row hangars.

Our Team will develop a brief survey (one page) of the owners and operators of aircraft in the target market. This survey will be distributed by, and remitted to, the Airport. We will post the survey on the Internet and gather responses digitally. This survey will be used to verify demand assumptions, ascertain specification and amenity preferences, and assess user's willingness to pay for executive/box hangar rental on a temporary or permanent basis.

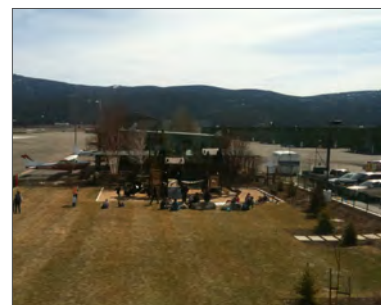
The Mead & Hunt Team will review the two potential hangar sites, including the site proposed in the 2014 Airport Master Plan, and render an opinion as to which site would be best for development of executive/box hangars.

#### 4. Cost Estimation

Our Team includes engineering and architectural support which will be used to prepare cost estimates for the pro forma projections. Cost estimates will include initial capital costs associated with site preparation (grading, utilities, and pavement) and executive/box hangar construction, and take into account local requirements (snow load) and TTAD's policies, minimum standards, and rules and regulations, as applicable. This effort will also include a preliminary engineering screen for site characteristics that may increase or decrease site preparation costs compared to a standard "green field" site. We will develop life-cycle costs (including upkeep, maintenance and required staff resources) for the executive/box hangars which will be applied to future cash flow projections. The purpose of this effort is to inform Airport management and the TTAD Board about the complete cost of the developing the additional hangars beyond the initial investment in construction.

#### 5. Pro-Forma Revenue Projections

Our Team will develop pro-forma projections for two development scenarios: (1) executive/box hangar development, ownership, and operation by the TTAD, and (2) ground lease by the TTAD and development of the site and ownership and operation of the executive/box hangars by the private sector. Our Team will conduct a rent study to ascertain the market rental rate for Airport land and the additional hangars (with and without utility stubs). Additionally, we will conduct a cost-recovery analysis to estimate the cost-recovery rental rate for the additional hangars (also, with and without utility stubs). This information will be used to calculate the revenues associated with the additional hangars. Cash flows will be discounted to present value (net capital expenses) using the





TTAD's cost of capital in order to facilitate comparison between the development scenarios. Cost of capital will be provided by airport finance. As part of this analysis, funding options will be discussed with Airport management. Our Team will perform an internal audit of the pro-forma model to verify functionality, the reasonableness of underlying assumptions, and revenue, cost, expense, and return on investment calculations.

## 6. Risk Assessment and Mitigation

The Mead & Hunt Team will take the baseline pro-forma projections and develop contingency scenarios that incorporate the risk of lower than expected demand. This risk is expected to take the form of lower revenue caused by vacancy, and lower revenue caused by the market not supporting initial rent levels. The purpose of generating these contingency factors is to provide Airport management and the TTAD Board with a range of activity scenarios, and the implications of this volatility on expected cash flows.

This element will include risk mitigation strategies that may help reduce the Airport's risk exposure. These strategies will include discussion about the potential impact on future cash flows associated with the executive/box hangar development – if the strategy is implemented.

## 7. Documentation

Our Team will prepare a technical memorandum (expected to be approximately 20 pages including exhibits) and an executive summary (expected to be approximately 4 pages). The report will describe the Study inputs, methodology, and outputs, and explain the ranges of expected return on investment. Additionally, the report will discuss the type of minimum standards and rules and regulations that should be considered by the TTAD to control the use, maintenance, repair, and appearance of privately developed, owned, and operated hangars. Documents will be delivered to the Airport in PDF form (no prints) via email. Our Team will take TTAD and Airport management comments on the technical memorandum and executive summary, revise, and deliver a final report.

## 8. Fee

A fee estimate for the work elements described in this proposal is presented below. Mead & Hunt Team members expected to work on this project include the project manager, project architect, project engineer, principals, consultants, project analysts and administrative and accounting personnel. Expenses include travel, meals, and lodging for meetings; and the purchase of third party flight tracker data.

Task	Description	Budget
1	Project Management and Quality Control/Quality Assurance	\$6,790
2	Stakeholder Coordination and Meetings	\$10,776
3	Data Collection and Market Analysis	\$5,356
4	Cost Estimation	\$7,574
5	Pro-Forma Revenue Projection	\$5,880
6	Risk Assessment and Mitigation	\$6,708
7	Documentation	\$7,492
Labor Subtotal		\$50,576
Expenses Subtotal		\$3,080
TOTAL		\$53,656



## REFERENCES



Mead & Hunt has an excellent reputation for providing high-quality comprehensive aviation consulting services. This can be readily confirmed by contacting our client references. We've been in the aviation consulting business for 70 years and 90 percent of our clients are repeat customers. Our repeat clients are a testament to the quality of our work. This can only happen when you bring quality projects in on time and within budget.

But do not take our word for it. We encourage you to contact our clients and ask them about the service they receive from Mead & Hunt staff members. We have many satisfied clients and are confident you will receive positive feedback from them. Mead & Hunt has placed a high priority on developing a professional reputation as a firm willing and able to do what is necessary to exceed our clients' expectations. We look forward to providing you with the same high-quality service and personal attention that our clients have come to expect.

Our staff represents an integration of foresight, knowledge and innovation with a track record of successful commissions and very satisfied clientele.

We are proud of our body of work and believe this work represents a background rich in experience; an experience that has been forged by participation in some of the most challenging planning, environmental, engineering and architectural issues facing airports in the last few decades. Our work experience throughout California and across the nation allows us to offer our clients the most current and cutting-edge solutions to accomplish their project needs. ■

### REFERENCES

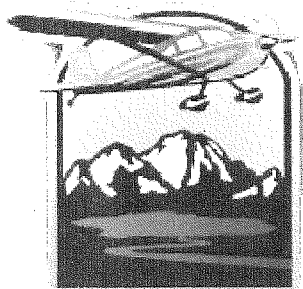
Rod Dinger  
Airport Manager  
City of Redding  
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Camarillo and Oxnard Airports  
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Bob McCreery  
President  
McCreery Aviation Co., Inc.  
2400 S 10th Street  
McAllen, TX 78503  
(956) 686-1774  
bobm@mccreeryaviation.com

# ***AIRPORT BUSINESS SOLUTIONS***

## **PROPOSAL RESPONSE FOR Demand Driver Analysis and Development of Primary Management and Compliance Documents for the Truckee-Tahoe Airport**



### **Presented to:**

Mr. Hardy S. Bullock  
Director of Aviation & Community Services  
Truckee Tahoe Airport District  
10356 Truckee Airport Road  
Truckee, California 96161

### **Prepared by:**

Michael A. Hodges, MAI  
*Airport Business Solutions*  
12950 Race Track Road, Suite 206  
Tampa, Florida 33626-1307  
(813) 855-3600  
[www.airportbusiness.net](http://www.airportbusiness.net)

Date of Proposal: December 31, 2014





## ***Airport Business Solutions***

*"Valuation and Consulting Services to the Aviation Industry"*

**12950 Race Track Road, Suite 206, Tampa, Florida 33626-1307**

**Phone (813) 855-3600 Fax (813) 200-1014**

December 31, 2014

Mr. Hardy S. Bullock  
Director of Aviation & Community Services  
Truckee Tahoe Airport District  
10356 Truckee Airport Road  
Truckee, California 96161

RE: ***Airport Business Solutions' Proposal Response***  
Demand Driver Analysis and Primary Management and  
Compliance Document Development  
Truckee-Tahoe Airport  
Truckee, California

Dear Mr. Bullock:

Per your request, ***Airport Business Solutions (ABS)*** appreciates the opportunity to submit this proposal in response to your Request for Proposals to conduct a ***Demand Driver Analysis and to develop Primary Management and Compliance Documents*** for the Truckee-Tahoe Airport in Truckee, California. In accordance with your Request for Proposals, the following reflects our interest and experience in these two projects. ***Airport Business Solutions*** is the industry leader in providing consulting services to airports relative to business and management activities, having provided the proposed services to multiple clients throughout the United States. Predicated upon the scopes set forth in the two RFPs, ***Airport Business Solutions*** is considered to be the most experienced and qualified to complete these projects. It should be noted that this proposal is associated with both projects, as we feel that multiple aspects of these projects are interrelated, as is the previously issued RFP regarding the analysis of prospective executive hangar development at the Airport. We have responded to that RFP separately, but have included an alternate fee proposal in conjunction with the awarding of multiple projects concurrently.

With our history and knowledge of both airport management and aviation business operations, ***Airport Business Solutions*** is the most qualified entity to meet the needs of the Truckee Tahoe Airport District. We have provided national and international consulting and advisory services to over 1,500 airports worldwide over the past 25 years. Our senior staff offers over 150 cumulative years of airport and aviation business management services, as well as direct experience with airport and FBO management, marketing, business planning, and operations.

In addition, it is significant to note that ***ABS Aviation***, an affiliated airport and FBO contract management organization, currently manages the Minden-Tahoe Airport in Minden, Nevada, which operates as a completely self-sustaining airport. As such, we offer direct experience with the issues facing airports and aviation businesses today. This current and direct hands-on management experience makes us unique in the consulting world and allows us to stay up to date with industry changes and best practices. In addition, we offer extensive experience in the California area having completed multiple projects there over the past 20+ years.

***Solutions as Unique as the Problems . . .***

Mr. Hardy Bullock  
December 31, 2014  
Page Two

We truly believe that the most important "Main Street" in any community is the local airport runway, because it is such a critical component to the economic vitality of the area. As such, the Airport is the "front door" to the community and represents the Truckee-Tahoe area as one of its goodwill ambassadors. This belief is the cornerstone of all of the management and consulting services we provide. As such, we offer our commitment to the Truckee-Tahoe Airport that these ideals will be an integral part of the development process for all our efforts and activities at the Airport. Company contact information is as follows:

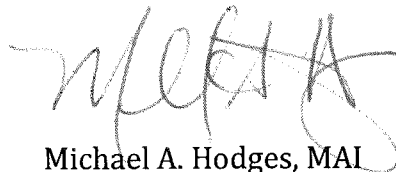
***Legal Name and Address of the Primary Proposing Firm***

ABS Aviation Consultancy, Inc. dba *Airport Business Solutions*  
12950 Race Track Road, Suite 206  
Tampa, Florida 33626-1307  
(813) 855-3600 – Phone  
(813) 200-1014 – Fax  
[www.airportbusiness.net](http://www.airportbusiness.net)

Michael A. Hodges, President/CEO  
[mhodges@airportbusiness.net](mailto:mhodges@airportbusiness.net)  
(813) 317-3170 – Cell

We appreciate the opportunity to submit our qualifications to the Truckee Tahoe Airport District and the Truckee-Tahoe Airport. ***Airport Business Solutions*** is fully committed to the scope of work described in the RFP and are available to start immediately upon notice to proceed. If you should have questions regarding this presentation, please do not hesitate to contact me.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'MHodges', is written over the printed name of Michael A. Hodges.

Michael A. Hodges, MAI  
President/CEO

## **EXECUTIVE SUMMARY OF AIRPORT BUSINESS SOLUTIONS PROPOSAL**

**Projects:** 1) Demand Driver Analysis for the Truckee-Tahoe Airport; and @2 Primary Management and Compliance Document development for the Truckee-Tahoe Airport

### **Legal Name, Address and Contact:**

ABS Aviation Consultancy, Inc. dba *Airport Business Solutions*  
12950 Race Track Road, Suite 206  
Tampa, Florida 33626-1307  
(813) 855-3600 – Phone, (813) 200-1014 – Fax

Michael A. Hodges, President/CEO  
[mhodes@airportbusiness.net](mailto:mhodes@airportbusiness.net)  
(813) 317-3170 – Cell

### **Qualifications of Proposing Firm:**

*Airport Business Solutions* is the industry leader in providing consulting services to airports relative to business and management activities, having provided the proposed services to multiple clients throughout the United States. Predicated upon the scopes set forth in the two RFPs, *Airport Business Solutions* is considered to be the most experienced and qualified to complete these projects.

In addition, it is significant to note that *ABS Aviation*, an affiliated airport and FBO contract management organization, currently manages the Minden-Tahoe Airport in Minden, Nevada, which operates as a completely self-sustaining airport. As such, we offer direct experience with the issues facing airports and aviation businesses today. This current and direct hands-on management experience makes us unique in the consulting world and allows us to stay up to date with industry changes and best practices.

### **Cost Proposal:**

**Demand Driver Analysis:** \$17,500 plus travel and project-related expenses, plus a 5% administrative fee.

**Primary Management and Compliance Document Development:** \$25,500 plus travel and project-related expenses, plus a 5% administrative fee.

If selected for both projects, we are committed to reducing our fee on each project by twenty (20%) percent. If selected for both projects, as well as the project related to the assessment of executive hangar development at the Airport, the overall fee would be reduced by twenty-five (25%) percent of the quoted fees. Site visits for multiple projects would be coordinated to reduce travel costs as well.

## **EXPERIENCE AND QUALIFICATIONS**

*Airport Business Solutions* was created over twenty-five years ago to provide valuation and consulting services to the aviation industry. Upon discovering that most real estate professionals lacked an understanding of the unique characteristics of airport-based properties as compared with standard real estate projects, *Airport Business Solutions* was formed to offer their extensive experience in the valuation of and development of market-based rates and charges for airports and aviation-related properties such as fixed base operations, corporate hangar developments, air cargo facilities, control towers, and terminal facilities. These services continue to be provided to airports and their tenants throughout the United States. Through the addition of several diversely experienced staff members with extensive backgrounds in airport management and operations, air cargo development and operations, as well as FBO management and operations, *Airport Business Solutions* expanded to offer such services as leasehold, business/going-concern, and equipment valuation, financial self-sufficiency analysis, revenue enhancement, RFP development and evaluation, interim airport and FBO management, market and operational assessments, and various site selection services. Our firm is the industry leader in developing Airport Business and Strategic Plans, to include guiding documents such as Minimum Standards, Rules & Regulations, and Leasing/Rates and Charges, as well as the development of other policies and procedures designed to successfully manage and develop airports of all sizes. In addition, we also provide such services as buyer and seller representation for aviation businesses, personnel recruitment, fuel farm development, and environmental compliance and assessment issues.

In addition to the foregoing, the Company has been very active in the areas of property leasing and development issues, FAA regulations, and standardized leasing documents and policies. Furthermore, given our general appraisal foundations, in addition to addressing aeronautical land and facilities, we also offer the expertise to analyze various non-aeronautical ancillary facilities situated on an airport such as hotels, parking garages, rental car facilities, support facilities, etc. *Airport Business Solutions* is also recognized for our extensive experience in the analysis and valuation of "through-the-fence" access rights and the development of access agreements and fee structures for through-the-fence projects.

Our Environmental Division offers such services as environmental due diligence, compliance audits, GIS implementation and management, storage tank removal and closure assessments, environmental health and safety training, fuel facility audits and design, permitting and construction management of new fuel systems, and fuel facility operation and maintenance training programs. Clients include airports, fixed base operators, municipalities, law firms, financial organizations and various corporate aviation clients.

The President and Founder of *Airport Business Solutions*, Michael A. Hodges, MAI, has been published and interviewed on numerous occasions in *FBO* and *airport business* magazines on issues such as the valuation of aviation facilities and businesses, percentage leases, lease adjustment mechanisms, various issues impacting the aviation industry with regard to lease negotiation and lease structure, and the impact of the FAA's final rates and charges policy on general aviation. Mr. Hodges has been a speaker at various conventions/seminars sponsored by aviation-related organizations such as the National Air Transportation Association (NATA), American Association of Airport Executives (AAAE), and various state aeronautical associations. Mr. Hodges is also an active Corporate Member of NATA and AAAE, and currently serves on the Airports Committee of NATA and Non-Hub/GA Airport Committee of AAAE.

Furthermore, along with Ms. Bobbi Thompson, CAE, Mr. Hodges presents an annual workshop for AAAE entitled the *Essentials of Airport Business Management*. The workshop is basically an "Airports 101" course, as it covers all the basic aspects of airport management and development issues, and focuses on ways that airports can maximize their revenue opportunities through business planning, market assessment, creative lease structures and alternative revenue sources. The workshop also provides an overview of a variety of management and operational issues faced by airport management, to include Minimum Standards, rates and charges policies, leasing policies, self-fueling issues, property development, and rules and regulations. Bobbi and Michael have also made numerous presentations at AAAE events on non-aeronautical revenue options and opportunities.

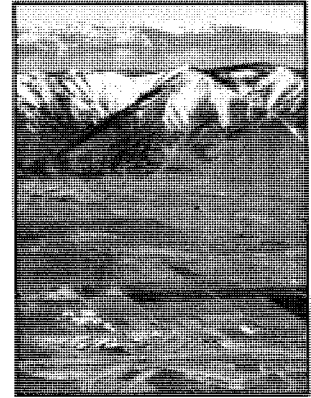
**Airport Business Solutions** offers the unique blend of valuation, management and operational backgrounds, as well as extensive hands-on experience in the aviation field. This ultimately provides a more thorough and accurate analysis of airports and aviation-related projects involved in business plans, lease negotiation, acquisition, leasehold and business valuation, financial analysis, litigation, site evaluation and selection, and bankruptcy. Our diverse staff and resources, years of experience, exposure to a variety of facilities through our database of over 1,500 airports, and understanding of the viability of various revenue generation systems, provides **Airport Business Solutions** with the ability and expertise to analyze complex aviation projects which demand extensive research, analysis, and the conveyance of defensible conclusions either through in-depth personal presentations, or well-documented and fully-supported, comprehensive reports. Furthermore, our experience and knowledge of the FAA's Grant and Sponsor Assurances, the FAA's final rates and charges policy, and diverse staff knowledgeable in FBO and airport operations and management, as well as aviation real estate, yields the exclusive background necessary to provide the services that have been identified by the Truckee-Tahoe Airport. Our focus on the **business aspects** of airports meets all of the needs and expectations set forth in the RFPs.

Based upon our diversity of experience among staff, we have the extensive backgrounds that allow us to immediately provide an in-depth study of the demand drivers for aircraft utilization and activities at the Airport. In addition, our extensive experience with the actual operation/management of airports and FBOs, has provided us with a unique perspective in the development of management and compliance documents for airports. This hands-on experience provides a unique perspective with regard to the actual implementation and enforcement of policies. We are committed to comprehensive research, recommendations and the ability to defend all scope items identified in the RFP, and we complete all of our assignments within the time frame and budgets allocated. A detailed listing of various references is provided in the Appendix, as well as detailed Curriculum Vitae for each member of the team that will be involved in the project to be engaged by the District.



*Airports Business Solutions* has extensive experience in the West and Southwest regions of the U.S. with a listing of a few of the project airports later in this document. Over the past 10 years, the company has completed multiple projects for airports and aviation businesses, to include to hundreds of projects specifically relating to the services set forth in the RFPs.

In addition, it is significant to note that *ABS Aviation*, an affiliated company, successfully manages the Minden-Tahoe Airport on behalf of Douglas County, which located in west-central Nevada approximately 26 nautical miles southeast of TRK. Utilizing our expertise in the business of airport management, we were able to make this airport self-sustaining and have maintained that sustainability for the past four years. **In fact, the Minden-Tahoe Airport is the only financially self-sustaining general aviation airport in the State of Nevada.** This hands-on experience and our success stories will be invaluable in addressing the various scope items set forth in the RFPs.



Minden-Tahoe Airport

### ***Key Personnel***

*Michael A. Hodges, MAI – President/CEO*

Specializing in airport and aviation business real estate and management issues for over two decades, Michael will ensure that the Truckee project meets the quality and best business practices required by the District and airport management. His expertise includes FBO and airport management, financial oversight, real estate development and valuation, airport leases, personnel issues, and strategic business planning of both airports and airport related businesses. Michael will be the project manager for all assignments associated with the Truckee-Tahoe Airport.

*Roberta "Bobbi" Thompson, CAE*

Bobbi's background is comprised of nearly 50 years of diverse aviation experience including direct control of a family-owned chain of FBOs in the Dayton, Ohio area, as well as the management

of Los Angeles County's five airports under a private management contract. Bobbi's diverse aviation background also includes flight operations, charter, air show development and management, FAA contracting, and other regulatory issues, personnel management, and budgeting. Because of her on-going management experience at the Minden-Tahoe Airport, plus her experience with the FAA and the airports she previously managed in California, Bobbi will have a significant role in addressing the best business practices of the airport, specifically those related to business development, market opportunities, and financial solvency. Since taking over at Minden, Bobbi has helped transform the Airport into the only self-sustaining general aviation airport in the State of Nevada. She has an excellent relationship with the FAA's Western Region and has been successful at obtaining millions of dollars in Federal grants at MEV over the past three years.

*Randy D. Bisgard*

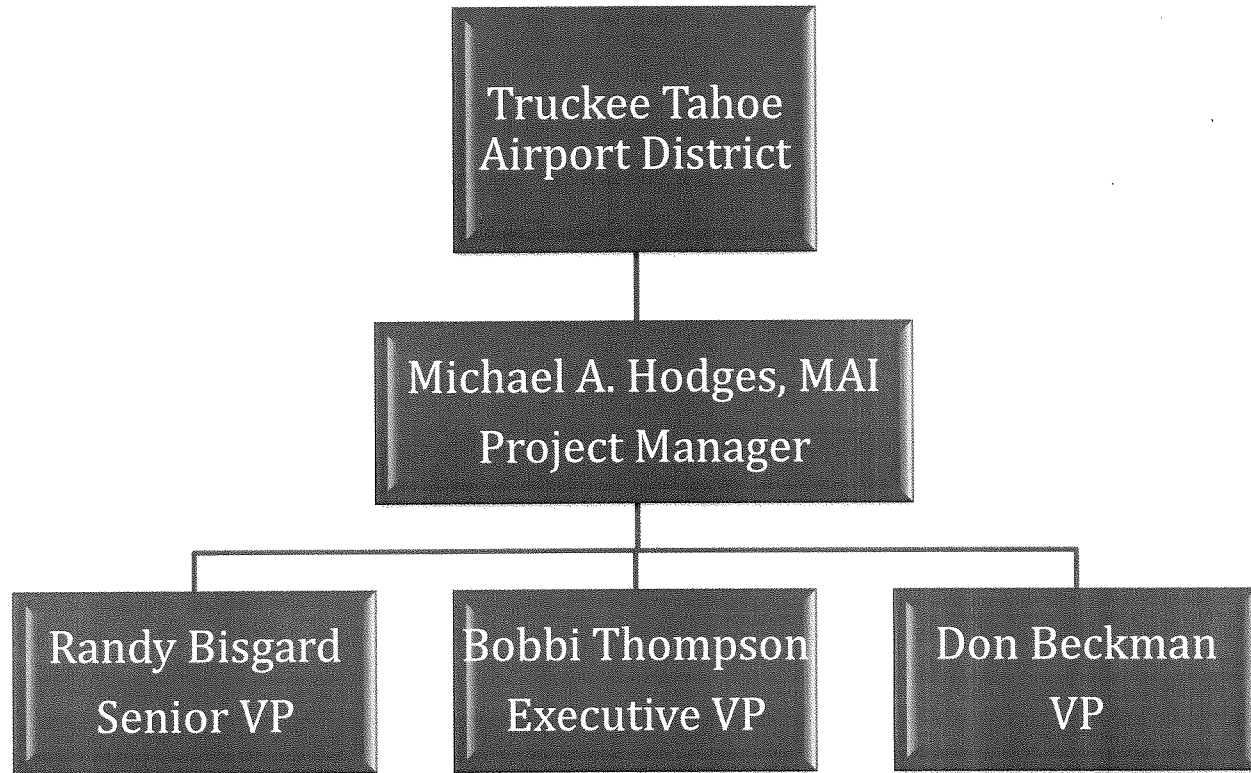
Randy has worked within the aviation industry for over 40 years including direct employment with the major FBO chain Combs Gates (now known as Signature Flight Support), Jet Aviation of America, and Integrated Airline Services. He has been involved in FBO management, operations, marketing, facility design/development and employee training. Much of Randy's time involved in FBO operations was at a Part 139 air carrier airport where he had direct responsibility for personnel who handled airline and air cargo ground handling. Randy has also been involved in extensive airport market studies, business planning, risk analysis, and other strategic airport and airport business-related forecasting.

*Donald W. Beckman*

Don has over 25 years experience in FBO/airport management, ramp operations, safety/training and security issues. Over his career, Don has worked for Combs Gates (now Signature Flight Support), Jet Aviation of America, Trajen Flight Support, Integrated Airline Services, and most recently, Atlantic Aviation. During Don's career, he has also been heavily involved in all business, safety and regulatory aspects of airports and aviation businesses.

A complete Curriculum Vitae for each of the above referenced project personnel is included in the Appendix of this document.

***Organizational Chart***



***PROJECT APPROACH***

The presentation of our findings and recommendations relating to demand drivers at the Truckee-Tahoe Airport must contain clearly identifiable justification and supporting research, as well as options and/or alternative activities. Most importantly, it is imperative that the recommendations are reasonable and achievable and can be readily implemented at the Airport. The analysis must be predicated upon the best interest of the District/Airport and must allow it to reach its goals and objectives of achieving a financially self-sustaining and "business/user friendly" environment that provide the District and Airport with the greatest opportunity for long-term financial and operational success.

The development of primary management and compliance documents must consider all aspects of the Airport's activities, including current, historic and prospective. In other words, the current and/or historic activities of the Airport may or may not be consistent with future business and/or development trends at TRK. As such, all planning and management documents must be cognizant of all dynamics that may impact future development and business operations. Most importantly, the various policy documents must not only be comprehensive, but be able to be easily and effectively implemented in a manner that maximizes the operational, developmental, and financial aspects of the Airport and District.

It is significant to note that both projects provide for a high level of tenant, user and stakeholder involvement during the information gathering phase of the project. It is our traditional approach to hold public meetings and/or individual meetings with major tenants and stakeholders to gain both an insight into their perspectives on the Airport, but as importantly, to obtain their "buy-in" to the process and final recommendations.

As previously noted, this proposal addresses both of the current Requests for Proposals issued by the Truckee Tahoe Airport District. We have previously responded to the District's RFP relative to the assessment of the prospective executive hangar development at TRK. It is our opinion that the scopes of the three RFPs are interrelated and should be considered for award to a single entity. In our opinion, the demand drivers for aircraft utilization and activities at the Airport will impact the demand for hangars, while the policy documents will contribute to the potential requirements imposed on a third-party developer of hangars, and other business operations, either in conjunction with the proposed project, or future development projects. As such, *Airport Business Solutions* has responded to the hangar development RFP, and provided an alternative fee schedule for that project if we are selected to complete one or more of the three proposed projects for the Truckee Tahoe Airport District.

## ***PROJECT REFERENCES***

As noted herein, *Airport Business Solutions* has performed multiple projects similar to those requested by the Truckee Tahoe Airport District, both within the State of California and throughout the United States. The following is a list of client references demonstrating the breadth of our expertise and satisfaction of our clients relative to our professionalism and industry knowledge. Additional references and a partial list of airports where we have previously completed assignments is included in the Appendix.

Mr. Gary Schmidt  
Director of Reliever Airports  
Metropolitan Airports Commission  
6040 28th Avenue South  
Minneapolis, Minnesota 55450-2799  
(612) 726-8135  
[gschmidt@mspmacc.org](mailto:gschmidt@mspmacc.org)

Mr. Richard V. White, A.A.E.  
Director of Properties  
Memphis-Shelby Co Airport Authority  
2491 Winchester Road, Suite 113  
Memphis, Tennessee 38116-3856  
(901) 922-8031  
[richardw@mscaa.com](mailto:richardw@mscaa.com)

Mr. John Rauback, MBA, A.A.E.  
Assistant Executive Director  
Savannah/Hilton Head International Airport  
400 Airways Avenue  
Savannah, Georgia 31408  
(912) 964-0514  
[jrauback@savannahairport.com](mailto:jrauback@savannahairport.com)

Michael W. Hurst  
St. Joseph's Airport Authority  
100B NW Rosecrans Road  
St. Joseph, Missouri 64503  
(816) 271-5374  
[mhurst@ci.st-joseph.mo.us](mailto:mhurst@ci.st-joseph.mo.us)

Ms. Maureen Riley  
Executive Director  
Salt Lake City Department of Airports  
P.O. Box 145550  
Salt Lake City, Utah 84114  
(801) 575-2408  
[maureen.riley@slcgov.com](mailto:maureen.riley@slcgov.com)

It should be noted that *Airport Business Solutions* has never failed to complete any projects awarded to the company, nor have we ever defaulted on a contract.

## ***COMPENSATION, PROJECT TIMELINE AND DELIVERABLES***

Based upon the scope of work identified in the RFP, as well as the standard hourly rates of principals and staff, we anticipate a project cost of approximately \$17,500, plus travel and project-related expenses for the Demand Drivers Analysis. For the Primary Management and Compliance Document development project, the fee would be \$25,250 plus travel and project-related expenses. Said travel and project-related expenses would be passed-through at cost plus a 5% administrative fee. While we anticipate that a single site visit will be sufficient for completing the necessary on-site due diligence, we feel it is more viable to address such expenses separately to allow the District to request additional on-site meetings if they feel they are appropriate. If the District would prefer a fixed not-to-exceed fee inclusive of expenses, we would require some specific travel/meeting parameters set forth by the District in order to provide such a fee quote.

As previously noted, this proposal addresses the Requests for Proposal issued by the Truckee Tahoe Airport District for consultants to 1) evaluate the demand drivers for aircraft utilization at the Airport, and 2) develop Primary Management and Compliance Documents for the Airport that will drive the organized, effective and efficient development of the Airport for years to come. We previously submitted a proposal to the District for an assessment of executive hangar development at TRK. If selected for two of the projects, *Airport Business Solutions* is committed to reduce our fee on each project by twenty (20%) percent. If selected for all three projects, the overall fee would be reduced by twenty-five (25%) percent of the quoted fees. In addition, travel and project-related expenses would also be reduced given the ability to consolidate site visits for multiple projects.

Although subject to modification once the final scope of work is defined, it is anticipated that each project could be completed within 60 days from finalization of the scope and written authorization to proceed. If awarded multiple projects, the turnaround time would be increased by an additional 30 days. Deliverables would reflect an Executive Summary document outlining our recommendations for the Demand Driver Analysis, and new state-of-the-art management and compliance documents for that project. The final process and document scope can be better refined in discussions with the District and coordination of the project scope's priorities.

***Airport Business Solutions*** does not have an excess of projects, or anticipate an excess of projects over the near term, that would have any negative impact on our ability to complete this project in a timely and comprehensive basis.

## ***APPENDIX***

***ABS Company Overview***

***Additional References***

***Partial Airport Client Listing***

***ABS Key Personnel Curriculum Vitae***

***APPENDIX***



## COMPANY OVERVIEW

*Airport Business Solutions* was created to provide valuation and consulting services to the aviation industry. Upon discovering that most real estate professionals lacked an understanding of the unique characteristics of airport-based properties as compared with standard real estate projects, *Airport Business Solutions* was formed to offer their extensive experience in the valuation of airports and aviation-related properties such as fixed base operations, corporate hangar developments, air cargo facilities, control towers, and terminal facilities, to airports and their tenants throughout the United States. Through the addition of several diversely experienced staff members with extensive backgrounds in airport management and operations, air cargo development and operations, as well as FBO management and operations, *Airport Business Solutions* expanded to offer such services as leasehold, business/going-concern, and equipment valuation, financial self-sufficiency analysis, revenue enhancement, RFP development and evaluation, interim airport and FBO management, market and operational assessments, and various site selection services. In addition, we also provide such services as, buyer and seller representation services, personnel recruitment, fuel farm development, and environmental compliance and assessment issues. *Airport Business Solutions* is also highly skilled and experienced in the analysis of air cargo facilities and operations, having completed numerous facility and ground handling assessment for clients worldwide. Analyses have ranged from detailed market assessments for institutional grade investors, market studies for international airlines looking to expand operations, and site assessments and lease negotiations for expanding U.S. cargo operations.

In addition to the foregoing, the Company has been very active in the development of property -related rates and fees, Minimum Standards, airport rules and regulations, standardized lease documents, general aviation rates and charges analysis, Leasing Policies, and Rates and Charges Policies for airports throughout the country. Furthermore, given our general appraisal foundations, we also offer the expertise to analyze various ancillary facilities situated on an airport such as hotels, parking garages, rental car facilities, terminal support facilities, etc. *Airport Business Solutions* is also recognized for our extensive experience in the analysis and valuation of "through-the-fence" access rights and the development of access agreements and fee structures for through-the-fence projects.



Our Environmental Division offers such services as environmental due diligence, compliance audits, GIS implementation and management, storage tank removal and closure assessments, environmental health and safety training, fuel facility audits and design, permitting and construction management of new fuel systems, and fuel facility operation and maintenance training programs. Clients include both fixed base operators, airports, and various corporate clients.

The President and Founder of ***Airport Business Solutions***, Michael A. Hodges, MAI, has been published and quoted on numerous occasions in various trade publications on issues such as the valuation of aviation facilities and businesses, percentage leases, lease adjustment mechanisms, various issues impacting the aviation industry with regard to lease negotiation and lease structure, and the impact of the FAA's final rates and charges policy on general aviation. Furthermore, a handbook written by Mr. Hodges addressing numerous issues in lease negotiation entitled *Guidelines for Successful General Aviation Rates and Charges Negotiation*, was distributed as part of an issue of ***airport business***. Mr. Hodges has been a speaker at various conventions/seminars sponsored by aviation organizations such as the National Air Transportation Association (NATA), American Association of Airport Executives (AAAE), and several State aeronautical associations. He is also an active member of NATA and AAAE, and serves on the NATA Airports Committee and AAAE GA Airport Committee.

Furthermore, along with Ms. Bobbi Thompson, C.A.E., Mr. Hodges presents an annual workshop for AAAE entitled *Essentials of Airport Business Management*. The workshop is basically an "Airports 101" course, as it covers all the basic aspects of airport management and development, and focuses on ways that airports can maximize their revenue opportunities through creative lease structures and alternative revenue sources, as well as providing an overview on a variety of management and operational issues faced by airport management, to include Minimum Standards, rates and charges policies, leasing policies, self-fueling issues, and rules and regulations.

In conclusion, ***Airport Business Solutions*** offers the unique blend of valuation, management and operational backgrounds, as well as extensive hands-on experience in the aviation field. This ultimately provides a more thorough and accurate analysis of airports and aviation-related projects involved in lease negotiation, acquisition, leasehold and business valuation, financial analysis, litigation, site evaluation and selection, and bankruptcy. Our diverse staff and resources, years of



experience, exposure to a variety of facilities through our database of over 1,500 airports, and understanding of the viability of various revenue generation systems, provides ***Airport Business Solutions*** with the ability and expertise to analyze complex aviation projects which demand extensive research, analysis, and the conveyance of conclusions either through in-depth personal presentations, or well-documented and fully-supported, comprehensive reports. Furthermore, our experience and knowledge of the FAA's Grant and Sponsor Assurances, the FAA's final rates and charges policy, and diverse staff knowledgeable in FBO, cargo, and airport operation and management yields the exclusive background necessary to provide litigation support, as well as offering assistance with numerous issues to include valuation, site analysis and selection, project development and management, business plan development, start-up assistance, market and operational assessment, environmental compliance, and market rent analysis.

## AIRPORT REFERENCES

Mr. Eric J. Frankl, A.A.E.  
Executive Director  
Lexington Blue Grass Airport  
4000 Terminal Drive, Suite 206  
Lexington, Kentucky 40510  
(859) 425-3100  
[efrankl@bluegrassairport.com](mailto:efrankl@bluegrassairport.com)

Mr. James M. Tyrrell  
Deputy Director of Aviation  
Property Management and Business Development  
City of Philadelphia Division of Aviation  
Philadelphia International Airport  
Terminal D  
Philadelphia, Pennsylvania 19153  
(215) 937-5420  
[james.tyrrell@phl.org](mailto:james.tyrrell@phl.org)

Mr. Terry Hart  
President & CEO  
Chattanooga Metropolitan Airport Authority  
1001 Airport Road, Suite 14  
Chattanooga, Tennessee 37421  
(423) 855-2292  
[thart@chattairport.com](mailto:thart@chattairport.com)

Mr. Mike Van Wie, A.A.E.  
Airport Director  
DeKalb Peachtree Airport  
2000 Airport Road, Suite 212  
Atlanta, Georgia 30341  
(770) 936-5440  
[mvanwie@co.dekalb.ga.us](mailto:mvanwie@co.dekalb.ga.us)

Mr. Richard V. White, A.A.E.  
Director of Properties  
Memphis-Shelby County Airport Authority  
2491 Winchester Road, Suite 113  
Memphis, Tennessee 38116-3856  
(901) 922-8031  
[richardw@mscaa.com](mailto:richardw@mscaa.com)

Mr. Frank Miller, A.A.E.  
Aviation Director  
San Antonio Airport System  
9800 Airport Boulevard  
San Antonio, Texas 78216  
(210) 207-3444  
[frank.miller@sanantonio.gov](mailto:frank.miller@sanantonio.gov)

Mr. Gary Schmidt  
Director of Reliever Airports  
Metropolitan Airports Commission  
6040 28th Avenue South  
Minneapolis, Minnesota 55450-2799  
(612) 726-8135  
[gschmidt@mspmac.org](mailto:gschmidt@mspmac.org)

Mr. Greg Kelly, A.A.E.  
Executive Director  
Savannah/Hilton Head Int'l Airport  
400 Airways Avenue  
Savannah, Georgia 31408  
(912) 964-0514  
[gkelly@savannahairport.com](mailto:gkelly@savannahairport.com)

Ms. Maureen Riley  
Executive Director  
Salt Lake City Department of Airports  
P.O. Box 145550  
Salt Lake City, Utah 84114  
(801) 575-2408  
[maureen.riley@slcgov.com](mailto:maureen.riley@slcgov.com)

Mr. Dan Mann, A.A.E.  
Executive Director  
Columbia Metropolitan Airport  
P.O. Box 280037  
Columbia, South Carolina 29228-0037  
(803) 822-7878  
[D.Mann@columbiaairport.com](mailto:D.Mann@columbiaairport.com)

## PARTIAL AIRPORT CLIENT LIST

Metropolitan Knoxville Airport Authority - Knoxville, Tennessee  
Memphis-Shelby County Airport Authority - Memphis, Tennessee  
Regional Airport Authority of Louisville and Jefferson County - Louisville, Kentucky  
Milwaukee County Department of Public Works - Airport Division - Milwaukee, Wisconsin  
City of Mesa, Arizona  
Port of Portland, Oregon  
City of Redding, California  
City of Kissimmee, Florida  
City of Scottsdale, Arizona  
City of Pensacola, Florida  
San Bernardino County - San Bernardino, California  
Lee County Port Authority - Fort Myers, Florida  
Metropolitan Airports Commission - Minneapolis-St. Paul, Minnesota  
Waukesha County, Wisconsin  
City of Philadelphia Division of Aviation - Philadelphia, Pennsylvania  
City of Santa Barbara, California  
DuPage Airport Authority - West Chicago, Illinois  
Clark County Department of Aviation - Las Vegas, Nevada  
DeKalb County, Georgia (DeKalb Peachtree Airport)  
City of Kansas City Aviation Department - Kansas City, Missouri  
Klamath Falls International Airport - Klamath Falls, Oregon  
City of Chicago - Chicago, Illinois  
San Diego County Regional Airport Authority - San Diego, California  
Jackson County Airport Authority - Medford, Oregon  
Sebring Airport Authority - Sebring, Florida  
Columbus Municipal Airport Authority - Columbus, Ohio  
City of Chandler, Arizona  
State of Oregon  
Salt Lake City International Airport - Salt Lake City, Utah  
City of Phoenix, Arizona  
Jackson Hole Airport Board - Jackson, Wyoming  
Fort Wayne-Allen County Airport Authority - Fort Wayne, Indiana  
City of Battle Creek, Michigan (W. K. Kellogg Airport)  
Toledo-Lucas County Port Authority - Toledo, Ohio  
City of Lake Havasu, Arizona  
City of Yuma, Arizona  
Town of Marana, Arizona  
Greenville Spartanburg Airport Commission - Greer, South Carolina  
City of San Diego, California  
Glynn County Airport Commission - Brunswick, Georgia  
Town of Schaumburg, Illinois  
Napa County, California  
Metropolitan Nashville Airport Authority - Nashville, Tennessee  
Wichita Airport Authority - Wichita, Kansas  
City of Dallas, Texas  
Easton Airport/Newnam Field - Easton, Maryland

## CURRICULUM VITAE

**NAME:** Michael A. Hodges, MAI  
**TITLE:** President/CEO  
**FIRM NAME:** ABS Aviation Consultancy, Inc. d/b/a  
Airport Business Solutions  
**ADDRESS:** 12950 Race Track Road, Suite 206  
Tampa, Florida 33626-1307  
**PHONE:** (813) 855-3600

### EDUCATION

Graduate of the University of Tennessee with a Bachelor of Arts Degree - Major in Philosophy.

### PROFESSIONAL AND TECHNICAL COURSES

Currently certified in the program of continuing education as required by the Appraisal Institute.

Completed requirements for MAI member designation of the Appraisal Institute to include peer review of appraisal assignments, completion of a demonstration appraisal report on an income-producing property, experience rating, and educational courses.

Attended numerous professional courses and seminars relative to real estate appraisal such as Capitalization Theory and Techniques, Case Studies in Real Estate Valuation, Real Estate Appraisal Principles, Basic Valuation, Residential Valuation, Investment Analysis, Standards of Professional Practice, and Report Writing and Valuation Analysis, as presented by the American Institute of Real Estate Appraisers and the Appraisal Institute.

### BACKGROUND AND EXPERIENCE

President and CEO of *ABS Aviation Consultancy, Inc. d/b/a Airport Business Solutions (ABS)*, a diverse aviation valuation and consulting firm which specializes in the analysis of airports, fixed base operations, and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold and going-concern valuation, and bankruptcy, as well as providing specialized airport management consulting, to include policy development, to airports of all sizes. Additional expertise offered in the area of financial self-sufficiency analysis for general aviation airports and through-the-fence access agreements and operations.



## *BACKGROUND AND EXPERIENCE (Continued)*

*ABS* has provided a myriad of services to airports throughout North and South America, Asia, and Europe. Using our extensive and diverse experience, *ABS* has assisted airports throughout the world in such areas as business plan development and implementation, concessions planning and management, air cargo assessments, airline agreement negotiation, terminal design analysis, parking assessment, rental car analysis, general aviation operations and management, non-aeronautical land development, financial modeling, and full or partial airport privatization assessments.

President and CEO of *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Vice President and Part Owner in the firm of Hodges, McArthur, & Dunn, P.C. Real Estate Appraisers and Consultants from 1990 through 1995. Hodges, McArthur and Dunn, P.C. was a full-service real estate appraisal and consulting firm with offices in Knoxville, Nashville, and Memphis, Tennessee, and Atlanta, Georgia. Responsibilities included appraisals, general feasibility studies, and market analyses on a variety of property types involved in financing, acquisition, condemnation, bankruptcy, litigation, and estate valuation.

Founder and President of HMD Aviation Appraisal Group in 1994, a division of Hodges, McArthur & Dunn, P.C. HMD Aviation Appraisal Group was a real estate appraisal and consulting firm which specialized in the valuation of the real estate aspect of fixed base operations and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold valuation, and bankruptcy.

Staff Appraiser with Hodges and Wallace Appraisal Associates from 1982 through 1990. Responsibilities included research, appraisals, general feasibility studies and market analyses on a variety of property types involved in financing, acquisition, condemnation, bankruptcy, litigation, and estate valuation.

## *COURT EXPERIENCE*

Qualified as an expert witness in various courts in Florida, Georgia, Tennessee, Kentucky, Arizona, Colorado, and California on various valuation, management, financial and operational issues on airports, aviation businesses and aviation-related properties.

## *TERRITORY*

*Airport Business Solutions* is based in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm has completed a variety of assignments throughout the United States, Asia, Europe and Latin America, to include valuation, consultation, and miscellaneous advisory services.



## *AFFILIATIONS AND DESIGNATIONS*

Elected to Membership in the Appraisal Institute with an MAI designation on April 20, 1994 - Member No. 10,333.

State of Florida - Certified General Appraiser - License No. RZ2770

Pennsylvania State Certified General Appraiser - Certificate No. GA-001626-R

State of Georgia - State Certified General Real Property Appraiser - License No. CG004018

Member of the Appraisal Institute's Young Advisory Council in 1994, 1995 and 1996

Corporate Member of the National Air Transportation Association (NATA)

Corporate Member of the American Association of Airport Executives (AAAE)

Member of AAAE's Non-Hub/GA Airport Committee

Member of NATA's Airports Business Committee

Corporate Member of the National Business Aviation Association (NBAA)



## CURRICULUM VITAE

**NAME:** Roberta "Bobbi" Thompson, C.A.E.

**TITLE:** Executive Vice President

**FIRM NAME:** ABS Aviation Consultancy, Inc. d/b/a  
Airport Business Solutions

**ADDRESS:** 5601 Rahn de Vue  
Dayton, Ohio 45401

**PHONE:** (239) 980-5114

### EDUCATION

Graduate of Ohio State University with a Bachelor of Science Degree - Major in Aviation Management

### PROFESSIONAL AND TECHNICAL COURSES

Certified Airport Executive (C.A.E.) by the Southwest Chapter of the American Association of Airport Executives

Multi-Engine Pilot with over 3,500 hours as pilot-in-command. Federation Aeronautique Internationale *Diplome de Record*

Numerous professional training programs for airport management and operations, including aviation technical and aviation financial courses. Completed Aircraft Rescue and Firefighting Training course.

Environmental technical training programs including: Storm Water Pollution Prevention Plan permits and permit applications, environmental compliance programs with special emphasis on audits for airports, underground storage tanks, nav aids, air traffic control towers and construction planning. Occupational Safety and Health compliance training for a variety of airport applications. Pollution Prevention evaluation and application training

### BACKGROUND AND EXPERIENCE

Executive Vice President with *Airport Business Solutions*, a diverse valuation and consulting firm headquartered in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm specializes in the analysis of airports, fixed base operations, and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold and going-concern valuation, and bankruptcy, as well as providing rates and charges analysis and policy development on general aviation facilities. Additional expertise offered in the areas of airport privatization and financial self-sufficiency analysis for general aviation airports.



## *BACKGROUND AND EXPERIENCE (Continued)*

Executive Vice President of *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Senior Program Manager for JAYCOR Environmental from 1994 to 1997. JAYCOR is a government contractor. Had direct responsibility for all aviation related projects, to include managing national, regional and local projects for the Federal Aviation Administration. Completed environmental and safety compliance audits at over 1,100 FAA facilities in two years. The audits included in-depth analysis, recommended solutions and cost projections.

Director of Airport Services for COMARCO in the private contract management of five Los Angeles County-owned airports from 1991 to 1994. Duties included planning, organization, administration, coordination, operations and maintenance of all five airports. Additional responsibilities included property development, lease management, lease negotiations, land use planning, grant applications, construction projects, community relations, tenant interactions, and budget preparation and financial management.

Director of Aviation Programs for Osource Environmental from 1989 to 1991. Project Manager for deicing study at O'Hare International Airport and multiple underground storage tank projects including closures and remediation task at airports across the country.

President of Aviation Sales, Inc. from 1978 to 1989, a 55-employee fixed base operation with two locations in Ohio. One is located on an international airport, while the second is situated on a general aviation reliever airport. The position also required serving in the capacity of Airport Manager at the reliever airport.

## *TERRITORY*

*Airport Business Solutions* is based in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm has completed a variety of assignments throughout the United States, Asia, Europe and Latin America, to include valuation, consultation, and miscellaneous advisory services.

## *AFFILIATIONS AND DESIGNATIONS*

Member of American Association of Airport Executives (AAAE)  
Member of AAAE's Non-Hub/GA Airports Committee and Environmental Committee  
Member of the National Air Transportation Association (NATA)  
Board of Directors of the National Air Transportation Association - 1986 through 1989  
Member of NATA's Airports Business Committee  
Member of the Air Force Association  
Member of the National Aeronautic Association  
White House Delegate on Small Business  
Who's Who in American Women and Who's Who in Business & Finance



## CURRICULUM VITAE

**NAME:** Randy D. Bisgard  
**TITLE:** Senior Vice President  
**FIRM NAME:** ABS Aviation Consultancy, Inc. d/b/a  
Airport Business Solutions  
**FIRM ADDRESS:** 201 S. Gilpin Street  
Denver, Colorado 80209-2612  
**PHONE:** (303) 744-0261

### EDUCATION

Attended Metropolitan State College of Denver – Achieved three years towards degree and major in Aviation Management. Interest and minors also included the areas of Architectural Drawing, Meteorology, and Business.

Attended numerous aviation related training and personal development programs through employers and industry trade associations.

Hold Private Pilot Certificate – Single Engine Land

### BACKGROUND AND EXPERIENCE

Senior Vice President with *Airport Business Solutions*, a diverse valuation and consulting firm headquartered in Tampa, Florida, with satellite offices in Dayton, Ohio and Denver, Colorado. The firm specializes in the valuation and analysis of airports, fixed base operations, and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold and going-concern valuation, and bankruptcy, as well as providing rates and charges analysis and policy development on general aviation facilities. Additional expertise offered in the areas of airport privatization and financial self-sufficiency analysis for general aviation airports.

Senior Vice President and Director of Training for *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Mr. Bisgard is a professional advisor to aviation management providing expertise in the area of facility design/development, financial analysis, valuation studies, marketing, advertising, and training. His career as a problem solver includes over 30 years continuous employment in the aviation industry including 16 years at an international air carrier airport.



## BACKGROUND AND EXPERIENCE (Continued)

Director of Training for Integrated Airline Services, a national cargo handling company. Responsible for operational control of all safety and training functions for a nationwide network of 24 airline and cargo handling stations. Provided the development and overview of training and operations manuals, training procedures, "train-the-trainer" programs, and employee testing/certification. Developed a safety orientation and mentoring plan for new employees entitled the *BuddySafe System*. This program addresses personal safety and ramp awareness issues.

Senior Associate with Aviation Resource Group International - Consulted with aviation service company clientele regarding various business and operational issues such as facility design and development, operational reviews, financial analysis, valuation studies, regional market studies, and marketing and advertising. Conducted all marketing and advertising activities including the coordination of the firm's trade show and convention activities, resulting in a continuous expansion of client base every year.

Senior Associate with the Aviation Training Institute - Wrote, produced, and managed the development of a nine-module comprehensive video-based aviation safety and customer service training program. This award-winning program is recognized as the industry standard for ramp safety training and has contributed to a substantial reduction in employee turnover and ramp accidents for ATI clientele. Initiated training program development budget, and ultimately managed the sale and distribution of multiple training products to hundreds of aviation businesses around the world.

Corporate Manager of Marketing for Jet Aviation Denver, Inc.- Direct supervision of all customer service and facilities personnel. Developed additional customer base in the area of fuel sales to corporate flight departments. Established competitive fuel pricing structures and extensive direct mail and telephone call campaigns resulting in improved departmental revenues.

Corporate Manager of Marketing for Jet Aviation America - Responsible for system-wide corporate marketing that included over 20 domestic and international locations. Developed a new trade show display, new corporate brochure, pilot handouts, corporate slide presentation, and a new media advertising campaign which resulted in the repositioning of Jet Aviation as a major competitor in the U.S. marketplace.

Manager of Marketing/Construction Development for Jet Aviation - Responsible for image and facility redevelopment of the former Atlas Aircraft facility in Denver via a new marketing campaign, collateral materials, and new facilities. He also served as the Project Manager on a multi-million dollar facility improvement package which included a new 10,000 square foot executive terminal and 300,000 square feet of ramp and site improvements. Responsibilities included design development work, direct interface with architects and engineers, the selection of a general contractor, construction monitoring in the field, and controlling the disbursement of funds.

## *BACKGROUND AND EXPERIENCE (Continued)*

Director of Marketing Services at Combs Gates Denver - Managed the advertising and marketing support for the FBO division of the Gates Learjet Corporation, including media advertising, collateral materials, direct mail, promotional programs, and trade show activities. In addition, he was the Corporate Training Director and standardized the training programs and procedures for all Combs Gates locations. He developed and produced a seven-part audio-visual line service-training program for in-house use, and also produced a non-proprietary line-training program that was marketed to other aviation service organizations.

## *TERRITORY*

*Airport Business Solutions* is based in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm has completed a variety of assignments throughout the United States, Asia, Europe and Latin America, to include valuation, consultation, and miscellaneous advisory services.

## *AFFILIATIONS AND DESIGNATIONS*

National Business Aviation Association

American Association of Airport Executives

National Air Transportation Association

Aircraft Owners & Pilots Association

National Safety Council

American Society for Training and Development

## CURRICULUM VITAE

**NAME:** Donald W. Beckman

**TITLE:** Vice President

**FIRM NAME:** ABS Aviation Consultancy, Inc. d/b/a  
Airport Business Solutions

**ADDRESS:** 7032 Turweston Lane  
Castle Pines North, Colorado 80108

**PHONE:** (303) 663-3618 or (303) 324-2453

**EDUCATION:**

Graduated with Bachelor of Science/Aviation Management Degree from Metropolitan State College, Denver, Colorado, 1994

Attended numerous aviation, safety, and personal development training programs through employers and industry trade associations, including OSHA and aviation fuel supply companies.

Hold Private Pilot Certificate – Single Engine Land

### BACKGROUND AND EXPERIENCE

Vice President with *Airport Business Solutions*, a diverse aviation valuation and consulting firm which specializes in the analysis of airports, fixed base operations, and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold and going-concern valuation, and bankruptcy, as well as providing specialized airport management consulting, to include policy development, to airports of all sizes. Additional expertise offered in the area of financial self-sufficiency analysis for general aviation airports.

Vice President and Training Coordinator for *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Professional advisor to aviation management with expertise in the areas of FBO operations training, safety, facility and operation valuations, and financial analysis. His 25+ years of aviation experience include general and commercial operations, with over 20 years at international air carrier airports.

## *BACKGROUND AND EXPERIENCE (Continued)*

Director of Training for Atlantic Aviation/Trajen FBO Network, a national FBO chain. Responsible for development of standardized training plans and programs including a documentation system for all line service employees at over sixty-seven US facilities. Coordinated training events for Site Trainers and Supervisors. Conducted training sessions for all new sites and new Site Trainers. Developed and produced monthly safety newsletter. Participated on accident review board. Wrote and distributed Training and Safety Bulletins following all accidents and "Near-miss" events.

Director of Safety and Training for Integrated Airline Services, a national air cargo and commercial airline ground handling firm. Developed safety and training standards with accompanying materials for cargo and airline personnel. Performed analysis of aircraft, ground support equipment accidents and personnel injuries with recommendations for preventative action. Performed accident mitigation loss control for all aircraft-related accidents. Developed, maintained and revised company policy and procedures manuals.

Training Manager and Consulting Associate for Aviation Resource Group, International. Co-wrote and participated in the production and development of a nine module, aviation based program (Professional Line Service Training) and related curriculum for aircraft service personnel. Sold and marketed industry recognized Professional Line Service Training ("P.L.S.T.") program (now identified as the *Safety 1st* program) at trade shows and through general marketing initiatives. Conducted training needs analysis and on-site training for clients. Completed valuations of client operations.

Ramp Service Supervisor/Customer Service Agent for Federal Express. Responsible for the efficient and safe handling of air cargo parcels while operating numerous types and sizes of ground support equipment. Responsible for the receipt, handling and tracking of domestic and international customer packages while handling large cash transactions in a fast-paced, time-sensitive environment.

Operations Manager for Jet Aviation Denver, Inc. Responsible for providing quality service to aircraft operators while hiring, managing, training, and scheduling of over forty line service personnel with the fuel servicing of over 200 daily commercial airline flights. Assured compliance with military contract requirements while ensuring proper fuel inventory and quality control procedures. Coordinated fueling and ground service support requirements for corporate, air carrier, air cargo and military aircraft. Developed Standard Operating Procedures (SOP) for deicing and ground handling for large commercial airline charter operations.

Line Service Training Manager for Combs-Gates, Inc. Responsible for selling, marketing and updating of industry recognized Professional Line Service Training ("P.L.S.T.") program. Assisted Corporate Marketing Director with development and implementation of company in-house line service training program. Provided initial and recurrent training for line service personnel.

## *TERRITORY*

*Airport Business Solutions* is based in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm has completed a variety of assignments throughout the United States, Asia, Europe, Latin America and the Caribbean, to include valuation, consultation, and miscellaneous advisory services.

## *AFFILIATIONS AND DESIGNATIONS*

National Business Aviation Association

American Association of Airport Executives

National Air Transportation Association

Aircraft Owners & Pilots Association

National Safety Council

American Society for Training and Development



PROFESSIONAL CONSULTING SERVICES

**DEMAND DRIVERS FOR THE  
TRUCKEE TAHOE AIRPORT**  
TRUCKEE TAHOE AIRPORT DISTRICT, CALIFORNIA



JANUARY 2, 2015

**Mead  
& Hunt**

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In association with

- Aviation Management Consulting Group  
Centennial, CO
- Mark. J. Wasley  
Truckee, CA



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meadhunt.com

December 29, 2014

Truckee Tahoe Airport District  
Attention: Hardy S. Bullock  
Director of Aviation and Community Services  
10356 Truckee Airport Road  
Truckee, CA 96161

RE: Professional Consulting Services – Demand Drivers for the Truckee Tahoe Airport

Dear Mr. Bullock and Selection Committee Members:

This proposed Consulting Services Project for Truckee Tahoe Airport offers an unique opportunity for the District to study a factually supported professional opinion regarding the demand drivers that cause aircraft utilization at the Airport. Mead & Hunt, with more than 70 years of aviation consulting services, preparation of over 100 master plans in California alone and utilizing our truly full-service capabilities, brings the experience, knowledge and commitment necessary to complete your project on time and within budget, and to your complete satisfaction.

Accurately predicting aviation activity and demand is something our clients continually seek from Mead & Hunt. Our clients look to us for precise and supported forecasts so they may in turn provide their stakeholders and community adequate airport facilities. As an aviation focused firm, Mead & Hunt also has extensive expectance in facility development. This project will require a team with proven success in forecasting aviation activity, knowledge of on-airport facilities and the affect these have on future aviation activity.

Our clients are constantly looking for new ways to maximize return from the use of their facilities by improving space utilization and marketability. This project will require a team with proven success in market and demand analysis and airport investment evaluation to work with and advise the Truckee Tahoe Airport District on how to develop this project to maximize its return for the District and the community it serves.

To further enhance our capabilities, we have added Aviation Management Consulting Group (AMCG) to our team. They are demonstrated experts in general aviation airport forecasting, analyzing demand drivers and preparing market assessments. Another team member with extensive financial and business analysis expertise in the Tahoe area is Mark Wasley. Mead & Hunt, in collaboration with our two teaming partners, has a proven track record of aviation forecasting, and advising our clients regarding facility demand drivers and external factors that may influence aviation operations.

We recognize the goal of this project is to produce data and guidance to support the District's decision-making for future development at Truckee Tahoe Airport. The Mead & Hunt Team will deliver a quality product in a timely fashion through our comprehensive forecasting and market assessment capabilities, financial analysis and through the personal attention this project will require.

We value the relationship we have established with TTAD from our previous work at the Airport. We look forward to the opportunity to discuss this project with you in greater detail.

Respectfully submitted,

Mead & Hunt, Inc.

A handwritten signature in black ink, appearing to read "Jon J. Faucher".

Jon J. Faucher  
Vice President



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# EXECUTIVE SUMMARY

The RFP asked seven pertinent questions. Our answers to these questions comprise the following Executive Summary. We recognize these are complex questions and are well-suited to answer them through our Team's past experience in studies at comparable airports.

- What drives operational demand at the Truckee Tahoe Airport? Is it airfield and aviation-specific amenities, service offerings, pricing, land-use, facilities, and hangars or is it simply a destination for those individuals who desire access to the Truckee-Lake Tahoe region and who choose to travel by private or charter aircraft?

The Mead & Hunt Team has extensive experience in forecasting operations at airports nationwide. This includes facilities with similar compositions as Truckee Tahoe Airport – general aviation airports located in mountainous regions where resort and leisure activities drive the local economy. Expertise in forecasting at these airports gives our team the knowledge of what specific facilities may drive activity at Truckee.

Our Team will document on-airport (internal) and off-airport (external) factors that may drive, or limit, aviation activity. We will also survey pilots who use the Airport, including those that are based there, as well as itinerant pilots. The survey will include questions on particular facility drivers and factors that specifically bring these pilots and their aircraft to the Airport. Public outreach will focus on the community, principally local resorts, to discover what external factors may drive Airport activity.

The Mead & Hunt Team will research activity drivers at similar airports in mountainous and resort communities. National and local trends in aviation activity will also be documented and applied to activity at Truckee.

Periodic meetings with Airport staff will be conducted to present findings and discuss development of the Study. A final report with executive summary will then be presented to the Truckee Tahoe Airport Board.

- Is a lack of infrastructure driving additional operations when the District lacks facilities or services to properly handle the needs of home-based and itinerant aircraft?
- and;
- Do the existence of certain facilities encourage aircraft to come to the Truckee Tahoe Airport when they might otherwise choose to use services at Reno-Tahoe Airport or not come to Truckee at all?

Facilities that may influence aviation activity will be highlighted for study. Among them will be a deicing facility and a hangar suited for turboprop and jet aircraft. The hangar could house aircraft overnight, therefore utilizing Truckee Tahoe Airport, instead of Reno-Tahoe Airport. Aircraft operations performed by pilots that relocate to other area airports in lieu of remaining at the Airport will be documented and assessed as part of this effort.

Our Team will document activity by pilots choosing not stay at the Airport, instead relocating to Reno or another airport will be included with analysis on if this actually increases operations.

It is possible that operations by turboprop and jet aircraft increase from a lack of a deicing facility or a hangar for itinerant aircraft during the winter months. The Study will include analysis on whether these facilities will increase or decrease activity at the Airport.

- Is there a way to measure the potential unintended consequence from airfield improvements in and operationally or numerically significant metric?

One goal of this study would be to assign a value to any change in operations (increase or decrease) as a result from an airfield improvement or an aviation facility being constructed. Our Team would first investigate similar prior studies and how these may apply to the Airport, while also observing industry accepted data and investigating national trends.

The objective is to find a direct relationship between airfield improvements and additional aviation facilities, including hangars, control tower, fuel services, pilot amenities, etc. Any positive relationships found could result in an operational multiplier for airfield improvements and additional aviation facilities.

- How does the regional lot inventory, resort development, high-end residential development, town expansion such as the Rail Yard, Squaw Valley and the Ritz Hotel affect or drive operations
- Our Team will analyze local socioeconomic trends. Mark Wasley, who resides and works in Truckee, will lead the research of local economic trends and how these trends may influence aircraft activity.

A survey will be distributed to home owners associations in high-end communities and mailing lists of area resorts. The purpose of the survey will be to capture individual trends and preferences that might be missed in the macroeconomic analysis of external demand influences.

- What types of fixed base operator service and amenities are known to increase traffic?
- The Mead & Hunt Team has extensive knowledge in aircraft operation forecasting, including focusing on fixed base operators (FBO) and the clients these facilities service. Our Team has experience in designing and constructing FBO facilities. This experience allows our Team to predict what amenities at an FBO may increase or decrease aircraft operations. A good example is the FBO terminal we just constructed at Outagamie County Regional Airport.
- As an example, would the Truckee Tahoe Airport have similar traffic with only a runway, ramp and park bench? These questions are the focus of our project and this RFP.
- How many operations are derived from the aircraft that are based at the Airport? Why are these aircraft operating at the Airport today? Why do pilots base and operate at TRK today; is there a certain feature or facility that entices them to the Airport?
  - Would aircraft operate at the Airport – an airport located in mountainous terrain – just to operate at Truckee, or are there external factors involved? What are these external factors – vacationers, second home owners, business travel, resort patrons?
  - How much aircraft activity is generated from just the surrounding community and resorts?
  - What about aviation facilities or instrument approaches – would instrument approaches significantly increase operations in a mountainous setting where some aircraft are not able to fly into today? What about other additional aviation related facilities and how many operations would each facility create (or reduce)?

# QUALIFICATIONS AND CAPABILITIES

## CORPORATE PROFILE



### WHO WE ARE

Mead & Hunt is an employee-owned firm with more than 500 employees in 32 offices nationwide. We have been serving clients in both the public and private sectors since our founding in 1900.

Mead & Hunt has been active in airport development for more than 70 years. Airport planning and design supported the military during the 1940s. After World War II, our firm's services grew to include architectural, structural, mechanical and electrical engineering when new housing, commercial and industrial buildings were needed. Since those early days, aviation consulting has become one of the cornerstones of Mead & Hunt.

Our experience ranges from the master plan studies necessary for state and federal aid eligibility, through design and construction completion. With architectural, air service, planning and engineering services in-house, we take an integrated design approach.

### EXPERIENCED

Our record of successful project execution and ability to provide quality of service is important to you. Our multidiscipline personnel are experienced professionals able to provide top-of-the-line architecture, engineering and scientific solutions for your most challenging projects. Mead & Hunt's principals are highly qualified, dedicated and fully involved in providing experienced leadership in undertaking your projects.

### INNOVATIVE

To meet our country's aggressive and changing needs, Mead & Hunt is continually expanding to offer innovative engineering, planning and design services to meet a multitude of challenges. Annually, we are nominated for and win industry and trade awards for the creative solutions we provide clients.

### DEDICATION

A testament to our firm's commitment to the industry is that many of the airports we served back then are still our clients today. Mead & Hunt's ongoing success is due to our dedication, hard work, and the innovative solutions that culminate in many award-winning projects. Our track record of successful airport projects illustrates our focus on our clients' goals and priorities when delivering state-of-the-art solutions.

### WHAT WE DO BEST

Mead & Hunt is one of the fastest growing architectural, engineering and planning firms in the nation.

Our aviation services include:

- Airport design/engineering
- Architecture
- Business and financial planning
- Construction administration and inspection
- Historical and cultural resource studies
- Land use compatibility
- Military facilities
- Security
- Sustainability
- Telecommunications



#### POINT OF CONTACT:

Jon J. Faucher, Vice President  
Direct: 707-284-8697  
Office: 707-526-5010

#### CORPORATE OFFICE

2440 Deming Way  
Middleton, WI 53562  
608-273-6380

#### OFFICES FOR PROJECT PERFORMANCE:

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

180 Promenade Circle, Suite 240  
Sacramento, CA 95834  
916-323-3961

*Mead & Hunt is an employee-owned corporation with approximately 150 shareholders.*

# QUALIFICATIONS AND CAPABILITIES

## ABOUT MEAD & HUNT



Mead & Hunt offers the following aviation consulting services:

### Architecture

- Terminals and arrival/departure buildings
- Aircraft hangars
- Airport traffic control towers (ATCTs)
- Maintenance buildings
- Equipment specifications
- Security systems
- Telecommunications
- Aircraft rescue and firefighting (ARFF) facilities
- Fuel farms
- Parking garages
- Sustainability

### Program Management

- CIP development
- Project scheduling
- Coordination of multiple consultants, contractors and vendors
- Funding identification and procurement
- Federal, state and local agency coordination
- Grant management
- Project administration
- Value engineering

### Business Services

- Rates and charges
- Passenger Facility Charge (PFC) application/administration
- Cost-benefit studies
- Business plans
- Benchmarking
- Performance surveys

### Air Service Consulting

- Market analysis
- Airline service proposals
- US DOT Small Community Air Service Development Program grant applications
- Ticket lift studies
- US DOT airline report data analysis
- Passenger forecasting

### Planning and Financial Studies

- Aviation system plans
- Master plans
- Airport layout plans
- Facility site analysis and selection
- Land-use planning and zoning
- User surveys
- Feasibility studies
- Part 150 noise studies
- Land acquisitions

### Environmental Planning

- CEQA/NEPA
- Environmental assessments
- Environmental impact statements
- Wetland mitigation
- Noise analyses
- Storm water/flood plain studies
- Air quality and emissions studies
- Historic eligibility and preservation studies
- Deicing analyses

### Wildlife Hazard Management Services

- Wildlife hazard assessments, including monitoring and reporting
- Wildlife hazard management plan preparation and implementation
- Airport staff training
- Habitat modification planning
- Mitigation planning and design
- Project and design review services
- Agency coordination
- Community outreach and education

### Pavement Design

- New construction and reconstruction projects
- Overlays
- Pavement recycling
- Sealcoats
- Life cycle cost analyses
- Drainage layers
- Pavement maintenance
- Cold-in-Place recycling (CIP)



### Electrical Systems and Navigational Aids Design

- Airfield lighting and signage
- Electrical vaults
- Instrument landing systems
- Approach lighting systems
- ATCT instrumentation and control
- NAVAIDs
- Airfield lighting control and monitoring systems (ALCMS)
- Existing airfield lighting systems analysis and inventory
- Security systems

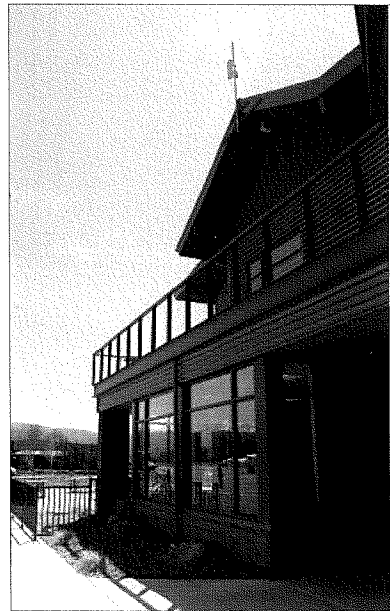
### Construction Administration

- Survey control and project layout
- Project administration
- Project scheduling
- Contract inspection
- In-house materials testing
- Change order preparation
- Pay requests and pay approvals
- Shop drawing review
- Project close out
- Construction newsletters

1 – QUALIFICATIONS AND CAPABILITIES – ABOUT MEAD & HUNT

# QUALIFICATIONS AND CAPABILITIES

ABOUT MEAD & HUNT



Mead & Hunt has a proven team of professionals to address the specific nuances of planning, forecasting and airport development. We employ a multidiscipline team approach to this type of planning, which includes aviation planners, engineers, technicians, environmental planners and financial analysts. Each of these areas bring significant experience that benefits the development of hangar financial, site and feasibility, so a comprehensive evaluation can be completed. Our team understands the importance of reliable facilities and systems.

A key element of any financial plan and analysis is forecasting. We have substantial experience in developing forecasts for aviation-related activities, including: evaluation of scheduled and charter airline passenger traffic, air cargo, general aviation and aircraft fleet mix. We use comprehensive forecasting models to relate overall aviation demand to current and projected indicators.

Today's rapidly evolving aviation environment demands a sound and comprehensive financial plan. Mead & Hunt provides a broad range of financial planning services to meet your airport financial analysis needs, including:

- Financial feasibility and site analysis
- Business plans
- Cost estimating
- Performance surveys
- Rates and charges analysis
- Airport system plans

Our aviation staff works closely with airport sponsors to develop comprehensive financial strategies, custom-tailored to the unique situation of the Truckee Tahoe Airport.

Mead & Hunt has built a long-standing reputation for designing cost-effective, visually pleasing and energy-efficient airport facilities. For more than 70 years, Mead & Hunt has been providing aviation services, including work on numerous financial and business planning projects. At the same time, with shrinking budgets and the always-present need to be cost-effective, our team understands they must institute projects to meet budgets and reduce operational costs. Our aviation professionals have substantial planning and engineering expertise, as well as backgrounds in airline management, private and public finance, and airport management. No other consulting firm provides the breadth of capability and experience as Mead & Hunt.

Our seasoned team of experts which includes Jon Faucher, Brad Musinski, Joseph Pickering and Mitch Hooper, brings a successful track record of success to the Truckee Tahoe Airport District.

# ABOUT OUR TEAM

AVIATION MANAGEMENT CONSULTING GROUP



Aviation Management  
Consulting Group  
9085 East Mineral Circle, Suite 315  
Centennial, Colorado 80112-3499  
(303) 792-2700  
Fax (303) 792-2751



## CORPORATE PROFILE

Aviation Management Consulting Group (AMCG) provides a wide range of aviation management consulting services to airports and aviation businesses. They specialize in general aviation and serve clients located throughout the US and abroad. AMCG is comprised of a unique blend of talented and respected general aviation industry professionals who have strong credentials and proven track records. They track, monitor, and analyze general aviation data and trends on an ongoing basis.

AMCG performs feasibility studies to determine how much “capacity” for aviation products, services, and/or facilities (including hangars) a market can support. This includes, but is not limited to, using a best practices (realistic and attainable) approach to estimate the revenue, costs, expenses and return-on-investment (ROI) potential associated with new facility development.

AMCG’s familiarity with the Truckee Tahoe Airport allows them to successfully respond with objective advice and accurate and timely information.

Since their founding in 1997, AMCG has completed 1,000 different assignments involving more than 500 airport and aviation business locations. Among the many products they have developed are a *Jet Fuel Cost Forecasting Tool* to help forecast the cost of Jet Fuel to assist in when to order and how much to order from a fuel supplier to save money. They also developed an *Aircraft Landing Fee Calculator* to compute the landing fee (by aircraft) based upon the current landing fee structure at the airport.

Among the services AMCG provides are:

- Lease/Use/Operating Agreements
- Market Assessment and Feasibility Studies
- Marketing and Business Development
- Operational and Financial Assessments
- Site Planning and Facility Programming
- Strategic Business Planning
- Rent Studies
- RFI/RFQ/RFP Development, Evaluation and Selection
- Primary Management and Compliance Documents

AMCG has teamed successfully with Mead & Hunt on numerous projects including the current *Troutdale Airport Master Plan* for the Port of Portland, Oregon; *Sustainability Management Program for General Aviation Airports* for the Colorado Department of Transportation; and, the Transportation Research Board’s, Airport Cooperative Research Program (TRB ACRP) – *Guidebook for Through-the-Fence Operations*.

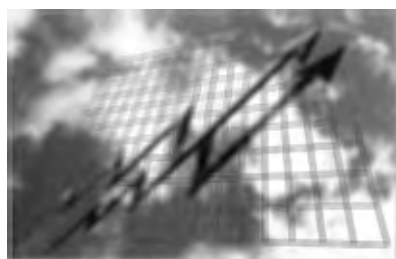
With AMCG, clients get straight answers, objective advice, accurate and timely information, and only the highest quality services, products, and resources – results clients can count on!



## ABOUT OUR TEAM

MARK J. WASLEY

Mark. J. Wasley  
13189 Northwoods Blvd.  
Truckee, CA 96161  
(530) 448-2024  
mjwasley@yahoo.com



**Mark J. Wasley**  
Independant Financial and  
Development Management

1 – ABOUT OUR TEAM – MARK J. WASLEY

### PROFILE

Mark Wasley is a finance and development management executive and former CPA with KPMG Peat Marwick. He has a strong personal and professional relationship with the Truckee community and within the Truckee – North Lake Tahoe region. Whether in business or through his local goodwill activities, Mark achieves his goals with diligent planning, strategic negotiation and reliable delivery.

Mark has proven success in finance and development management from pre-acquisition through project completion and on to project operations of multiple master-planned communities. In leadership roles, he has been responsible in securing nearly \$250 million in public infrastructure (Mello-Roos) financing and nearly \$500 Million in direct project development financing. With his developed knowledge, intellect, integrity and tenacity, Mark has negotiated and achieved over \$20 Million in direct project savings.

Mark specializes in the following service areas:

- Real Estate Development Management
- Financial Management and Project Feasibility Analysis
- Development Financing Structuring and Implementation
- Life-of-Project Financial Modeling
- Property Acquisition and Sale Negotiations
- Tax and Property Tax Analysis and Management
- Finance Team Management

Mark's accomplishments with East West Partners/Tahoe Mountain Resorts (Truckee-Tahoe), Serrano Associates (El Dorado Hills-Folsom) and Developed Knowledge (Roseville, Rocklin, Granite Bay), afford him both local and regional familiarity and make him ideally suited to research and report on the real estate development aspects/economics related the KTRK Demand Drivers project. His professional, local and in-depth knowledge of Truckee - North Lake Tahoe as a mountain resort community and destination as well as the community infrastructure and local real estate development dynamics will help direct valuable components of the KTRK Demand Drivers project.

In addition to his role as Principal with Developed Knowledge, Mark also currently performs in an effective and on-going consulting relationship directly with Truckee Tahoe Airport.

## RELEVANT EXPERIENCE

### RECENT PROJECTS

Mead  
& Hunt

## 2 – RELEVANT EXPERIENCE



### MASTER PLAN UPDATE, ASPEN/PITKIN COUNTY AIRPORT – ASPEN, COLORADO

Mead & Hunt has many years of planning assignments at this premier mountain-resort facility covering 573 acres. Aspen/Pitkin County Airport is a commercial service non-hub airport utilizing primarily “contra-flow” operations (essentially one-way-in, one-way-out). Contra-flow operations are required generally due to terrain and aircraft performance considerations. The Airport is situated within sight of the four local ski mountains and has had a history of unique environmental and noise challenges.

Located at the narrow end of a high mountain valley, the Airport is hemmed in by terrain features, the main highway into town and surrounding commercial and residential development. Limited development space for landside facilities necessitated the \$37 million Eastside Infrastructure Development planning program (ESID).

This Master Plan Update was programmed to assimilate the 1983 Airport Master Plan, the 1998 Airport Layout Plan (ALP) and the 2001 ESID. The prior plan was outdated and the ALP and ESID plans were quite limited in study area. This Master Plan Update revised all of the previous plans, forecasts and assumptions to prepare a modernized long-term planning program for this environmentally-sensitive and site constrained airport.

This process included extensive public participation and was programmed due to the significant number of stakeholders critically concerned and interested in any potential development that may take place in the Roaring Fork River Valley. The Master Plan includes recommendations for incorporating “Evolving Sustainability Programs” that focus on: economic viability, operational efficiency, natural resource conservation and social responsibility.

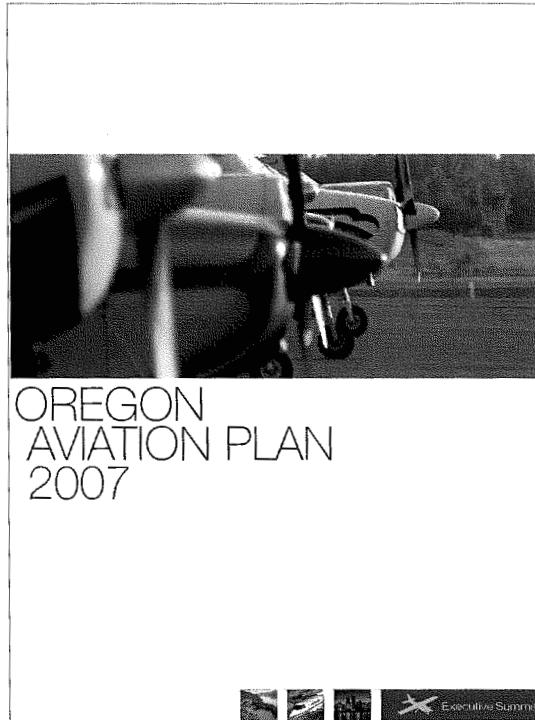
Among the many programs and projects Mead & Hunt has developed at the Airport are the Fly Quiet Program and air service consulting,

#### Project Features:

- Take-off only runway extension examination
- Incorporation of recently-developed (ESID) Plan
- Integration of and consideration for Aspen FAR Part 161 Study issues and concepts and Fly Quiet Program
- An emphasis on terminal area concepts and considerations
- Advanced terminal navigation and landing aids evaluation
- In-depth and fully-integrated public participation process for planning
- Comprehensive aircraft fleet performance evaluation
- Extensive use of internet website to augment project information access to the public-at-large

#### Contact:

Dustin Havel, AAE, ACE  
Assistant Director of Aviation  
Aspen/Pitkin County Airport  
970-429-2852



*"The Oregon Department of Aviation was very pleased with Mead & Hunt's work on the Oregon Aviation Plan 2007. Mead & Hunt's professionals are thorough, responsive, and extremely knowledgeable. Most importantly, the end product was professionally done and has been a valuable asset for our state aviation system."*

– Chris Cummings,  
Oregon Department of Aviation



Contact:

Chris Cummings,  
Planning and Projects Manager  
Transportation Planning Division,  
Oregon Dept. of Transportation  
(503) 986-3703

**OREGON AVIATION PLAN 2007  
STATEWIDE SYSTEM PLAN –  
OREGON DEPARTMENT OF AVIATION**

The State of Oregon has an extensive aviation system that provides valuable transportation options for the public, ranging from small emergency use airports in remote regions of the state to large commercial service airports. There are 97 public-use airports that service the state by providing transportation opportunities to the citizens of Oregon. These airports and the services they provide support the economic health of Oregon and contribute to the quality of life for its citizens and visitors.

The Oregon Aviation Plan (OAP) 2007 was conducted in accordance with Oregon Department of Aviation (ODA) policy and adheres to the most recent system planning guidance provided by the FAA. The OAP 2007 is a combination of three studies: a state aviation system plan, an economic impact study for the entire state and each individual airport in the system, and a state aviation master plan that addressed issues outside the normal system planning process. The resulting study consisted of several technical tasks and analyses. The following is a summary of these tasks:

- Inventory of Oregon public use airports
- Identification of system deficiencies
- Modification of the existing airport classification system
- Identification of each airport's functional role within the aviation system
- Review and analysis of survey responses

## INDIANA STATE AVIATION SYSTEM PLAN – INDIANA DEPARTMENT OF TRANSPORTATION, OFFICE OF AVIATION

Mead & Hunt, as a teaming partner with Woolpert, assisted in the development of an aviation system plan that established a blueprint for the future development of aviation in Indiana. The completed 2012 Indiana State Aviation System Plan (INSASP) documents aviation needs, forecasts future use, guides funding decisions and sets the stage for the future of the aviation system.

Mead & Hunt had a significant role in this project, which included guiding the public involvement process, assisting in the development of appropriate goals and objectives, and reclassifying the system airports in accordance with the recently published FAA ASSET study. As part of this project, we were responsible for the facilitation of an Industry Advisory Committee (IAC), which included 10 members with diverse representation from the Indiana aviation community. The IAC focused on providing the project team with insight into the perspectives each group represented. The goals and objectives of the project focused on maintaining the functionality of the existing system since the majority of the airports are reaching a mature state of development. The reclassification of system airports was an important element in establishing a prioritization for future funding strategies and resource allocation, as well as aligning Indiana's aviation system with the national aviation system.

In addition to the tasks already mentioned, Mead & Hunt was responsible for developing several of the final report chapters that document the findings of the study, as well as a graphical multi-fold executive summary brochure that provides the highlights of the 2012 INSASP. This executive summary was developed for distribution to airports, as well as decision-makers that may not necessarily have a background in aviation, but play an important role in resource allocation for the system.

An essential part of our role in this project was bringing key stakeholders, both aviation and non-aviation, to the table to be engaged in the development of the system plan. This involved stakeholder outreach to a diverse audience that included individuals and groups that are not aviation advocates. This was important to create a comprehensive plan that acknowledges the role aviation plays in the economy of the state. ■

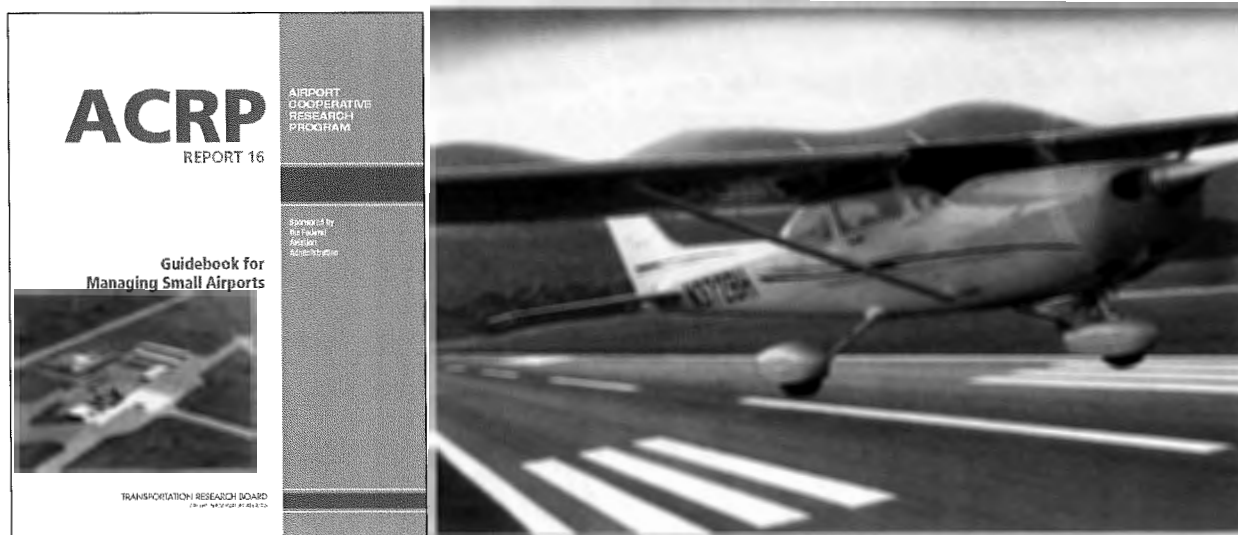


### Project Data

- Completed: October 2013
- Project cost: \$315,000

### Contact:

Marcus Dial, Project Manager  
Local Programs – Office of  
Aviation, Indiana DOT  
317-232-1494  
mdial@indot.in.gov



### ACRP REPORT 16: GUIDEBOOK FOR MANAGING SMALL AIRPORTS, NATIONAL ACADEMIES OF SCIENCE – TRANSPORTATION RESEARCH BOARD – AIRPORT COOPERATIVE RESEARCH PROGRAM (ACRP)

Mead & Hunt was one of the primary subconsultants working with the University of Minnesota Center for Transportation Studies to develop a this guidebook that would be a single source of information for airport owners, operators, managers and policy makers.

Managers of small airports are responsible for a wide range of activities, including financial management, oversight of contracts and leases, safety and security, noise control, community relations, compliance with federal grant conditions, facility maintenance and capital improvements. Although some management guidance is available on these topics, much of it is dated, focused on specific issues, intended for larger airports, or designed as a textbook rather than a practitioner's handbook. The Guidebook provides small airport operators and managers with current, comprehensive advice on resources and techniques to meet their responsibilities.

To determine the most common issues facing small airports throughout the US, the team conducted an extensive literature review from which a survey was developed and administered to small airport managers via the Internet. Based on the results, the team developed an outline for this guidebook around the most frequently identified issues and problems.

The result of this project is a report that addresses many of the topics related to managing small airports. This guidebook is an excellent source of information and current practices. However, due to the diversity of small airports, both in terms of geography and size, and the ever-changing regulatory environment, it cannot be considered a single authoritative source. Therefore, the intent of the Guidebook is to provide the reader with information on a subject and, more importantly, direction for finding additional information. ■

#### Details

- Published: 2009

#### Project elements

- Mead & Hunt established a list of airports and managers to survey across the US. More than 200 from 30 states replied, giving the researchers an idea of what issues should be researched further and included in the guidebook. From the survey, it became clear that the topics of most concern to the users of this resource are airport finance, operations, planning and development, public relations, commercial service, emerging trends, and airport education and training.
- The research team attempted to capture unique or innovative practices already in use at small airports. Perhaps the most significant finding was that small airport managers possess a wealth of practical information and, in general, are more than willing to share that knowledge with fellow airport managers.

**TRB** TRANSPORTATION RESEARCH BOARD  
OF THE NATIONAL ACADEMIES

#### Contact

Mike Salamone, CM,  
Senior Program Officer, ACRP  
202-334-1268



**MARKET ASSESSMENT/FEASIBILITY STUDY FOR BOX HANGAR  
DEVELOPMENT AND SECOND FBO – MCCREERY AVIATION COMPANY  
MCALLEN-MILLER INTERNATIONAL AIRPORT, McALLEN, TEXAS**

Located at McAllen Miller International Airport in McAllen, Texas, McCreery Aviation Company, Inc. is a full-service FBO in operation at the Airport since 1946. With an estimated 650K passengers a year, the Airport has direct flights to Mexico, with connections worldwide. Seeing a need for more hangars and a second FBO building, McCleery Aviation enlisted AMCG to conduct land use, site planning, and facility programming (executive/box hangar development), and related consulting/advisory services.

Predicated on the level of demand that could reasonably be anticipated for executive/box hangars at McAllen-Miller International Airport, AMCG identified the type, size, and number of executive/box hangars that would be required to meet the needs, desires and expectations of consumers at the Airport. Additionally, using a best practices (realistic and attainable) approach, AMCG estimated the revenue, costs, expenses, and profit potential associated with developing executive/box hangars under multiple scenarios. Based on an estimate of the capital expenditures required to develop executive/box hangars under each scenario, AMCG calculated the return-on-investment (ROI) for each scenario. ■



Contact:  
Bob McCreery, President  
McCreery Aviation Co., Inc.  
(956) 686-1774



#### Project elements

A list of the “non-aeronautical” factors that the project team considered (and correlated) when preparing “activity” forecasts for the new FBO in the new airport market follows:

- Population
- Per capita income
- Employment sectors
  - Manufacturing
  - Mining
  - Construction
  - Transportation, communications, and utilities
  - Wholesale and retail trade
  - Financial, insurance, and real estate
  - Services
  - Government
  - Total non-agriculture
- Annual skier days
- Housing distribution
  - Total housing units
  - Part-time housing units
  - Year-round housing units
  - Housing units for sale
  - Year-round renters
- Highway traffic counts
- Lodging occupancy

#### MARKET ASSESSMENT/FEASIBILITY STUDY

##### NEW FIXED BASE OPERATOR IN A NEW (DESTINATION-RESORT) AIRPORT MARKET AND RELATED CONSULTING/ADVISORY SERVICES PRIVATE INVESTOR

Aviation Management Consulting Group (AMCG) evaluated the level of demand for Fixed Base Operator (FBO) products, services, and facilities in the new (destination-resort) airport market.

Predicated on the existing (or anticipated) level of demand (based on historical and projected aeronautical and non-aeronautical factors), AMCG identified the type, range, and level of products, services, and facilities (and related improvements) required to meet the needs of aviation consumers in the new (destination-resort) airport market.

Using a best practices approach, AMCG estimated the revenue, costs, expenses, and profit potential of the new FBO, based on an estimate of the capital expenditures required to make the improvements identified and calculated the return-on-investment for the new FBO. The findings of this market assessment and results of the proforma analysis provided a basis for making a decision regarding the best structure for developing, managing, and operating the new FBO in the new (destination-resort) airport.





## AIRPORT MASTER PLAN – TRUCKEE TAHOE AIRPORT TRUCKEE, CALIFORNIA

Truckee Tahoe Airport is a busy, public-use facility nestled in the Sierra Nevadas. The Airport has a robust district-wide community involvement connection. With that connection in mind, we created a “brand” for the project — from developing a project-specific logo to laying-out the plan’s guiding principles; all our efforts concentrated on, and contributed to, the branded values of the Master Plan.

A significant part of the early planning stage was to obtain input from the public using a wide range of techniques. Our emphasis was on making the process interactive, fun and educational. We reached out by holding sessions throughout the District and by using technology and social media to our advantage. As the plan elements came together we identified the consensus items and demonstrated how the plan could satisfy the major objectives of this noise-sensitive community.

In addition to the public outreach portion of the Master Plan, significant attention was paid to:

- Assessing fleet mix changes to runway use, flight patterns and noise
- Evaluating the impact of new improvements
- Using different technologies to help visualize the changing trends over time
- CEQA experience for airport plan adoption.

### Project Details

The financial aspects of the plan addressed:

- Aviation Forecasts
- Hangar Demand
- Hangar Site Analysis
- Aircraft Operation Impacts.







#### AIRPORT MASTER PLAN PORTLAND-TROUTDALE AIRPORT PORT OF PORTLAND, OREGON

Troutdale Airport (TTD) is one of 4 airports in the metropolitan Portland area owned and operated by the Port of Portland. Acquired by the Port in 1942, TTD supports General Aviation (GA) aircraft including business jets, recreational, flight training and helicopters.

Mead & Hunt was selected to assist the Port in determining what role the 278-acre facility will play in meeting the Port's mission to enhance the region's economy and quality of life by providing efficient cargo and air passenger access to national and global markets. In order to determine the future role of TTD, Port management required a deeper understanding of the complex relationship between aviation uses at TTD and other nearby airports (especially Portland International) and the surrounding land uses, both current and projected.

The process will provide a roadmap for the development, operation and investment at TTD over the next 20+ years. A broad range of information and analysis will be necessary for the Port to determine the future role of the Airport. A detailed inventory of current tenants and uses categorized by market segment will be undertaken as part of the Master Plan. The work will include a multiple variable forecast of airport activity and a long-range needs assessment of the amount of land required for future airport operations. Finally, a range of future development options for TTD that are financially sustainable and provide adequate economic benefit to the community in keeping with the Port's mission will be presented.

Our teaming partner at TRK, Aviation Management Consulting Group assisted with this Master Plan, also. They conducted a futures study and contributed to the aviation forecasts. ■

#### Project Details

- Status: Ongoing - est. completion date mid 2015

#### Key Elements

- Aviation Demand Forecasts
- Facility Requirements
- Alternatives Analysis
- Recommendation of a Preferred Alternative
- Significant public outreach effort and stakeholder involvement including formation of a Public Advisory Committee (PAC), numerous public meeting, presentations



#### Contact:

Steve Schreiber, Project Manager  
503-415-6181  
steve.schreiber@portofportland.com



#### MARKET ANALYSIS

##### MAX WESTHEIMER AIRPORT –

##### UNIVERSITY OF OKLAHOMA – NORMAN, OKLAHOMA

Mead & Hunt was asked to prepare a market analysis for the University of Oklahoma's Max Westheimer Airport (OUN). Located within the greater Oklahoma City metropolitan area, OUN is a general aviation reliever airport that serves the southern portion of County of Cleveland and the majority of air transportation needs of the University of Oklahoma. The length of the main runway is 5,199 feet, rendering the Airport ideal for only smaller charter and corporate aircraft. Accordingly, many of OU's team charters and other flight activity use neighboring Will Rogers World Airport to meet this need. However, OUN serves as a major air transportation hub for all other general aviation activity.

Two principal undeveloped areas remain at the Airport and a major purpose of this planning effort was to determine highest and best uses for both parcels (aviation-use and concurrent use). The largest parcel is a 71-acre tract that is located on the north side of the Airport and a 24-acre parcel south of the terminal building. As a matter of interest, infrastructure extension costs for both parcels wound up being similarity priced, to the location of existing utility services, making the upside potential of the larger parcel potentially greater.

The report encompassed the state of the overall general aviation marketplace using survey data from based and transient airport users asking them to rate current facilities and what additional facilities might induce their use of OUN. Coupled with stakeholder interviews, we were able to blend local outputs to regional aviation demands. ■

#### Key Elements

- Audit of current leasing practices and lease rates and terms for competitive analysis
- Defining market niche and pricing strategies
- Identifying funding and development strategies that will lead to needed aviation infrastructure.

The Minimum Standards for this project were established taking into consideration:

- The current market served by the Airport within Oklahoma City Metropolitan statistical area,
- The role of the Airport as a Reliever Airport within the state and national air transportation systems
- The level and quality of aviation services provided at the Airport; and
- The prospects of attracting new businesses and providing new and enhanced GA goods and services at the Airport.



#### Client:

Walt Strong, AAE, Administrator  
University of Oklahoma  
(405) 325-7233

# KEY PERSONNEL

## ORGANIZATION CHART

### 3 – KEY PERSONNEL – ORGANIZATION CHART

#### TRUCKEE TAHOE AIRPORT BOARD

#### TRUCKEE TAHOE AIRPORT STAFF

Kevin Smith, General Manager  
 Hardy Bullock, Aviation & Community Services Director  
 Phred Stoner, Operations & Maintenance Director  
 Sally Lyon, Finance & Administration Director

#### QUALITY ASSURANCE/ QUALITY CONTROL

Paul Meyers ■

#### PRINCIPAL-IN-CHARGE



Jon J. Faucher  
 Direct: 707-264-6697  
 Cell: 707-643-0267  
 jon.faucher@meadhunt.com

#### PROJECT MANAGER



Brad Musinski, AICP  
 Direct: 707-264-6665  
 Cell: 909-650-0943  
 brad.musinski@meadhunt.com

#### AVIATION DEMAND FACTORS

Mitch Hooper, AICP  
 Joseph Pickering  
 Paul Meyers ■  
 Jeff Kolman ■  
 David Benner, CM ■

#### EXTERNAL DEMAND FACTORS

Mitch Hooper, AICP  
 Mark Wasley ■

#### PUBLIC OUTREACH

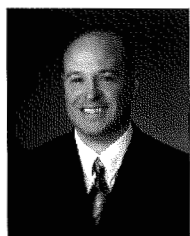
Brad Musinski, AICP  
 Paul Meyers ■  
 Mark Wasley ■

#### Subconsultants:

- Mark Wasley ■
- Aviation Management Consulting Group ■

## KEY PERSONNEL

### RESUMES



#### **JON FAUCHER** **PRINCIPAL-IN-CHARGE**

Jon Faucher is Mead & Hunt's west coast aviation services leader. With more than 22 years' experience in program management, planning, design and construction at large air carrier and joint-use airports like

Oakland International Airport in Northern California and General Mitchell International Airport in Milwaukee, Jon is one of our most knowledgeable project managers. As the west coast aviation services leader, he has overall responsibility for the staff and aviation services performed in the western United States, as well as international aviation services.

His program management experience includes coordination with the airport sponsor and FAA for the development and management of airport capital improvement plans and grant applications and for the preparation and management of passenger facility charge (PFC) programs.

Jon's design project management duties include supervision of concrete and asphalt runway, taxiway and apron designs; environmental mitigation and permitting; hangar layout; airfield navigational aids; Category I, II and III approach lighting systems; security fencing and access control; erosion control structures; storm water and drainage design; and the preparation of specifications and bidding documents, independent cost estimates and various engineering feasibility studies.

A sampling of Jon's recent design projects include the design for the reconstruction of primary joint-use Runway 14-32 and environmental mitigation at the Crater Lake-Klamath Regional Airport and the RSA improvements at Sonoma County Airport.

Jon is a member of the Mead & Hunt Board of Directors and is responsible for negotiating and authorizing all contract documents.

#### **Education**

- BS, Construction Administration, University of Wisconsin

#### **Registration**

- Licensed Professional Engineer – WI (35829-006)



#### **BRAD MUSINSKI, AICP** **PROJECT MANAGER / PUBIC** **OUTREACH**

Brad Musinski knows Truckee Tahoe Airport well. He is preparing the current Master Plan for the Airport and is always available for meetings

and questions from Airport and District staff.

Brad is accomplished in the full spectrum of airport planning services, with an emphasis on preparation of airport master plans, airport layout plans and noise impact evaluations.

Brad has significant experience in producing airport layout plans and guiding these plans through FAA approval. He is well-versed with FAA policies and procedures and has assisted his clients with coordination and grant approvals.

Brad's experience also extends to heliport planning. He was the project manager for the Ukiah Valley Medical Center helistop plan and the Sutter Medical Center Helistop in Santa Rosa.

Brad also has substantial experience using the FAA's Integrated Noise Model (INM) for preparing airport noise contours for airport master plans, land use compatibility plans and environmental documents. He prepares aircraft noise contour analysis for many of our planning projects. One recent project was the Noise Contours Analysis for Dane County Regional Airport in Madison, Wisconsin. Significant changes to the airport (new Runway 3-21 constructed, integration of Stage 3 aircraft) since the previous study necessitated this update.

Brad was the project manager for the recent Stockton Metropolitan Master Plan and Deputy Project Manager for the Spokane International Airport Master Plan.

#### **Education**

- BS, Urban and Regional Planning, Michigan State University

#### **Registration**

- American Institute of Certified Planners (AICP), (026342)



**MITCH HOOPER, AICP – AVIATION  
PLANNING / EXTERNAL DEMAND  
FACTORS**

Mitch Hooper is the Aviation Department's Planning Manager for Mead & Hunt's western US division. He has worked on aviation planning projects nationwide since 2008 and

is known by clients as knowledgeable, innovative and customer-focused. He has been the principal project planner for more than 15 commercial service and GA airport master plans, economic impact assessments, feasibility plans, land use plans, environmental assessments and state system plans.

Mitch is one of Mead & Hunt's foremost airport financial analysts. He has performed detailed cost and financial analyses for numerous planning assignments over the past six years. He also provided business services to over 70 wind energy sites across the US and Mexico.

Mitch's primary responsibilities include project management, client and agency coordination, master planning, environmental planning, land use compatibility planning, demand forecasting, alternatives development, Airports GIS and airspace analysis. He speaks at tradeshow and industry groups about trending issues, best practices and innovative solutions. Mitch is familiar with planning staff at the FAA's SFO Airports District Office (ADO) through his work on recent planning projects, such as the Stockton Metropolitan Airport Master Plan, as well as the Truckee Tahoe Airport Master Plan, which included an extensive aviation forecasting component. He is currently project manager for the Troutdale Airport Master Plan in Portland, Oregon.

**Education**

- MS, Business Administration (in progress), University of Oregon
- BS, Urban Planning, Specializing in Transportation Planning and GIS, Minor in Spanish Language and Literature, Arizona State University
- Certificate, Airport Financial Management, IATA Training and Development Institute

**Registration**

- American Institute of Certified Planners (AICP)



**JOSEPH PICKERING  
AVIATION DEMAND FACTORS**

Joseph Pickering is an air service development expert with extensive experience dealing with community air service issues, having worked with hundreds of communities as an air service development

consultant and airline planner. He brings real-world direct experience in all areas of route planning and new market development, including community partnerships, route forecasting and economic modeling, scheduling, pricing and revenue management.

As a senior consultant and the manager of the air services consulting group, Joseph deals primarily with the development of commercial air service within local communities and regions. He has worked on several successful new market launches including reinstatement of Green Bay, Wisconsin, service to Denver on Frontier Airlines. His conference presentations have been quoted in Aviation Daily and Airport Consulting Magazine, and he frequently speaks on the importance of community partnerships.

Prior to joining Mead & Hunt, Joseph held various planning positions in Delta Air Lines' Network Planning department, including responsibility for all community issues related to air service, assessment of new service proposals and negotiation of incentives. At Delta Air Lines, in addition to community air service liaison, Joseph was responsible for the coordination of critical partners and all areas related to new market launches including pricing, revenue management, marketing, sales and operations.

Joseph held positions of varying responsibility at US Airways in the Revenue Management and Planning divisions. These positions included determining inventory, pricing and marketing strategies for new and existing markets and participation in the development of the yearly operating plan including passenger and revenue projections.

**Education**

- MS, Business Administration, Arizona State University
- BS, Aeronautics, St. Louis University



**PAUL MEYERS – AVIATION  
DEMAND FACTORS / PUBLIC  
OUTREACH**

Paul Meyers is a founding principal of Aviation Management Consulting Group (AMCG). He has 35 years of aviation planning, development, operations and consulting

experience. Paul has instructed at Metropolitan State University of Denver (Aerospace Science Department) teaching senior-level aviation management courses. Paul is an instrument rated private pilot. Paul served on the panel for Airport Cooperative Research Project (*Operational and Business Continuity Planning for Prolonged Airport Disruptions*). Paul acted as Principal Investigator for “*Guidebook for Developing General Aviation Airport Business Plans*” and Co-Principal Investigator for “*Guidebook for Managing Through-The-Fence Operations*”.

**Education**

- BS, Business and Aviation Administration, UCLA
- Certificate in Commercial Transportation, UCLA



**JEFF A. KOHLMAN, AVIATION  
DEMAND FACTORS**

Jeff Kohlman is also a founding principal of AMCG. He has approximately 30 years of aviation, planning, development, operations, management, and consulting

experience. Additionally, Jeff has instructed at MSUD (ASD) teaching senior-level aviation management courses. Jeff is an instrument rated private pilot and aircraft owner. He is a Certified Ground Auditor for NATA's Safety 1st Program. Additionally, Jeff served as AMCG's project manager for ACRP Report 114 – *Guidebook for Through-The-Fence Operations*.

**Education**

- BS, Aviation Business Administration, with emphasis on Finance, Embry-Riddle Aeronautical University
- Certified Ground Auditor for NATA's Safety 1st Program



**DAVID C. BENNER – AVIATION  
DEMAND FACTORS**

David Benner has almost 15 years of aviation, planning, operations, management, and consulting experience. David has a commercial pilot license with

instrument and multi-engine ratings and is a Certified Flight Instructor. He is a Certified Ground Auditor for NATA's Safety 1st Program.

David's areas of expertise include Market Assessments; Feasibility Studies; Fee Analysis; Lease Use, and Operating Agreements; and, Strategic Business Planning.

**Education**

- M, Business Administration in Aviation with a concentration in Airport Management, Embry-Riddle Aeronautical University
- BS, Aviation Business Administration, with concentration in Airport Management, Embry-Riddle Aeronautical University



**MARK J. WASLEY, EXTERNAL  
DEMAND FACTORS / PUBLIC  
OUTREACH**

Mark Wasley will be serving as an independent teaming partner on this project. His 20+ years of experience in accounting, finance and real estate development have gained him a

thorough knowledge of master-planned community development including market analysis, project modeling, acquisition, entitlement, infrastructure and project financing and accounting controls and reporting. His skillful and proficient management through diligent planning, strategic negotiation and reliable delivery has resulted in over \$20 million in direct project savings. Mark's work in the Truckee – North Lake Tahoe community with one of the premier developers of world-class resort communities in California, Utah and Colorado afford him local familiarity and perspective. Mark will assist with the external demand factors and outreach components of this project.

**Education**

- BA, Business Administration – Accountancy, California State University, Sacramento

# PROJECT ADMINISTRATION

## APPROACH AND UNDERSTANDING / PROPOSAL QUOTE

Mead & Hunt (or “the Mead & Hunt Team”) has reviewed the request for proposals and met with your management team to develop the following understanding of the “Demand Drivers for the Truckee Tahoe Airport” (the Study). The Truckee Tahoe Airport District (TTAD) is conducting the Study to quantify the internal and external factors that cause aircraft to utilize the Truckee Tahoe Airport.

### TASKS

#### 1. Study Management and Quality Assurance/Quality Control

Project management, quality assurance/quality control (QA/QC), and peer review actions will occur throughout the duration of the project. The project manager will serve as the primary point-of-contact between TTAD, Airport management and the Mead & Hunt Team, and will provide quality control/quality assurance and peer review at every step. The project manager will align resources to complete the scope according to the agreed-upon schedule and budget, and manage any unforeseen circumstances that may occur during the Study.

Project management will include initial study design, monthly progress reporting, and bi-weekly conference calls (assume six - one hour calls) with Airport management and applicable members of the project team. The conference call schedule will be adjusted to fit with stakeholder schedules and project needs.

QA/QC includes peer review of all assumptions, calculations and deliverables by a senior staff member of the Mead & Hunt Team. The Mead & Hunt Team will work in concert with key stakeholders and Airport management in order to provide a deliverable based on mutually agreed upon demand modeling assumptions.

#### 2. Stakeholder Coordination and Meetings

**Project Kickoff** – The Project kickoff meeting will form the foundation for a successful study. This meeting will establish the coordination and outreach plan, and help finalize the list of resources to be considered. The Mead & Hunt Team will sit down with airport management to present the project strategy, and solicit input and feedback.

**Pilot / Stakeholder Interviews and Survey** – The Mead & Hunt Team will prepare a survey to be left in the Pilot’s lounge and distributed to hangar tenants. This survey will be used to better understand what factors influence air travel. The results of this survey will help guide analysis and check projections.

**TTAD Board Meetings** – We will be attending as many of these as occur throughout the duration of this project.

Mead  
& Hunt

## 4 – PROJECT ADMINISTRATION





### 3. Aviation Demand Factors

**Market Assessment, Data Collection and Analysis** – Our Team will conduct a market assessment, taking a macro (entire industry) to micro (local market) approach. We will analyze the number and type of aircraft, number of pilots and the number (and type) of based aircraft, aircraft operations and fuel volumes at TRK. We will evaluate the competition, exploring market and customer segments, gaining a better understanding of key market drivers and assess demand and capacity for airport infrastructure and aviation products, services and facilities.

As part of our analysis, we will develop an overview of the Airport which identifies its key assets, amenities and attributes. The overview conveys a brief history of the Airport; identifies TRK's and similar airports' unique characteristics; examines key airport statistics and trends; airspace constraints, price and availability of Jet A, 100LL, and alternative fuels; and discusses the current state of, and the future outlook for, the Airport.

We also develop a community overview which identifies the communities key assets, amenities, and attributes, conveys an historical perspective, identifies unique characteristics, examines key statistics and trends, discusses the current state of, and the future outlook for, the community. Some of the key demographic, economic, and socioeconomic statistics and trends that should be examined include population, household income, employment, unemployment, and labor force. Current and future projects, plans, and planning efforts should be identified. Airport-community alignment and related issues, challenges, or problems should also be discussed. Additional areas that could be included as part of the community overview are geographic location, weather, transportation alternatives, education and training, business, and industry.

Our Team will also develop an overview of the market on a regional, state, and local level which includes examination of key statistics and trends, including the number of FAA-registered aircraft and licensed pilots in the US, the State and the County. This examination considers the number of based aircraft, aircraft operations, and fuel volumes at the airport. We consider market forecast and other related materials developed by the FAA, aircraft manufacturers, vendors and suppliers, associations and planning and transportation agencies (including state aviation associations - for materials including state aviation system plans and economic impact studies).

Our Team will form a competition overview which identifies airports in the area competing for based and transient customers, the assets, amenities, attributes, and activity levels at competitive airports, and the strengths and weaknesses of those airport and organizations.





Our Team will then examine market and customer segments (i.e., personal, business, commercial, government) and market drivers including: proximity to home, work, or the final destination (residential, commercial, industrial, agricultural, and recreational areas in the surrounding communities), runway length, approaches, ATCT, aviation products and services (i.e., fuel, line services, maintenance, ground transportation), aviation facilities (aircraft parking and storage), noise restrictions, etc.

The Mead & Hunt Team will identify and correlate demand influencers that may affect activity at the Airport. This analysis will consider responses to the airport tenant survey, completed as part of the Pilot / Stakeholder Interviews and Survey.

After all of this work is completed, we look for correlations.

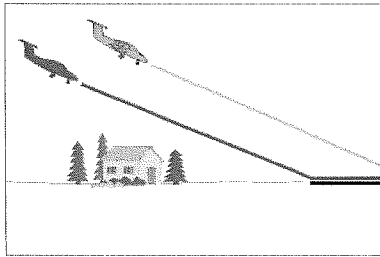
#### 4. External Demand Factors

**Data Collection and Analysis** – The Mead & Hunt Team will provide an assessment of the external factors that influence air travel to and from TRK. These factors may include businesses and investment activities in the area, government activities, primary and secondary property owners, and high end vacation travel. These demand influencers are impacted by macroeconomic trends such as overall economic health, which can influence their desire and availability to use the Airport. The Mead & Hunt Team will review these trends and compare them to the Aviation Demand Factors to draw correlation between the two.

Our Team will collect data from available databases. Sources to be consulted include the U.S. Bureau of Economic Analysis, the S&P 500 historical index, the Truckee Donner Chamber of Commerce, the North Lake Tahoe Resort Association, and high end resort properties in the area. MetroStudy may also be obtained for housing purchase and sale data.

The Mead & Hunt Team will leverage existing relationships with marketing departments at area resorts to establish trends and demand influencers that impact high end travel to the region. This information will be compared to the incidence of aircraft travel to and from TRK to establish correlation, which will be used to evaluate future activity.

**External Interviews and Survey** – A local member of the Mead & Hunt Team will interview members of the community familiar with potential external demand factors to develop an understanding of non-aviation related influencers on TRK activity. The Mead & Hunt Team will seek to interview representatives of the Truckee Donner Chamber of Commerce, North Lake Tahoe Resort Association, local real estate brokerages, several larger home owner associations, and resort and development marketing departments. The Mead & Hunt team anticipates to conduct between 15 and 20 in-person and phone interviews. These interviews will feed into the analysis of external demand factors and help develop correlation between local activities and aviation activity at TRK. The Mead & Hunt Team will request estimates of future demand from representatives interviewed and use this information to help forecast future demand.



The Mead & Hunt Team will prepare a survey to be distributed to board presidents or manager representative of home owners associations in high end communities and area resorts. This survey is expected to be one page and will be hosted online to facilitate data collection and analysis. The purpose of this survey is to capture individual trends and preferences that may be missed in the macroeconomic analysis of external demand influencers.

**Market Assessment** – After completing the database assessment, interviewing local representatives, and analyzing the survey results, the Mead & Hunt Team will summarize the information collected into a Market Assessment for TRK. This assessment will explain what factors outside the Airport influence the demand for air travel to and from TRK. The assessment will include forecast information, as available, to help the airport management estimate how activity will fluctuate in the future.

#### 5. Analysis and Documentation

The Mead & Hunt Team will prepare a technical memorandum (expected to be between 20 and 30 pages with exhibits) and an executive summary (expected to be a four page handout). The report will describe the Study inputs, methodology, and outputs, and explain the ranges of expected return.

The Mead & Hunt Team will utilize the forecast of aviation demand, the aviation demand factors, and the external demand factors, and prepare a composite analysis of how aviation activity at TRK responds to the greater market. This analysis will inform airport management as to how local and national factors influence aviation activity, and establish a baseline for predicting future demand. A great understanding of the national and local market's influence on aviation activity will provide insight and perspective to airport management, the TTAD Board, and local stakeholders.

Documents will be delivered to the Airport in PDF form (no prints) via email. The Mead & Hunt Team will take TTAD and airport management comments on the technical memorandum and executive summary, revise, and deliver a final report.

#### FEE

Task	Description	Budget
1	Study Management and Quality Control/Quality Assurance	\$6,082
2	Stakeholder Coordination and Meetings	\$12,652
3	Aviation Demand Factors	\$7,156
4	External Demand Factors	\$10,492
5	Analysis and Documentation	\$8,218
Labor Subtotal		<b>\$44,600</b>
Expenses Subtotal		<b>\$3,540</b>
TOTAL		<b>\$48,140</b>

## REFERENCES



Mead & Hunt has an excellent reputation for providing high-quality comprehensive aviation consulting services. This can be readily confirmed by contacting our client references. We've been in the aviation consulting business for 70 years and 90 percent of our clients are repeat customers. Our repeat clients are a testament to the quality of our work. This can only happen when you bring quality projects in on time and within budget.

But do not take our word for it. We encourage you to contact our clients and ask them about the service they receive from Mead & Hunt staff members. We have many satisfied clients and are confident you will receive positive feedback from them. Mead & Hunt has placed a high priority on developing a professional reputation as a firm willing and able to do what is necessary to exceed our clients' expectations. We look forward to providing you with the same high-quality service and personal attention that our clients have come to expect.

Our staff represents an integration of foresight, knowledge and innovation with a track record of successful commissions and very satisfied clientele.

We are proud of our body of work and believe this work represents a background rich in experience; an experience that has been forged by participation in some of the most challenging planning, environmental, engineering and architectural issues facing airports in the last few decades. Our work experience throughout California and across the nation allows us to offer our clients the most current and cutting-edge solutions to accomplish their project needs. ■

### REFERENCES

Chris Cummings,  
Planning and Projects Manager  
Transportation Planning Division,  
Oregon Dept. of Transportation  
(503) 986-3703  
Christopher.J.Cummings@odot.state.or.us

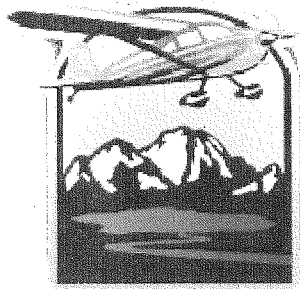
Chris White  
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Portland-Troutdale Airport  
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chris.white@portofportland.com

Bob McCreery  
President  
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bobm@mccreeryaviation.com

5 - REFERENCES

# ***AIRPORT BUSINESS SOLUTIONS***

## **PROPOSAL RESPONSE FOR Demand Driver Analysis and Development of Primary Management and Compliance Documents for the Truckee-Tahoe Airport**



**Presented to:**

Mr. Hardy S. Bullock  
Director of Aviation & Community Services  
Truckee Tahoe Airport District  
10356 Truckee Airport Road  
Truckee, California 96161

**Prepared by:**

Michael A. Hodges, MAI  
*Airport Business Solutions*  
12950 Race Track Road, Suite 206  
Tampa, Florida 33626-1307  
(813) 855-3600  
[www.airportbusiness.net](http://www.airportbusiness.net)

Date of Proposal: December 31, 2014





## ***Airport Business Solutions***

*"Valuation and Consulting Services to the Aviation Industry"*

**12950 Race Track Road, Suite 206, Tampa, Florida 33626-1307**

**Phone (813) 855-3600 Fax (813) 200-1014**

December 31, 2014

Mr. Hardy S. Bullock  
Director of Aviation & Community Services  
Truckee Tahoe Airport District  
10356 Truckee Airport Road  
Truckee, California 96161

RE: ***Airport Business Solutions' Proposal Response***  
Demand Driver Analysis and Primary Management and  
Compliance Document Development  
Truckee-Tahoe Airport  
Truckee, California

Dear Mr. Bullock:

Per your request, ***Airport Business Solutions (ABS)*** appreciates the opportunity to submit this proposal in response to your Request for Proposals to conduct a ***Demand Driver Analysis and to develop Primary Management and Compliance Documents*** for the Truckee-Tahoe Airport in Truckee, California. In accordance with your Request for Proposals, the following reflects our interest and experience in these two projects. ***Airport Business Solutions*** is the industry leader in providing consulting services to airports relative to business and management activities, having provided the proposed services to multiple clients throughout the United States. Predicated upon the scopes set forth in the two RFPs, ***Airport Business Solutions*** is considered to be the most experienced and qualified to complete these projects. It should be noted that this proposal is associated with both projects, as we feel that multiple aspects of these projects are interrelated, as is the previously issued RFP regarding the analysis of prospective executive hangar development at the Airport. We have responded to that RFP separately, but have included an alternate fee proposal in conjunction with the awarding of multiple projects concurrently.

With our history and knowledge of both airport management and aviation business operations, ***Airport Business Solutions*** is the most qualified entity to meet the needs of the Truckee Tahoe Airport District. We have provided national and international consulting and advisory services to over 1,500 airports worldwide over the past 25 years. Our senior staff offers over 150 cumulative years of airport and aviation business management services, as well as direct experience with airport and FBO management, marketing, business planning, and operations.

In addition, it is significant to note that ***ABS Aviation***, an affiliated airport and FBO contract management organization, currently manages the Minden-Tahoe Airport in Minden, Nevada, which operates as a completely self-sustaining airport. As such, we offer direct experience with the issues facing airports and aviation businesses today. This current and direct hands-on management experience makes us unique in the consulting world and allows us to stay up to date with industry changes and best practices. In addition, we offer extensive experience in the California area having completed multiple projects there over the past 20+ years.

***Solutions as Unique as the Problems . . .***

Mr. Hardy Bullock  
December 31, 2014  
Page Two

We truly believe that the most important "Main Street" in any community is the local airport runway, because it is such a critical component to the economic vitality of the area. As such, the Airport is the "front door" to the community and represents the Truckee-Tahoe area as one of its goodwill ambassadors. This belief is the cornerstone of all of the management and consulting services we provide. As such, we offer our commitment to the Truckee-Tahoe Airport that these ideals will be an integral part of the development process for all our efforts and activities at the Airport. Company contact information is as follows:

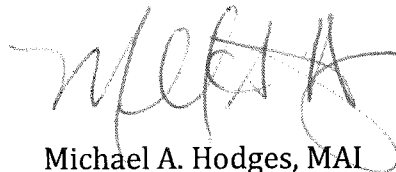
***Legal Name and Address of the Primary Proposing Firm***

ABS Aviation Consultancy, Inc. dba *Airport Business Solutions*  
12950 Race Track Road, Suite 206  
Tampa, Florida 33626-1307  
(813) 855-3600 – Phone  
(813) 200-1014 – Fax  
[www.airportbusiness.net](http://www.airportbusiness.net)

Michael A. Hodges, President/CEO  
[mhodges@airportbusiness.net](mailto:mhodges@airportbusiness.net)  
(813) 317-3170 – Cell

We appreciate the opportunity to submit our qualifications to the Truckee Tahoe Airport District and the Truckee-Tahoe Airport. ***Airport Business Solutions*** is fully committed to the scope of work described in the RFP and are available to start immediately upon notice to proceed. If you should have questions regarding this presentation, please do not hesitate to contact me.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'MHodges', is written over a horizontal line.

Michael A. Hodges, MAI  
President/CEO

## **EXECUTIVE SUMMARY OF AIRPORT BUSINESS SOLUTIONS PROPOSAL**

**Projects:** 1) Demand Driver Analysis for the Truckee-Tahoe Airport; and @2 Primary Management and Compliance Document development for the Truckee-Tahoe Airport

### **Legal Name, Address and Contact:**

ABS Aviation Consultancy, Inc. dba *Airport Business Solutions*  
12950 Race Track Road, Suite 206  
Tampa, Florida 33626-1307  
(813) 855-3600 – Phone, (813) 200-1014 – Fax

Michael A. Hodges, President/CEO  
[mhodes@airportbusiness.net](mailto:mhodes@airportbusiness.net)  
(813) 317-3170 – Cell

### **Qualifications of Proposing Firm:**

*Airport Business Solutions* is the industry leader in providing consulting services to airports relative to business and management activities, having provided the proposed services to multiple clients throughout the United States. Predicated upon the scopes set forth in the two RFPs, *Airport Business Solutions* is considered to be the most experienced and qualified to complete these projects.

In addition, it is significant to note that *ABS Aviation*, an affiliated airport and FBO contract management organization, currently manages the Minden-Tahoe Airport in Minden, Nevada, which operates as a completely self-sustaining airport. As such, we offer direct experience with the issues facing airports and aviation businesses today. This current and direct hands-on management experience makes us unique in the consulting world and allows us to stay up to date with industry changes and best practices.

### **Cost Proposal:**

**Demand Driver Analysis:** \$17,500 plus travel and project-related expenses, plus a 5% administrative fee.

**Primary Management and Compliance Document Development:** \$25,500 plus travel and project-related expenses, plus a 5% administrative fee.

If selected for both projects, we are committed to reducing our fee on each project by twenty (20%) percent. If selected for both projects, as well as the project related to the assessment of executive hangar development at the Airport, the overall fee would be reduced by twenty-five (25%) percent of the quoted fees. Site visits for multiple projects would be coordinated to reduce travel costs as well.

## **EXPERIENCE AND QUALIFICATIONS**

*Airport Business Solutions* was created over twenty-five years ago to provide valuation and consulting services to the aviation industry. Upon discovering that most real estate professionals lacked an understanding of the unique characteristics of airport-based properties as compared with standard real estate projects, *Airport Business Solutions* was formed to offer their extensive experience in the valuation of and development of market-based rates and charges for airports and aviation-related properties such as fixed base operations, corporate hangar developments, air cargo facilities, control towers, and terminal facilities. These services continue to be provided to airports and their tenants throughout the United States. Through the addition of several diversely experienced staff members with extensive backgrounds in airport management and operations, air cargo development and operations, as well as FBO management and operations, *Airport Business Solutions* expanded to offer such services as leasehold, business/going-concern, and equipment valuation, financial self-sufficiency analysis, revenue enhancement, RFP development and evaluation, interim airport and FBO management, market and operational assessments, and various site selection services. Our firm is the industry leader in developing Airport Business and Strategic Plans, to include guiding documents such as Minimum Standards, Rules & Regulations, and Leasing/Rates and Charges, as well as the development of other policies and procedures designed to successfully manage and develop airports of all sizes. In addition, we also provide such services as buyer and seller representation for aviation businesses, personnel recruitment, fuel farm development, and environmental compliance and assessment issues.

In addition to the foregoing, the Company has been very active in the areas of property leasing and development issues, FAA regulations, and standardized leasing documents and policies. Furthermore, given our general appraisal foundations, in addition to addressing aeronautical land and facilities, we also offer the expertise to analyze various non-aeronautical ancillary facilities situated on an airport such as hotels, parking garages, rental car facilities, support facilities, etc. *Airport Business Solutions* is also recognized for our extensive experience in the analysis and valuation of "through-the-fence" access rights and the development of access agreements and fee structures for through-the-fence projects.



Our Environmental Division offers such services as environmental due diligence, compliance audits, GIS implementation and management, storage tank removal and closure assessments, environmental health and safety training, fuel facility audits and design, permitting and construction management of new fuel systems, and fuel facility operation and maintenance training programs. Clients include airports, fixed base operators, municipalities, law firms, financial organizations and various corporate aviation clients.

The President and Founder of *Airport Business Solutions*, Michael A. Hodges, MAI, has been published and interviewed on numerous occasions in *FBO* and *airport business* magazines on issues such as the valuation of aviation facilities and businesses, percentage leases, lease adjustment mechanisms, various issues impacting the aviation industry with regard to lease negotiation and lease structure, and the impact of the FAA's final rates and charges policy on general aviation. Mr. Hodges has been a speaker at various conventions/seminars sponsored by aviation-related organizations such as the National Air Transportation Association (NATA), American Association of Airport Executives (AAAE), and various state aeronautical associations. Mr. Hodges is also an active Corporate Member of NATA and AAAE, and currently serves on the Airports Committee of NATA and Non-Hub/GA Airport Committee of AAAE.

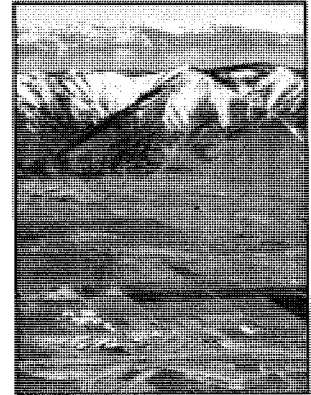
Furthermore, along with Ms. Bobbi Thompson, CAE, Mr. Hodges presents an annual workshop for AAAE entitled the *Essentials of Airport Business Management*. The workshop is basically an "Airports 101" course, as it covers all the basic aspects of airport management and development issues, and focuses on ways that airports can maximize their revenue opportunities through business planning, market assessment, creative lease structures and alternative revenue sources. The workshop also provides an overview of a variety of management and operational issues faced by airport management, to include Minimum Standards, rates and charges policies, leasing policies, self-fueling issues, property development, and rules and regulations. Bobbi and Michael have also made numerous presentations at AAAE events on non-aeronautical revenue options and opportunities.

**Airport Business Solutions** offers the unique blend of valuation, management and operational backgrounds, as well as extensive hands-on experience in the aviation field. This ultimately provides a more thorough and accurate analysis of airports and aviation-related projects involved in business plans, lease negotiation, acquisition, leasehold and business valuation, financial analysis, litigation, site evaluation and selection, and bankruptcy. Our diverse staff and resources, years of experience, exposure to a variety of facilities through our database of over 1,500 airports, and understanding of the viability of various revenue generation systems, provides **Airport Business Solutions** with the ability and expertise to analyze complex aviation projects which demand extensive research, analysis, and the conveyance of defensible conclusions either through in-depth personal presentations, or well-documented and fully-supported, comprehensive reports. Furthermore, our experience and knowledge of the FAA's Grant and Sponsor Assurances, the FAA's final rates and charges policy, and diverse staff knowledgeable in FBO and airport operations and management, as well as aviation real estate, yields the exclusive background necessary to provide the services that have been identified by the Truckee-Tahoe Airport. Our focus on the **business aspects** of airports meets all of the needs and expectations set forth in the RFPs.

Based upon our diversity of experience among staff, we have the extensive backgrounds that allow us to immediately provide an in-depth study of the demand drivers for aircraft utilization and activities at the Airport. In addition, our extensive experience with the actual operation/management of airports and FBOs, has provided us with a unique perspective in the development of management and compliance documents for airports. This hands-on experience provides a unique perspective with regard to the actual implementation and enforcement of policies. We are committed to comprehensive research, recommendations and the ability to defend all scope items identified in the RFP, and we complete all of our assignments within the time frame and budgets allocated. A detailed listing of various references is provided in the Appendix, as well as detailed Curriculum Vitae for each member of the team that will be involved in the project to be engaged by the District.

*Airports Business Solutions* has extensive experience in the West and Southwest regions of the U.S. with a listing of a few of the project airports later in this document. Over the past 10 years, the company has completed multiple projects for airports and aviation businesses, to include to hundreds of projects specifically relating to the services set forth in the RFPs.

In addition, it is significant to note that *ABS Aviation*, an affiliated company, successfully manages the Minden-Tahoe Airport on behalf of Douglas County, which located in west-central Nevada approximately 26 nautical miles southeast of TRK. Utilizing our expertise in the business of airport management, we were able to make this airport self-sustaining and have maintained that sustainability for the past four years. **In fact, the Minden-Tahoe Airport is the only financially self-sustaining general aviation airport in the State of Nevada.** This hands-on experience and our success stories will be invaluable in addressing the various scope items set forth in the RFPs.



Minden-Tahoe Airport

### ***Key Personnel***

*Michael A. Hodges, MAI – President/CEO*

Specializing in airport and aviation business real estate and management issues for over two decades, Michael will ensure that the Truckee project meets the quality and best business practices required by the District and airport management. His expertise includes FBO and airport management, financial oversight, real estate development and valuation, airport leases, personnel issues, and strategic business planning of both airports and airport related businesses. Michael will be the project manager for all assignments associated with the Truckee-Tahoe Airport.

*Roberta "Bobbi" Thompson, CAE*

Bobbi's background is comprised of nearly 50 years of diverse aviation experience including direct control of a family-owned chain of FBOs in the Dayton, Ohio area, as well as the management

of Los Angeles County's five airports under a private management contract. Bobbi's diverse aviation background also includes flight operations, charter, air show development and management, FAA contracting, and other regulatory issues, personnel management, and budgeting. Because of her on-going management experience at the Minden-Tahoe Airport, plus her experience with the FAA and the airports she previously managed in California, Bobbi will have a significant role in addressing the best business practices of the airport, specifically those related to business development, market opportunities, and financial solvency. Since taking over at Minden, Bobbi has helped transform the Airport into the only self-sustaining general aviation airport in the State of Nevada. She has an excellent relationship with the FAA's Western Region and has been successful at obtaining millions of dollars in Federal grants at MEV over the past three years.

*Randy D. Bisgard*

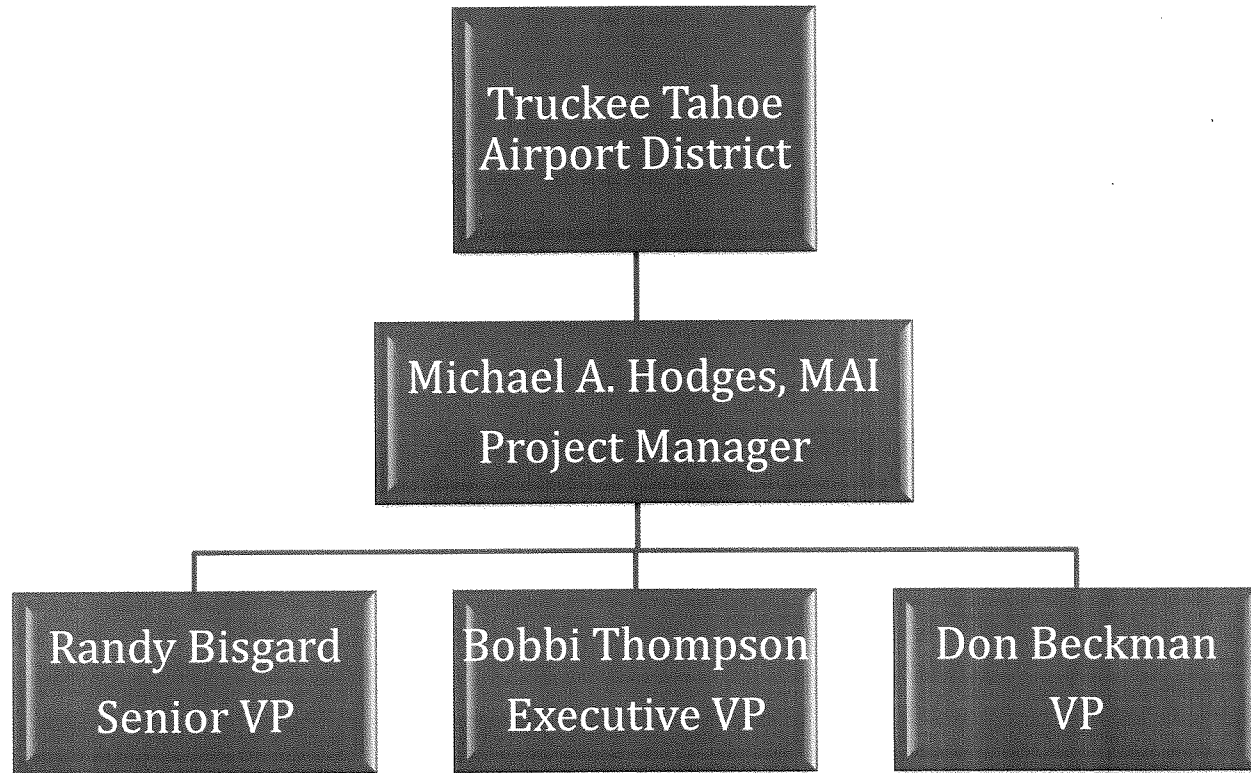
Randy has worked within the aviation industry for over 40 years including direct employment with the major FBO chain Combs Gates (now known as Signature Flight Support), Jet Aviation of America, and Integrated Airline Services. He has been involved in FBO management, operations, marketing, facility design/development and employee training. Much of Randy's time involved in FBO operations was at a Part 139 air carrier airport where he had direct responsibility for personnel who handled airline and air cargo ground handling. Randy has also been involved in extensive airport market studies, business planning, risk analysis, and other strategic airport and airport business-related forecasting.

*Donald W. Beckman*

Don has over 25 years experience in FBO/airport management, ramp operations, safety/training and security issues. Over his career, Don has worked for Combs Gates (now Signature Flight Support), Jet Aviation of America, Trajen Flight Support, Integrated Airline Services, and most recently, Atlantic Aviation. During Don's career, he has also been heavily involved in all business, safety and regulatory aspects of airports and aviation businesses.

A complete Curriculum Vitae for each of the above referenced project personnel is included in the Appendix of this document.

***Organizational Chart***



***PROJECT APPROACH***

The presentation of our findings and recommendations relating to demand drivers at the Truckee-Tahoe Airport must contain clearly identifiable justification and supporting research, as well as options and/or alternative activities. Most importantly, it is imperative that the recommendations are reasonable and achievable and can be readily implemented at the Airport. The analysis must be predicated upon the best interest of the District/Airport and must allow it to reach its goals and objectives of achieving a financially self-sustaining and "business/user friendly" environment that provide the District and Airport with the greatest opportunity for long-term financial and operational success.

The development of primary management and compliance documents must consider all aspects of the Airport's activities, including current, historic and prospective. In other words, the current and/or historic activities of the Airport may or may not be consistent with future business and/or development trends at TRK. As such, all planning and management documents must be cognizant of all dynamics that may impact future development and business operations. Most importantly, the various policy documents must not only be comprehensive, but be able to be easily and effectively implemented in a manner that maximizes the operational, developmental, and financial aspects of the Airport and District.

It is significant to note that both projects provide for a high level of tenant, user and stakeholder involvement during the information gathering phase of the project. It is our traditional approach to hold public meetings and/or individual meetings with major tenants and stakeholders to gain both an insight into their perspectives on the Airport, but as importantly, to obtain their "buy-in" to the process and final recommendations.

As previously noted, this proposal addresses both of the current Requests for Proposals issued by the Truckee Tahoe Airport District. We have previously responded to the District's RFP relative to the assessment of the prospective executive hangar development at TRK. It is our opinion that the scopes of the three RFPs are interrelated and should be considered for award to a single entity. In our opinion, the demand drivers for aircraft utilization and activities at the Airport will impact the demand for hangars, while the policy documents will contribute to the potential requirements imposed on a third-party developer of hangars, and other business operations, either in conjunction with the proposed project, or future development projects. As such, *Airport Business Solutions* has responded to the hangar development RFP, and provided an alternative fee schedule for that project if we are selected to complete one or more of the three proposed projects for the Truckee Tahoe Airport District.

## **PROJECT REFERENCES**

As noted herein, *Airport Business Solutions* has performed multiple projects similar to those requested by the Truckee Tahoe Airport District, both within the State of California and throughout the United States. The following is a list of client references demonstrating the breadth of our expertise and satisfaction of our clients relative to our professionalism and industry knowledge. Additional references and a partial list of airports where we have previously completed assignments is included in the Appendix.

Mr. Gary Schmidt  
Director of Reliever Airports  
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6040 28th Avenue South  
Minneapolis, Minnesota 55450-2799  
(612) 726-8135  
[gschmidt@mspmacc.org](mailto:gschmidt@mspmacc.org)

Mr. Richard V. White, A.A.E.  
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Memphis-Shelby Co Airport Authority  
2491 Winchester Road, Suite 113  
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(901) 922-8031  
[richardw@mscaa.com](mailto:richardw@mscaa.com)

Mr. John Rauback, MBA, A.A.E.  
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400 Airways Avenue  
Savannah, Georgia 31408  
(912) 964-0514  
[jrauback@savannahairport.com](mailto:jrauback@savannahairport.com)

Michael W. Hurst  
St. Joseph's Airport Authority  
100B NW Rosecrans Road  
St. Joseph, Missouri 64503  
(816) 271-5374  
[mhurst@ci.st-joseph.mo.us](mailto:mhurst@ci.st-joseph.mo.us)

Ms. Maureen Riley  
Executive Director  
Salt Lake City Department of Airports  
P.O. Box 145550  
Salt Lake City, Utah 84114  
(801) 575-2408  
[maureen.riley@slcgov.com](mailto:maureen.riley@slcgov.com)

It should be noted that *Airport Business Solutions* has never failed to complete any projects awarded to the company, nor have we ever defaulted on a contract.

## ***COMPENSATION, PROJECT TIMELINE AND DELIVERABLES***

Based upon the scope of work identified in the RFP, as well as the standard hourly rates of principals and staff, we anticipate a project cost of approximately \$17,500, plus travel and project-related expenses for the Demand Drivers Analysis. For the Primary Management and Compliance Document development project, the fee would be \$25,250 plus travel and project-related expenses. Said travel and project-related expenses would be passed-through at cost plus a 5% administrative fee. While we anticipate that a single site visit will be sufficient for completing the necessary on-site due diligence, we feel it is more viable to address such expenses separately to allow the District to request additional on-site meetings if they feel they are appropriate. If the District would prefer a fixed not-to-exceed fee inclusive of expenses, we would require some specific travel/meeting parameters set forth by the District in order to provide such a fee quote.

As previously noted, this proposal addresses the Requests for Proposal issued by the Truckee Tahoe Airport District for consultants to 1) evaluate the demand drivers for aircraft utilization at the Airport, and 2) develop Primary Management and Compliance Documents for the Airport that will drive the organized, effective and efficient development of the Airport for years to come. We previously submitted a proposal to the District for an assessment of executive hangar development at TRK. If selected for two of the projects, *Airport Business Solutions* is committed to reduce our fee on each project by twenty (20%) percent. If selected for all three projects, the overall fee would be reduced by twenty-five (25%) percent of the quoted fees. In addition, travel and project-related expenses would also be reduced given the ability to consolidate site visits for multiple projects.

Although subject to modification once the final scope of work is defined, it is anticipated that each project could be completed within 60 days from finalization of the scope and written authorization to proceed. If awarded multiple projects, the turnaround time would be increased by an additional 30 days. Deliverables would reflect an Executive Summary document outlining our recommendations for the Demand Driver Analysis, and new state-of-the-art management and compliance documents for that project. The final process and document scope can be better refined in discussions with the District and coordination of the project scope's priorities.



***Airport Business Solutions*** does not have an excess of projects, or anticipate an excess of projects over the near term, that would have any negative impact on our ability to complete this project in a timely and comprehensive basis.

## ***APPENDIX***

***ABS Company Overview***

***Additional References***

***Partial Airport Client Listing***

***ABS Key Personnel Curriculum Vitae***

## ***APPENDIX***

## COMPANY OVERVIEW

*Airport Business Solutions* was created to provide valuation and consulting services to the aviation industry. Upon discovering that most real estate professionals lacked an understanding of the unique characteristics of airport-based properties as compared with standard real estate projects, *Airport Business Solutions* was formed to offer their extensive experience in the valuation of airports and aviation-related properties such as fixed base operations, corporate hangar developments, air cargo facilities, control towers, and terminal facilities, to airports and their tenants throughout the United States. Through the addition of several diversely experienced staff members with extensive backgrounds in airport management and operations, air cargo development and operations, as well as FBO management and operations, *Airport Business Solutions* expanded to offer such services as leasehold, business/going-concern, and equipment valuation, financial self-sufficiency analysis, revenue enhancement, RFP development and evaluation, interim airport and FBO management, market and operational assessments, and various site selection services. In addition, we also provide such services as, buyer and seller representation services, personnel recruitment, fuel farm development, and environmental compliance and assessment issues. *Airport Business Solutions* is also highly skilled and experienced in the analysis of air cargo facilities and operations, having completed numerous facility and ground handling assessment for clients worldwide. Analyses have ranged from detailed market assessments for institutional grade investors, market studies for international airlines looking to expand operations, and site assessments and lease negotiations for expanding U.S. cargo operations.

In addition to the foregoing, the Company has been very active in the development of property -related rates and fees, Minimum Standards, airport rules and regulations, standardized lease documents, general aviation rates and charges analysis, Leasing Policies, and Rates and Charges Policies for airports throughout the country. Furthermore, given our general appraisal foundations, we also offer the expertise to analyze various ancillary facilities situated on an airport such as hotels, parking garages, rental car facilities, terminal support facilities, etc. *Airport Business Solutions* is also recognized for our extensive experience in the analysis and valuation of "through-the-fence" access rights and the development of access agreements and fee structures for through-the-fence projects.



Our Environmental Division offers such services as environmental due diligence, compliance audits, GIS implementation and management, storage tank removal and closure assessments, environmental health and safety training, fuel facility audits and design, permitting and construction management of new fuel systems, and fuel facility operation and maintenance training programs. Clients include both fixed base operators, airports, and various corporate clients.

The President and Founder of ***Airport Business Solutions***, Michael A. Hodges, MAI, has been published and quoted on numerous occasions in various trade publications on issues such as the valuation of aviation facilities and businesses, percentage leases, lease adjustment mechanisms, various issues impacting the aviation industry with regard to lease negotiation and lease structure, and the impact of the FAA's final rates and charges policy on general aviation. Furthermore, a handbook written by Mr. Hodges addressing numerous issues in lease negotiation entitled *Guidelines for Successful General Aviation Rates and Charges Negotiation*, was distributed as part of an issue of ***airport business***. Mr. Hodges has been a speaker at various conventions/seminars sponsored by aviation organizations such as the National Air Transportation Association (NATA), American Association of Airport Executives (AAAE), and several State aeronautical associations. He is also an active member of NATA and AAAE, and serves on the NATA Airports Committee and AAAE GA Airport Committee.

Furthermore, along with Ms. Bobbi Thompson, C.A.E., Mr. Hodges presents an annual workshop for AAAE entitled *Essentials of Airport Business Management*. The workshop is basically an "Airports 101" course, as it covers all the basic aspects of airport management and development, and focuses on ways that airports can maximize their revenue opportunities through creative lease structures and alternative revenue sources, as well as providing an overview on a variety of management and operational issues faced by airport management, to include Minimum Standards, rates and charges policies, leasing policies, self-fueling issues, and rules and regulations.

In conclusion, ***Airport Business Solutions*** offers the unique blend of valuation, management and operational backgrounds, as well as extensive hands-on experience in the aviation field. This ultimately provides a more thorough and accurate analysis of airports and aviation-related projects involved in lease negotiation, acquisition, leasehold and business valuation, financial analysis, litigation, site evaluation and selection, and bankruptcy. Our diverse staff and resources, years of



experience, exposure to a variety of facilities through our database of over 1,500 airports, and understanding of the viability of various revenue generation systems, provides ***Airport Business Solutions*** with the ability and expertise to analyze complex aviation projects which demand extensive research, analysis, and the conveyance of conclusions either through in-depth personal presentations, or well-documented and fully-supported, comprehensive reports. Furthermore, our experience and knowledge of the FAA's Grant and Sponsor Assurances, the FAA's final rates and charges policy, and diverse staff knowledgeable in FBO, cargo, and airport operation and management yields the exclusive background necessary to provide litigation support, as well as offering assistance with numerous issues to include valuation, site analysis and selection, project development and management, business plan development, start-up assistance, market and operational assessment, environmental compliance, and market rent analysis.

## AIRPORT REFERENCES

Mr. Eric J. Frankl, A.A.E.  
Executive Director  
Lexington Blue Grass Airport  
4000 Terminal Drive, Suite 206  
Lexington, Kentucky 40510  
(859) 425-3100  
[efrankl@bluegrassairport.com](mailto:efrankl@bluegrassairport.com)

Mr. James M. Tyrrell  
Deputy Director of Aviation  
Property Management and Business Development  
City of Philadelphia Division of Aviation  
Philadelphia International Airport  
Terminal D  
Philadelphia, Pennsylvania 19153  
(215) 937-5420  
[james.tyrrell@phl.org](mailto:james.tyrrell@phl.org)

Mr. Terry Hart  
President & CEO  
Chattanooga Metropolitan Airport Authority  
1001 Airport Road, Suite 14  
Chattanooga, Tennessee 37421  
(423) 855-2292  
[thart@chattairport.com](mailto:thart@chattairport.com)

Mr. Mike Van Wie, A.A.E.  
Airport Director  
DeKalb Peachtree Airport  
2000 Airport Road, Suite 212  
Atlanta, Georgia 30341  
(770) 936-5440  
[mvanwie@co.dekalb.ga.us](mailto:mvanwie@co.dekalb.ga.us)

Mr. Richard V. White, A.A.E.  
Director of Properties  
Memphis-Shelby County Airport Authority  
2491 Winchester Road, Suite 113  
Memphis, Tennessee 38116-3856  
(901) 922-8031  
[richardw@mscaa.com](mailto:richardw@mscaa.com)

Mr. Frank Miller, A.A.E.  
Aviation Director  
San Antonio Airport System  
9800 Airport Boulevard  
San Antonio, Texas 78216  
(210) 207-3444  
[frank.miller@sanantonio.gov](mailto:frank.miller@sanantonio.gov)

Mr. Gary Schmidt  
Director of Reliever Airports  
Metropolitan Airports Commission  
6040 28th Avenue South  
Minneapolis, Minnesota 55450-2799  
(612) 726-8135  
[gschmidt@mspmac.org](mailto:gschmidt@mspmac.org)

Mr. Greg Kelly, A.A.E.  
Executive Director  
Savannah/Hilton Head Int'l Airport  
400 Airways Avenue  
Savannah, Georgia 31408  
(912) 964-0514  
[gkelly@savannahairport.com](mailto:gkelly@savannahairport.com)

Ms. Maureen Riley  
Executive Director  
Salt Lake City Department of Airports  
P.O. Box 145550  
Salt Lake City, Utah 84114  
(801) 575-2408  
[maureen.riley@slcgov.com](mailto:maureen.riley@slcgov.com)

Mr. Dan Mann, A.A.E.  
Executive Director  
Columbia Metropolitan Airport  
P.O. Box 280037  
Columbia, South Carolina 29228-0037  
(803) 822-7878  
[D.Mann@columbiaairport.com](mailto:D.Mann@columbiaairport.com)

## PARTIAL AIRPORT CLIENT LIST

Metropolitan Knoxville Airport Authority - Knoxville, Tennessee  
Memphis-Shelby County Airport Authority - Memphis, Tennessee  
Regional Airport Authority of Louisville and Jefferson County - Louisville, Kentucky  
Milwaukee County Department of Public Works - Airport Division - Milwaukee, Wisconsin  
City of Mesa, Arizona  
Port of Portland, Oregon  
City of Redding, California  
City of Kissimmee, Florida  
City of Scottsdale, Arizona  
City of Pensacola, Florida  
San Bernardino County - San Bernardino, California  
Lee County Port Authority - Fort Myers, Florida  
Metropolitan Airports Commission - Minneapolis-St. Paul, Minnesota  
Waukesha County, Wisconsin  
City of Philadelphia Division of Aviation - Philadelphia, Pennsylvania  
City of Santa Barbara, California  
DuPage Airport Authority - West Chicago, Illinois  
Clark County Department of Aviation - Las Vegas, Nevada  
DeKalb County, Georgia (DeKalb Peachtree Airport)  
City of Kansas City Aviation Department - Kansas City, Missouri  
Klamath Falls International Airport - Klamath Falls, Oregon  
City of Chicago - Chicago, Illinois  
San Diego County Regional Airport Authority - San Diego, California  
Jackson County Airport Authority - Medford, Oregon  
Sebring Airport Authority - Sebring, Florida  
Columbus Municipal Airport Authority - Columbus, Ohio  
City of Chandler, Arizona  
State of Oregon  
Salt Lake City International Airport - Salt Lake City, Utah  
City of Phoenix, Arizona  
Jackson Hole Airport Board - Jackson, Wyoming  
Fort Wayne-Allen County Airport Authority - Fort Wayne, Indiana  
City of Battle Creek, Michigan (W. K. Kellogg Airport)  
Toledo-Lucas County Port Authority - Toledo, Ohio  
City of Lake Havasu, Arizona  
City of Yuma, Arizona  
Town of Marana, Arizona  
Greenville Spartanburg Airport Commission - Greer, South Carolina  
City of San Diego, California  
Glynn County Airport Commission - Brunswick, Georgia  
Town of Schaumburg, Illinois  
Napa County, California  
Metropolitan Nashville Airport Authority - Nashville, Tennessee  
Wichita Airport Authority - Wichita, Kansas  
City of Dallas, Texas  
Easton Airport/Newnam Field - Easton, Maryland

## CURRICULUM VITAE

**NAME:** Michael A. Hodges, MAI  
**TITLE:** President/CEO  
**FIRM NAME:** ABS Aviation Consultancy, Inc. d/b/a  
Airport Business Solutions  
**ADDRESS:** 12950 Race Track Road, Suite 206  
Tampa, Florida 33626-1307  
**PHONE:** (813) 855-3600

### EDUCATION

Graduate of the University of Tennessee with a Bachelor of Arts Degree - Major in Philosophy.

### PROFESSIONAL AND TECHNICAL COURSES

Currently certified in the program of continuing education as required by the Appraisal Institute.

Completed requirements for MAI member designation of the Appraisal Institute to include peer review of appraisal assignments, completion of a demonstration appraisal report on an income-producing property, experience rating, and educational courses.

Attended numerous professional courses and seminars relative to real estate appraisal such as Capitalization Theory and Techniques, Case Studies in Real Estate Valuation, Real Estate Appraisal Principles, Basic Valuation, Residential Valuation, Investment Analysis, Standards of Professional Practice, and Report Writing and Valuation Analysis, as presented by the American Institute of Real Estate Appraisers and the Appraisal Institute.

### BACKGROUND AND EXPERIENCE

President and CEO of *ABS Aviation Consultancy, Inc. d/b/a Airport Business Solutions (ABS)*, a diverse aviation valuation and consulting firm which specializes in the analysis of airports, fixed base operations, and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold and going-concern valuation, and bankruptcy, as well as providing specialized airport management consulting, to include policy development, to airports of all sizes. Additional expertise offered in the area of financial self-sufficiency analysis for general aviation airports and through-the-fence access agreements and operations.





## *BACKGROUND AND EXPERIENCE (Continued)*

*ABS* has provided a myriad of services to airports throughout North and South America, Asia, and Europe. Using our extensive and diverse experience, *ABS* has assisted airports throughout the world in such areas as business plan development and implementation, concessions planning and management, air cargo assessments, airline agreement negotiation, terminal design analysis, parking assessment, rental car analysis, general aviation operations and management, non-aeronautical land development, financial modeling, and full or partial airport privatization assessments.

President and CEO of *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Vice President and Part Owner in the firm of Hodges, McArthur, & Dunn, P.C. Real Estate Appraisers and Consultants from 1990 through 1995. Hodges, McArthur and Dunn, P.C. was a full-service real estate appraisal and consulting firm with offices in Knoxville, Nashville, and Memphis, Tennessee, and Atlanta, Georgia. Responsibilities included appraisals, general feasibility studies, and market analyses on a variety of property types involved in financing, acquisition, condemnation, bankruptcy, litigation, and estate valuation.

Founder and President of HMD Aviation Appraisal Group in 1994, a division of Hodges, McArthur & Dunn, P.C. HMD Aviation Appraisal Group was a real estate appraisal and consulting firm which specialized in the valuation of the real estate aspect of fixed base operations and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold valuation, and bankruptcy.

Staff Appraiser with Hodges and Wallace Appraisal Associates from 1982 through 1990. Responsibilities included research, appraisals, general feasibility studies and market analyses on a variety of property types involved in financing, acquisition, condemnation, bankruptcy, litigation, and estate valuation.

## *COURT EXPERIENCE*

Qualified as an expert witness in various courts in Florida, Georgia, Tennessee, Kentucky, Arizona, Colorado, and California on various valuation, management, financial and operational issues on airports, aviation businesses and aviation-related properties.

## *TERRITORY*

*Airport Business Solutions* is based in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm has completed a variety of assignments throughout the United States, Asia, Europe and Latin America, to include valuation, consultation, and miscellaneous advisory services.



## *AFFILIATIONS AND DESIGNATIONS*

Elected to Membership in the Appraisal Institute with an MAI designation on April 20, 1994 - Member No. 10,333.

State of Florida - Certified General Appraiser - License No. RZ2770

Pennsylvania State Certified General Appraiser - Certificate No. GA-001626-R

State of Georgia - State Certified General Real Property Appraiser - License No. CG004018

Member of the Appraisal Institute's Young Advisory Council in 1994, 1995 and 1996

Corporate Member of the National Air Transportation Association (NATA)

Corporate Member of the American Association of Airport Executives (AAAE)

Member of AAAE's Non-Hub/GA Airport Committee

Member of NATA's Airports Business Committee

Corporate Member of the National Business Aviation Association (NBAA)

## CURRICULUM VITAE

**NAME:** Roberta "Bobbi" Thompson, C.A.E.

**TITLE:** Executive Vice President

**FIRM NAME:** ABS Aviation Consultancy, Inc. d/b/a  
Airport Business Solutions

**ADDRESS:** 5601 Rahn de Vue  
Dayton, Ohio 45401

**PHONE:** (239) 980-5114

### EDUCATION

Graduate of Ohio State University with a Bachelor of Science Degree - Major in Aviation Management

### PROFESSIONAL AND TECHNICAL COURSES

Certified Airport Executive (C.A.E.) by the Southwest Chapter of the American Association of Airport Executives

Multi-Engine Pilot with over 3,500 hours as pilot-in-command. Federation Aeronautique Internationale *Diplome de Record*

Numerous professional training programs for airport management and operations, including aviation technical and aviation financial courses. Completed Aircraft Rescue and Firefighting Training course.

Environmental technical training programs including: Storm Water Pollution Prevention Plan permits and permit applications, environmental compliance programs with special emphasis on audits for airports, underground storage tanks, nav aids, air traffic control towers and construction planning. Occupational Safety and Health compliance training for a variety of airport applications. Pollution Prevention evaluation and application training

### BACKGROUND AND EXPERIENCE

Executive Vice President with *Airport Business Solutions*, a diverse valuation and consulting firm headquartered in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm specializes in the analysis of airports, fixed base operations, and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold and going-concern valuation, and bankruptcy, as well as providing rates and charges analysis and policy development on general aviation facilities. Additional expertise offered in the areas of airport privatization and financial self-sufficiency analysis for general aviation airports.



## *BACKGROUND AND EXPERIENCE (Continued)*

Executive Vice President of *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Senior Program Manager for JAYCOR Environmental from 1994 to 1997. JAYCOR is a government contractor. Had direct responsibility for all aviation related projects, to include managing national, regional and local projects for the Federal Aviation Administration. Completed environmental and safety compliance audits at over 1,100 FAA facilities in two years. The audits included in-depth analysis, recommended solutions and cost projections.

Director of Airport Services for COMARCO in the private contract management of five Los Angeles County-owned airports from 1991 to 1994. Duties included planning, organization, administration, coordination, operations and maintenance of all five airports. Additional responsibilities included property development, lease management, lease negotiations, land use planning, grant applications, construction projects, community relations, tenant interactions, and budget preparation and financial management.

Director of Aviation Programs for Osource Environmental from 1989 to 1991. Project Manager for deicing study at O'Hare International Airport and multiple underground storage tank projects including closures and remediation task at airports across the country.

President of Aviation Sales, Inc. from 1978 to 1989, a 55-employee fixed base operation with two locations in Ohio. One is located on an international airport, while the second is situated on a general aviation reliever airport. The position also required serving in the capacity of Airport Manager at the reliever airport.

## *TERRITORY*

*Airport Business Solutions* is based in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm has completed a variety of assignments throughout the United States, Asia, Europe and Latin America, to include valuation, consultation, and miscellaneous advisory services.

## *AFFILIATIONS AND DESIGNATIONS*

Member of American Association of Airport Executives (AAAE)  
Member of AAAE's Non-Hub/GA Airports Committee and Environmental Committee  
Member of the National Air Transportation Association (NATA)  
Board of Directors of the National Air Transportation Association - 1986 through 1989  
Member of NATA's Airports Business Committee  
Member of the Air Force Association  
Member of the National Aeronautic Association  
White House Delegate on Small Business  
Who's Who in American Women and Who's Who in Business & Finance



## CURRICULUM VITAE

**NAME:** Randy D. Bisgard  
**TITLE:** Senior Vice President  
**FIRM NAME:** ABS Aviation Consultancy, Inc. d/b/a  
Airport Business Solutions  
**FIRM ADDRESS:** 201 S. Gilpin Street  
Denver, Colorado 80209-2612  
**PHONE:** (303) 744-0261

### EDUCATION

Attended Metropolitan State College of Denver – Achieved three years towards degree and major in Aviation Management. Interest and minors also included the areas of Architectural Drawing, Meteorology, and Business.

Attended numerous aviation related training and personal development programs through employers and industry trade associations.

Hold Private Pilot Certificate – Single Engine Land

### BACKGROUND AND EXPERIENCE

Senior Vice President with *Airport Business Solutions*, a diverse valuation and consulting firm headquartered in Tampa, Florida, with satellite offices in Dayton, Ohio and Denver, Colorado. The firm specializes in the valuation and analysis of airports, fixed base operations, and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold and going-concern valuation, and bankruptcy, as well as providing rates and charges analysis and policy development on general aviation facilities. Additional expertise offered in the areas of airport privatization and financial self-sufficiency analysis for general aviation airports.

Senior Vice President and Director of Training for *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Mr. Bisgard is a professional advisor to aviation management providing expertise in the area of facility design/development, financial analysis, valuation studies, marketing, advertising, and training. His career as a problem solver includes over 30 years continuous employment in the aviation industry including 16 years at an international air carrier airport.



## BACKGROUND AND EXPERIENCE (Continued)

Director of Training for Integrated Airline Services, a national cargo handling company. Responsible for operational control of all safety and training functions for a nationwide network of 24 airline and cargo handling stations. Provided the development and overview of training and operations manuals, training procedures, "train-the-trainer" programs, and employee testing/certification. Developed a safety orientation and mentoring plan for new employees entitled the *BuddySafe System*. This program addresses personal safety and ramp awareness issues.

Senior Associate with Aviation Resource Group International - Consulted with aviation service company clientele regarding various business and operational issues such as facility design and development, operational reviews, financial analysis, valuation studies, regional market studies, and marketing and advertising. Conducted all marketing and advertising activities including the coordination of the firm's trade show and convention activities, resulting in a continuous expansion of client base every year.

Senior Associate with the Aviation Training Institute - Wrote, produced, and managed the development of a nine-module comprehensive video-based aviation safety and customer service training program. This award-winning program is recognized as the industry standard for ramp safety training and has contributed to a substantial reduction in employee turnover and ramp accidents for ATI clientele. Initiated training program development budget, and ultimately managed the sale and distribution of multiple training products to hundreds of aviation businesses around the world.

Corporate Manager of Marketing for Jet Aviation Denver, Inc.- Direct supervision of all customer service and facilities personnel. Developed additional customer base in the area of fuel sales to corporate flight departments. Established competitive fuel pricing structures and extensive direct mail and telephone call campaigns resulting in improved departmental revenues.

Corporate Manager of Marketing for Jet Aviation America - Responsible for system-wide corporate marketing that included over 20 domestic and international locations. Developed a new trade show display, new corporate brochure, pilot handouts, corporate slide presentation, and a new media advertising campaign which resulted in the repositioning of Jet Aviation as a major competitor in the U.S. marketplace.

Manager of Marketing/Construction Development for Jet Aviation - Responsible for image and facility redevelopment of the former Atlas Aircraft facility in Denver via a new marketing campaign, collateral materials, and new facilities. He also served as the Project Manager on a multi-million dollar facility improvement package which included a new 10,000 square foot executive terminal and 300,000 square feet of ramp and site improvements. Responsibilities included design development work, direct interface with architects and engineers, the selection of a general contractor, construction monitoring in the field, and controlling the disbursement of funds.

## *BACKGROUND AND EXPERIENCE (Continued)*

Director of Marketing Services at Combs Gates Denver - Managed the advertising and marketing support for the FBO division of the Gates Learjet Corporation, including media advertising, collateral materials, direct mail, promotional programs, and trade show activities. In addition, he was the Corporate Training Director and standardized the training programs and procedures for all Combs Gates locations. He developed and produced a seven-part audio-visual line service-training program for in-house use, and also produced a non-proprietary line-training program that was marketed to other aviation service organizations.

## *TERRITORY*

*Airport Business Solutions* is based in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm has completed a variety of assignments throughout the United States, Asia, Europe and Latin America, to include valuation, consultation, and miscellaneous advisory services.

## *AFFILIATIONS AND DESIGNATIONS*

National Business Aviation Association

American Association of Airport Executives

National Air Transportation Association

Aircraft Owners & Pilots Association

National Safety Council

American Society for Training and Development

## CURRICULUM VITAE

**NAME:** Donald W. Beckman

**TITLE:** Vice President

**FIRM NAME:** ABS Aviation Consultancy, Inc. d/b/a  
Airport Business Solutions

**ADDRESS:** 7032 Turweston Lane  
Castle Pines North, Colorado 80108

**PHONE:** (303) 663-3618 or (303) 324-2453

**EDUCATION:**

Graduated with Bachelor of Science/Aviation Management Degree from Metropolitan State College, Denver, Colorado, 1994

Attended numerous aviation, safety, and personal development training programs through employers and industry trade associations, including OSHA and aviation fuel supply companies.

Hold Private Pilot Certificate – Single Engine Land

### BACKGROUND AND EXPERIENCE

Vice President with *Airport Business Solutions*, a diverse aviation valuation and consulting firm which specializes in the analysis of airports, fixed base operations, and other aviation-related properties for lease negotiation, acquisition, litigation, leasehold and going-concern valuation, and bankruptcy, as well as providing specialized airport management consulting, to include policy development, to airports of all sizes. Additional expertise offered in the area of financial self-sufficiency analysis for general aviation airports.

Vice President and Training Coordinator for *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport management of the Minden-Tahoe Airport in Minden, Nevada.

Professional advisor to aviation management with expertise in the areas of FBO operations training, safety, facility and operation valuations, and financial analysis. His 25+ years of aviation experience include general and commercial operations, with over 20 years at international air carrier airports.



## *BACKGROUND AND EXPERIENCE (Continued)*

Director of Training for Atlantic Aviation/Trajen FBO Network, a national FBO chain. Responsible for development of standardized training plans and programs including a documentation system for all line service employees at over sixty-seven US facilities. Coordinated training events for Site Trainers and Supervisors. Conducted training sessions for all new sites and new Site Trainers. Developed and produced monthly safety newsletter. Participated on accident review board. Wrote and distributed Training and Safety Bulletins following all accidents and "Near-miss" events.

Director of Safety and Training for Integrated Airline Services, a national air cargo and commercial airline ground handling firm. Developed safety and training standards with accompanying materials for cargo and airline personnel. Performed analysis of aircraft, ground support equipment accidents and personnel injuries with recommendations for preventative action. Performed accident mitigation loss control for all aircraft-related accidents. Developed, maintained and revised company policy and procedures manuals.

Training Manager and Consulting Associate for Aviation Resource Group, International. Co-wrote and participated in the production and development of a nine module, aviation based program (Professional Line Service Training) and related curriculum for aircraft service personnel. Sold and marketed industry recognized Professional Line Service Training ("P.L.S.T.") program (now identified as the *Safety 1st* program) at trade shows and through general marketing initiatives. Conducted training needs analysis and on-site training for clients. Completed valuations of client operations.

Ramp Service Supervisor/Customer Service Agent for Federal Express. Responsible for the efficient and safe handling of air cargo parcels while operating numerous types and sizes of ground support equipment. Responsible for the receipt, handling and tracking of domestic and international customer packages while handling large cash transactions in a fast-paced, time-sensitive environment.

Operations Manager for Jet Aviation Denver, Inc. Responsible for providing quality service to aircraft operators while hiring, managing, training, and scheduling of over forty line service personnel with the fuel servicing of over 200 daily commercial airline flights. Assured compliance with military contract requirements while ensuring proper fuel inventory and quality control procedures. Coordinated fueling and ground service support requirements for corporate, air carrier, air cargo and military aircraft. Developed Standard Operating Procedures (SOP) for deicing and ground handling for large commercial airline charter operations.

Line Service Training Manager for Combs-Gates, Inc. Responsible for selling, marketing and updating of industry recognized Professional Line Service Training ("P.L.S.T.") program. Assisted Corporate Marketing Director with development and implementation of company in-house line service training program. Provided initial and recurrent training for line service personnel.

## *TERRITORY*

*Airport Business Solutions* is based in Tampa, Florida, with satellite offices in Denver, Colorado and Dayton, Ohio. The firm has completed a variety of assignments throughout the United States, Asia, Europe, Latin America and the Caribbean, to include valuation, consultation, and miscellaneous advisory services.

## *AFFILIATIONS AND DESIGNATIONS*

National Business Aviation Association

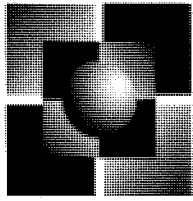
American Association of Airport Executives

National Air Transportation Association

Aircraft Owners & Pilots Association

National Safety Council

American Society for Training and Development



Aviation  
Management  
Consulting  
Group

Mead  
& Hunt

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# Proposal

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Truckee Tahoe Airport District

*Truckee Tahoe Airport*

*PRIMARY MANAGEMENT AND COMPLIANCE DOCUMENTS*

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December 29, 2014



Aviation Management Consulting Group

December 29, 2014

Mr. Hardy Bullock  
Director of Aviation and Community Service  
Truckee Tahoe Airport District  
10356 Truckee Airport Road  
Truckee, CA 96161

RE: Proposal, Truckee Tahoe Airport District, Truckee Tahoe Airport, Primary Management and Compliance Documents

Dear Mr. Bullock:

Aviation Management Consulting Group (AMCG) and Mead & Hunt (M&H) – collectively referred to as the “project team” – are pleased to submit this proposal to the Truckee Tahoe Airport District (TTAD) to develop (new) Primary Management and Compliance Documents (PMCDs) for the Truckee Tahoe Airport (Airport).

By way of background, the project team has excellent working knowledge of the aviation industry (overall), the general aviation segment of the industry (in particular), and airports and aviation businesses (more specifically). As a result of our experience (operating and managing airports and aviation businesses and providing consulting/advisory services to the owners and operators of airports and aviation businesses), we are uniquely qualified to provide the services identified in the Request for Proposals (RFP) issued by the TTAD.

We are a team of experienced and results-oriented aviation professionals who have the skills, resources, and expertise to get the job done right the first time. We know how to manage processes, complete projects on time and within budget, and consistently achieve successful results. Ultimately, I can assure the TTAD that the project team will provide high quality, comprehensive, and fully responsive services and work products and that the TTAD will be very pleased with our work. Beyond this, I am confident that nobody will do a better job.

To this end, I will be glad to talk with you further about the project team's background, experience, qualifications, and capabilities and the ways that the TTAD will benefit by engaging the project team to provide the requested services. **If desired, the project team will be pleased to demonstrate its qualifications and experience (and approach to the requested services) to the TTAD, Airport management/staff, or others during a telephone interview.** If you have any questions, require any additional information, or would like to discuss any aspect of this proposal, please feel free to contact me at (303) 792-5202 (direct), (303) 792-2700 (main), (303) 435-0500 (mobile), or e-mail me at [pmeyers@aviationmanagement.com](mailto:pmeyers@aviationmanagement.com).

Sincerely,

Paul A. Meyers  
Principal and CEO  
Aviation Management Consulting Group, Inc.

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IN AN EFFORT TO BE GOOD STEWARDS OF OUR ENVIRONMENT AND CONSERVE OUR NATURAL RESOURCES, THIS PROPOSAL HAS BEEN PRINTED ON BOTH SIDES OF 100% RECYCLED PAPER

### **iii. Contact Information**

For questions and/or additional information, please contact:

**Paul A. Meyers**

*Principal and CEO*

Aviation Management Consulting Group, Inc.

9085 E. Mineral Circle, Suite 315

Centennial, CO 80112-3499

(303) 792-5202 (direct, text, and fax)

(303) 792-2700 (main)

(303) 435-0500 (mobile)

[pmeyers@aviationmanagement.com](mailto:pmeyers@aviationmanagement.com)

8:00 am to 6:00 pm (Mountain)

THANK YOU FOR THIS OPPORTUNITY TO BE OF SERVICE.

### **iv. Reader's Notes**

The following abbreviations have been utilized throughout this proposal:

AAAE = American Association of Airport Executives

ACRP = Airport Cooperative Research Program

Airport = Truckee Tahoe Airport

AMCG = Aviation Management Consulting Group

FAA = Federal Aviation Administration

FBO = Fixed Base Operator

M&H = Mead & Hunt

MSUD = Metropolitan State University of Denver

NATA = National Air Transportation Association

PMCDs = Primary Management and Compliance Documents

RFI = Request for Interest

RFP = Request for Proposals

RFQ = Request for Qualifications

SASO = Specialized Aviation Service Operator

SOQ = Statement of Qualifications

TTAD = Truckee Tahoe Airport District

It is significant to note that this proposal addresses all of the requirements/criteria identified in the RFP issued by the TTAD. The requirements/criteria (*identified in italics*) and the section (*identified in blue highlight*) in which the content has been addressed follow:

- A. *Name, size, description, and history of firm* (A. Consultant/Team Information).
- B. *Location of main office and office where work will be accomplished* (B. Consultant/Team Offices).
- C. *Executive Summary of one (1) page or less, which gives in brief concise terms, a summation of the submittal* (C. Executive Summary).
- D. *Qualifications and previous experience, including a list of former airport clients on similar projects within the past five years; and on-time/within budget performance of the similar projects. Information regarding work performed in communities with population less than 30,000 and in resort communities is welcomed* (D. Qualifications and Experience).
  - 1. *Past performance with other airports,* 2. *Experience with projects that include similar deliverable, scope of services, or consultation,* 3. *Technical approach,* 4. *Performance period and timeline for completion,* and 5. *Cost* (D. Qualifications and Experience).
- E. *Provide a listing of all sub-consultants to be used, including responsibilities and qualifications for each sub-consultant* (E. Subconsultants).
- F. *As part of experience, list participation levels of citizens, stakeholders, residents, pilot, aircraft operator etc. which you were able to successfully engage in various consulting projects* (F. Public/Stakeholder Participation).
- G. *Provide any additional comments, which you may believe to be relevant* (G. Additional Information).

*For easy reference, the requirements/criteria identified in the RFP issued by the TTAD have been italicized and highlighted in gray throughout this proposal (as depicted in this sentence).*

## A. Consultant/Team Information

*Name, size, description, and history of firm.*

### **Aviation Management Consulting Group**

AMCG provides a wide range of aviation management consulting services to airports, aviation businesses, aircraft owners and operators, and others. The firm specializes in general aviation and serves clients located throughout the United States and abroad.

AMCG is a dynamic firm consisting of a unique blend of talented and respected aviation industry professionals who have strong credentials and proven track records. These highly qualified, experienced, knowledgeable, and results-oriented professionals have first-hand aviation, planning, development, operations, management, customer service, leadership, and consulting experience encompassing the full array of Primary Management and Compliance Documents (PMCDs) and regulatory compliance. AMCG owns and operates an aircraft (Cirrus SR22TN) and all of the firm's principals, consultants, and project analysts are pilots.

On a combined basis, the firm's principals (Paul Meyers and Jeff Kohlman), consultants, and project analysts have approximately **120 years** of aviation, planning, development, operations, management, customer service, and leadership experience including **55 years** of aviation management consulting experience encompassing airports, aviation businesses, and aircraft. Over the years, s completed more than **1,000** different assignments involving more than **500** locations.

As a result, the AMCG team has the unique ability to view any project and any issue and/or challenge that may arise during any project from a multi-dimensional (airport, aviation business, and aircraft owner and operator) perspective.

The AMCG team has excellent working knowledge of the aviation industry (overall), the general aviation segment of the industry (in particular), and airports and aviation businesses (more specifically). The team is intimately familiar with many of the key federal regulations (and many common state regulations) pertaining to the planning, development, operation, management, and funding of airports. The AMCG team has extensive research and analytical capabilities; the team has developed and maintains a proprietary aviation database and resource library; and, the team tracks, monitors, and analyzes aviation data and trends on an ongoing basis.

Most importantly, the AMCG team knows how to manage processes, complete projects on time and on budget, and consistently achieve a successful result. The team is fully committed to achieving these objectives and is confident that "nobody will do a better job".

Based on the AMCG team's extensive qualifications and experience, intimate working knowledge, and vast resources, which encompass all facets of the aviation industry (i.e., airport, aviation business, and aircraft), the team is uniquely qualified to provide the requested services.

AMCG has seven (7) employees – two (2) principals (Paul Meyers and Jeff Kohlman), two (2) consultants (Robert Trimborn and David Benner), and two (2) project analysts (Brandon Borne and Katelyn Watson), and one (1) intern (Kelsey Coates). *The firm is considered a "small business" – as defined by the federal government and most states.*

AMCG was founded by Paul Meyers and Jeff Kohlman in 1998. Prior to founding the firm, Paul and Jeff worked together for five (5) years at another firm that provided aviation consulting services.



The AMCG team has completed a wide range of projects (including PMCDs and regulatory compliance) at airports located in destination-resort communities (throughout the United States) and at airports located throughout the Rocky Mountain Region. Additionally, the AMCG team has completed projects for the TTAD including a cost allocation analysis (which allocated costs to each functional area of the Airport and the FBO) and a rent study (which ascertained the market rental rate for certain land and improvements and the Airport).

As a result, the AMCG team is intimately familiar with the issues and challenges associated with operating, managing, and developing airports located in destination-resort communities (in general) and with the Truckee Tahoe Airport, market, and community (in particular) and the team will be able to immediately apply its knowledge and experience to this project.

### **Mead & Hunt**

M&H is an employee-owned company with approximately 500 employees in 32 offices nationwide. The firm has been serving clients in both the public and private sectors since being founded in 1900. Airports comprise a major portion of M&H's focus. The firm has over 200 staff dedicated solely to aviation-related projects. M&H is a full-service company. The firm provides architecture, planning, environmental, design, and engineering services among many others offerings.

As a national aviation consulting company with over 70 years of airport experience, M&H brings extensive expertise to this project. Additionally, the firm has two corporate aircraft and M&H's in-house pilots are active users of the national airport system which gives the firm excellent insight into the day-to-day operation and management of airports and FBOs.

The firm is familiar with the Airport having recently completed the Airport Master Plan and M&H is also working on the preliminary design, cost estimates, and site selection for Hangar 3. As a result, the team will be able to immediately apply its knowledge and experience to this project.

## **B. Consultant/Team Offices**

*Location of main office and office where work will be accomplished.*

### **Aviation Management Consulting Group**

While AMCG provides services throughout the United States and abroad, the firm has one (1) office located in Centennial, Colorado (9085 E. Mineral Circle, Suite 315, Centennial, Colorado, 80112-3499). It is anticipated that the majority of the work (on this project) will be accomplished from this location including work performed by the firm's principals and project analysts. Two (2) of AMCG's employees work remotely from home offices located in the Los Angeles and Kansas City metropolitan areas. As such, work (on this project) may also be accomplished from these locations.

### **Mead & Hunt**

It is anticipated that the majority of the work (on this project) will be accomplished from M&H's office located in Santa Rosa, California (133 Aviation Blvd., Suite 100, Santa Rosa, California, 95403) with support being provided from the firm's office located in Sacramento, California (180 Promenade Circle, Suite 240, Sacramento, California, 95834).

### C. Executive Summary

*Executive Summary of one (1) page or less, which gives in brief concise terms, a summation of the submittal.*

Aviation Management Consulting Group (AMCG) and Mead & Hunt (M&H) – collectively referred to as the “project team” – are pleased to submit this proposal to the Truckee Tahoe Airport District (TTAD) to develop (new) Primary Management and Compliance Documents (PMCDs) for the Truckee Tahoe Airport (Airport) including Minimum Standards, Rules and Regulations, Leasing/Rents and Fees Policy, Development Standards, and other related documents (i.e., General Provisions, Application, and Permits).

In *Section D. Qualifications and Experience*, the project team has demonstrated its understanding of the Airport and the current situation, the project, and the scope of work (and provided an overview of each PMCD deliverable). In *Section G. Additional Information*, an outline of the proposed content for each PMCD deliverable is provided.

**It is significant to note that the project team has reviewed, revised (or updated), and/or developed PMCDs at approximately 75 airports over the last 25 years.** As such, PMCDs have been (and continue to be) a core service provided by the project team. When it comes to developing PMCDs, the project team has been at the forefront of the industry for several decades. A sampling of PMCD projects is provided in *Section D. Qualifications and Experience*.

In essence, PMCD are a compendium of documents that govern the operation, management, and development of an airport. In combination, these documents: contribute to the financial health of an airport; facilitate (foster) orderly development; promote the provision of quality products, services, and facilities; protect the health, safety, interest, and general welfare of the public; reduce the potential for conflict with lessees, consumers, and users; and, reduce the potential for (and provide a platform for the resolution of) complaints. Within this context, PMCDs set the stage (parameters) for the way an airport does business.

Based on the project team’s experience, the process utilized to develop PMCDs is as important as, if not more important than, the final work products (deliverables). Therefore, the project team will utilize a comprehensive (and inclusive) approach. The project team envisions that the technical approach to the project will include the following tasking: information gathering, first field visit and public/stakeholder meeting, first draft documents, first working session, second draft documents, second working session, third draft documents, second field visit and public/stakeholder meeting, third working session, fourth draft documents, fourth working session, fifth draft documents, third field visit and public/stakeholder meeting, fifth working session, and sixth draft. The project team understands the importance of (and has extensive experience with) public/stakeholder outreach, involvement, education, and communication. As such, the public/stakeholders will be given multiple opportunities to participate in the project.

It is anticipated that the project can be completed within eighteen (18) months from the first field visit. This schedule includes three (3) to five (5) field visits (for meetings with TTAD, Airport management/staff, and the public/stakeholders) and ample time for review and comment of draft work products by the TTAD, Airport management/staff, and the public/stakeholders.

The TTAD can be assured that the project team will provide high quality, comprehensive, and fully responsive services and work products at a fair price. Within this context, it is anticipated that the project can be completed for a budget (including expenses allocations) ranging from \$87,500 (which includes three field visits) to \$97,500 (which includes five field visits).

## **D. Qualifications and Experience**

*Qualifications and previous experience, including a list of former airport clients on similar projects within the past five years; and on-time/within budget performance of the similar projects. Information regarding work performed in communities with population less than 30,000 and in resort communities is welcomed.*

### **i. Understanding of the Airport and the Current Situation**

The project team offers the following to demonstrate its understanding of the Airport and the current situation:

- The Truckee Tahoe Airport (Airport) is owned and operated by the Truckee Tahoe Airport District (TTAD) and governed by the TTAD's Board of Directors (Board) which consists of five elected members.
  - An Airport Community Advisory Team, which was formed in 2006 and consists of six members, works to develop strategies to minimize the Airport's impact on the surrounding communities and generate ideas to garner public/stakeholder benefit from the TTAD.
- The TTAD also owns and operates the Fixed Base Operation (FBO) located at the Airport.
  - The FBO provides aviation fueling services (avgas and jet), aircraft ground handling services, and aircraft storage (tiedown and hangar) to the owners and operators of based and transient aircraft.
- Aircraft maintenance, aircraft rental, and flight instruction are provided by Sierra Aero.
- The Airport, which is located approximately two miles east of the Town of Truckee (Town), is classified in the Federal Aviation Administration (FAA) National Plan of Integrated Airport Systems (NPIAS) as a General Aviation airport and classified as a Regional airport in the FAA General Aviation Airports Report.
- The Airport, which consists of 2,280 acres, has two runways (Runway 2/20 which is 4,650 feet long and 75 feet wide and Runway 11/29 which is 7,000 feet long and 100 feet wide) and is served by a precision approach (GPS Runway 20).
- The Airport, which is home to approximately 127 based aircraft (consisting of 106 single-engine, 16 multi-engine, 1 helicopter, 3 gliders, and 1 ultra-light – there are no jets based at the Airport), hosts approximately 35,000 total operations annually which includes approximately 33,976 (or approximately 97%) general aviation operations.
- The TTAD recently completed an Airport Master Plan which was prepared by M&H.
- The TTAD operates as an enterprise district by providing services and charging fees for the services provided.
  - The TTAD receives a portion of the property taxes collected from entities owning property within the TTAD's boundaries.
    - i. Additionally, over the years, the TTAD has applied for (and secured) funding from the FAA and the California Department of Transportation (Division of Aeronautics) for airport related capital projects.
- The TTAD completed a strategic plan in 2011 which outlined a roadmap for the TTAD in the following six key areas: (1) site and facilities, (2) standards of service, (3) community benefit, (4) communications and community outreach, (5) district finances, and (6) board governance.
- Every five years, the TTAD surveys the community to measure the impacts of the TTAD's efforts.
- In 2001, the TTAD developed a set of flight procedures for arriving and departing aircraft that are designed to minimize impacts on the surrounding communities. Hangar tenants receive lease incentives when complying with the voluntary flight curfew restrictions.
- The TTAD has also developed and implemented a pilot safety awareness program to address the challenges of a mountain airport including hosting regional safety seminars, conducting out-of-area road shows (which are designed to educate pilots before visiting the Airport), installing signage at the Airport, and hosting the "Ask a Local" program in which local pilots staff the UNICOM Operations Center.
- The TTAD has not adopted Minimum Standards, Rules and Regulations, nor Development Standards for the Airport.

## ii. Understanding of the Project

It is the understanding of the project team that the TTAD is seeking a qualified and experienced professional consultant/team to develop (new) PMCDs for the Airport. The TTAD expects that the consultant/team will have extensive experience in airport planning, consulting, policy development, and public/stakeholder outreach (in particular) and the necessary experience appropriate for this type of project (more specifically).

Fair, open, and transparent discussions with aviation and non-aviation constituents is a TTAD priority. As such, a considerable portion of the process will involve public/stakeholder outreach. The TTAD anticipates that three to five public/stakeholder outreach meetings will be held as part of this project. Within this context, the consultant/team needs to be prepared to develop public/stakeholder outreach strategies and analyze information, data, and/or documentation obtained from/provided by a diverse group of stakeholders having competing priorities.

The TTAD will select the consultant/team who provides the best overall value based on the RFP criteria.

## iii. Understanding of the Scope of Work

### Element 1: Develop (New) Primary Management and Compliance Documents

The project team will develop (new) PMCDs for the Airport including: Minimum Standards, Rules and Regulations, Leasing/Rents and Fees Policy, Development Standards, and related documents (i.e., General Provisions, General Aviation Operator and Lessee Application, General Aviation Operator Permit, and if desired, a General Aviation Self-Fueling Permit).

In essence, PMCDs are a compendium of documents that govern the operation, management, and development of an airport. In combination, these documents: contribute to the financial health of an airport; facilitate (foster) orderly development; promote the provision of quality products, services, and facilities; protect the health, safety, interest, and general welfare of the public; reduce the potential for conflict with lessees, consumers, and users; and, reduce the potential for (and provide a platform for the resolution of) complaints. Within this context, PMCDs set the stage (parameters) for the way an airport does business. While PMCDs are interrelated, each document functions independently of the other. Beyond serving the intended purpose, PMCDs need to be consistent with (not duplicate): the Airport Sponsor Assurances, applicable regulatory measures, and other the compliance related directives issued by the FAA.

An overview of each PMCD deliverable is provided in this section and an outline of the proposed content is provided in *Section G. Additional Information*. *If desired, additional information can be provided for any or all of the PMCD deliverables.*

When developing the PMCD deliverables, the project team will ensure that its recommendations are:

- Consistent with the Airport Sponsor Assurances
- Consistent with all other applicable airport compliance-related directives issued by the FAA including FAA Advisory Circular No. 150/5100-16A (AIP, Grant Assurance Number One – General Federal Requirements), FAA Advisory Circular No. 150/5150-2B (Federal Surplus Personal Property for Public Airport Purposes), FAA Advisory Circular No. 150/5190-6 (Exclusive Rights at Federally Obligated Airports), FAA Advisory Circular No. 150/5190-7 (Minimum Standards for Commercial Aeronautical Activities), FAA Policy Regarding Airport Rates and Charges, FAA Policy and Procedures Concerning the Use of Airport Revenue, FAA Order

5100.38A (Airport Improvement Program Handbook), and FAA Order 5190.6B (Airports Compliance Manual)

- Appropriate, reasonable, and relevant for the Airport, the market, and the activities taking place (or reasonably anticipated to take place) at the Airport

As such, the unique characteristics of the Airport, the market, and the activities (as conveyed to the project team by Airport management/staff) will be considered by the project team when developing the PMCD deliverables. In addition to being clear, concise, and well organized (structured), the PMCD deliverables will complement (not duplicate) the other governing documents for the Airport. The project team proposes that each PMCD deliverable be a separate (standalone) document (i.e., the documents will not be combined with other documents or consolidated) and each PMCD deliverable or portions thereof will not be integrated into other documents or vice versa.

#### MINIMUM STANDARDS

*By definition, this document sets forth the minimum requirements (or criteria) that need to be met (by an entity) as a condition for conducting commercial general aviation aeronautical activities at an airport. The purpose of minimum standards is to provide a fair and reasonable opportunity, without unjust discrimination, to applicants to qualify, or otherwise compete, to occupy available airport land and/or improvements and engage in authorized commercial general aviation aeronautical activities at an airport.*

In essence, by providing consistent threshold requirements for engaging in such activities at an airport, minimum standards “level the playing field” and promote “fair competition” among operators. Beyond providing the basis for the uniform treatment of operators, minimum standards reduce the potential for (and provide a platform for resolving) conflicts, complaints (informal and formal), and disputes (including lawsuits). Consistent with the objectives established by the FAA, minimum standards should promote safety, protect airport users, maintain and enhance the availability of services, promote the orderly development of an airport, and ensure operational efficiency.

To accomplish this objective (and ensure that Minimum Standards are relevant, reasonable, and appropriate for the Airport, the market, and the activities), the project team will utilize a comprehensive process that will consider the: (1) aeronautical activities occurring at the Airport (including the land and improvements being leased/used, the type, level, and quality of aeronautical products, services, and facilities being provided, and the vehicles, equipment, and personnel being deployed), (2) the aeronautical activities occurring at comparable airports, and (3) the requirements of airport customers (or consumers).

#### RULES AND REGULATIONS

*By definition, this document sets forth the rules and regulations for the safe, orderly, and efficient operation and use of an airport. The purpose of rules and regulations is to protect the public health, safety, interest, and welfare on an airport (and to restrict any activity or action that would interfere with the safe, orderly, and efficient operation and use of an airport).*

The TTAD will be able to utilize Rules and Regulations to educate and inform all airport users about the regulatory measures that apply to the use of the Airport and/or engaging in activities at the Airport. In addition to being relevant, reasonable, and appropriate for the Airport, the market, and the activities, the TTAD should only establish rules and regulations that it (through Airport management/staff) is ready, willing, or able to enforce.

While the requirement that all airport users comply with all applicable (and not contradictory to FAA requirements) regulatory measures (including federal, state, and local) should be included in Rules and Regulations, the TTAD (and/or Airport management/staff) is not responsible for enforcing federal, state, and local regulatory measures.

#### LEASING/RENTS AND FEES POLICY

*By definition, this policy sets forth the parameters for leasing airport land and improvements for general aviation purposes and outlines the process for establishing and adjusting general aviation rents and fees at an airport. The purpose of the policy is to convey an airport's general aviation leasing (and rents and fees) practices.*

The TTAD will be able to utilize this policy to educate existing and prospective operators/aviation businesses and lessees about the process the TTAD will utilize to lease airport land and/or improvements for general aviation purposes. As such, this policy will provide the structure for ensuring that the leasing process is consistent (uniformly applied) and not unjustly discriminatory. Additionally, this policy will identify the key terms and conditions that should be included in a lease agreement and this policy will convey the approach (i.e., methodology, frequency, etc.) for establishing and adjusting general aviation rents and fees in a timely manner without undue influence.

#### DEVELOPMENT STANDARDS

*By definition, this document sets forth the parameters governing the design, development (construction), and/or modification of general aviation improvements at an airport. The purpose of development standards is to promote and ensure consistent, attractive, and compatible high quality general aviation development at an airport.*

The TTAD will be able to utilize this document to educate and inform existing and prospective operators/aviation businesses and lessees about the process and the requirements for making and/or modifying general aviation improvements at the Airport.

#### OTHER RELATED DOCUMENTS

The project team will develop General Provisions which are those provisions common to all PMCDs. General Provisions will be conveyed in a single document to eliminate redundancy (as opposed to being restated in each PMCD). Key words (and acronyms) will be defined in General Provisions as well.

The project team will develop a General Aviation Operator and Lessee Application (Application), a General Aviation Operator Permit, and if desired, a General Aviation Self-fueling Permit (Permits).

The TTAD will be able to use the Application to obtain information, data, and documentation (for review and evaluation by Airport management/staff and/or the TTAD) from parties who are interested in leasing land and/or improvements and/or engaging in commercial or non-commercial general aviation aeronautical activities at the Airport.

Airport management/staff and/or the TTAD will be able to use the Permits to convey permission to parties (who have completed an Application and been approved by Airport management/staff and/or the TTAD) to engage in commercial general aviation activities and if desired, self-fueling at the Airport.

## **Element 2: Provide Consulting/Advisory Services**

If desired by (and at the option of) the TTAD, the project team will provide consulting/advisory services (on as “as needed” basis) for any matter pertaining to general aviation – airport, aviation businesses (FBOs and/or SASOs), and non-commercial entities (e.g., individual or corporate flight departments and others). Some examples of the additional services that can be provided by AMCG are conveyed in *Section G. Additional Information*.

*1. Past performance with other airports*

*2. Experience with projects that include similar deliverable, scope of services, or consultation*

### **Aviation Management Consulting Group**

The AMCG team has reviewed, revised (or updated), and/or developed PMCDs at approximately 75 airports over the last 25 years.

Additionally, the principals of the firm regularly give presentations and conduct workshops on PMCDs and regulatory compliance including AAAE's Sponsor Assurances, Minimum Standards, and Leasing Policies Workshop.

As such, PMCDs have been (and continue to be) a core service provided by the AMCG team. When it comes to reviewing, revising (or updating), and/or developing PMCDs, the AMCG team has been at the forefront of the industry for several decades. A sampling of PMCD projects completed by the AMCG team follows.

- **Cedar Rapids Airport Commission – The Eastern Iowa Airport (Cedar Rapids, IA)**
  - *Minimum Standards, Rules and Regulations, and related consulting/advisory services (on time and within budget)*
    - i. Don Swanson, Director of Finance and Administration, (319) 731-5715
    - ii. David Benner (Project Manager) and Brandon Borne (Team Member)
- **Jackson Hole Airport Board – Jackson Hole Airport (Jackson Hole, WY)**
  - *Minimum Standards and related consulting/advisory services (on time and within budget)*
    - i. Ray Bishop, former Airport Director (retired)
    - ii. Jeff Kohlman (Project Manager) and Brandon Borne (Team Member)
- **Peninsula Airport Commission – Newport News/Williamsburg International Airport (Newport News, VA)**
  - *Minimum Standards, Rules and Regulations, Development Standards, and related consulting/advisory services (on time and within budget)*
    - i. Ken Spirito, Executive Director, (757) 877-0221
    - ii. Jeff Kohlman (Project Manager) and David Benner and Brandon Borne (Team Members)
- **City of Frederick – Frederick Municipal Airport (Frederick, MD)**
  - *Rules and Regulations and related consulting/advisory services (on time and within budget)*
    - i. Kevin Daugherty, former Airport Manager, (352) 754-4061
    - ii. David Benner (Project Manager) and Brandon Borne (Team Member)
- **City of Williston – Sloulin Field International Airport (Williston, ND) – subcontractor**
  - *Minimum Standards, Rules and Regulations, Leasing/Rents and Fees Policy, Development Standards and related consulting/advisory services (on time and within budget)*
    - i. Stephen Kjergaard, Airport Manager, (701) 774-8594
    - ii. David Benner (Project Manager) and Paul Meyers and Brandon Borne (Team Members)
- **City of Prospect Heights and Village of Wheeling – Chicago Executive Airport, (Wheeling, IL)**
  - *Minimum Standards, Rules and Regulations, Leasing/Rents and Fees Policy, and related consulting/advisory services (on time and within budget)*
    - i. Jamie Abbott, Executive Director, (224) 279-2061
    - ii. Jeff Kohlman (Project Manager/Team Member)

- **Port of Portland – Portland International Airport, Hillsboro Airport, and Troutdale Airport (Portland, OR)**
  - *Minimum Standards and related consulting/advisory services (on time and within budget)*
    - i. Matthew (Matt) Hoffman, Senior Manager, Airside Aviation Real Estate, (503) 460-4351
    - ii. Paul Meyers (Project Manager) and David Benner (Team Member)
- **Auburn University – Auburn University Regional Airport (Auburn, AL)**
  - *Minimum Standards, Rules and Regulations, Leasing/Rents and Fees Policy, and related consulting/advisory services (on time and within budget)*
    - i. William (Bill) Hutto, Airport Director, (334) 844-4606
    - ii. Jeff Kohlman (Project Manager) and Paul Meyers and David Benner (Team Members)
- **Jacksonville Aviation Authority – Jacksonville International Airport, Craig Airport, Cecil Airport, and Herlong Airport, (Jacksonville, FL)**
  - *Rules and Regulations and related consulting/advisory services (on time and within budget)*
    - i. Tony Cugno, Chief Operating Officer, (904) 741-2072
    - ii. Jeff Kohlman (Project Manager) and David Benner (Team Member)
  - *Minimum Standards and related consulting/advisory services (on time and within budget)*
    - i. Susan Sallet, former Director of Business Development, (281) 233-1806
    - ii. Jeff Kohlman (Project Manager) and David Benner (Team Member)
- **Palm Beach County – Palm Beach International Airport, North County General Aviation Airport, Palm Beach County Glades Airport, and Lantana Airport (Palm Beach, FL)**
  - *Minimum Standards and related consulting/advisory services (on time and within budget)*
    - i. Laura Beebe, Deputy Director, (561) 471-7430
    - ii. Jeff Kohlman (Project Manager) and David Benner (Team Member)
- **City of Phoenix – Phoenix Sky Harbor International, Deer Valley, and Goodyear Airport (Phoenix, AZ)**
  - *Minimum Standards and related consulting/advisory services (on time and within budget)*
    - i. Gary Mascaro, former Airport Manager – Deer Valley, (480) 312-2321
    - ii. Jeff Kohlman (Project Manager/Team Member)
- **Columbus Regional Airport Authority – Port Columbus International Airport, Rickenbacker International Airport, and Bolton Field Airport (Columbus, OH)**
  - *Minimum Standards, Lease/Rents and Fees Policy, and related consulting/advisory services (on time and within budget)*
    - i. Mark Mulchaey, Manager, (614) 239-5036
    - ii. Jeff Kohlman (Project Manager/Team Member)
- **City of Rapid City – Rapid City Regional Airport (Rapid City, SD)**
  - *Minimum Standards, Rules and Regulations, Leasing/Rents and Fees Policy, and related consulting/advisory services (on time and within budget)*
    - i. Mason Short, former Executive Director, (605) 721-5553 or (605) 787-3251
    - ii. Paul Meyers (Project Manager) and David Benner (Team Member)
- **Jackson Municipal Airport Authority – Jackson-Medgar Wiley Evers International Airport (Jackson, MS)**
  - *Minimum Standards, Rules and Regulations, and related consulting/advisory services (on time and within budget)*
    - i. Dirk Vanderleest, former Chief Executive Officer (retired), (601) 238-6837
    - ii. Paul Meyers (Project Manager) and David Benner (Team Member)
- **Delaware County Airport Authority – Delaware County Airport (Muncie, IA)**
  - *Minimum Standards, Leasing/Rents and Fees Policy, and related consulting/advisory services (on time and within budget)*
    - i. Mike Lynn, former Executive Director (retired), (260) 229-9508
    - ii. Paul Meyers (Project Manager) and David Benner (Team Member)
- **Norfolk Airport Authority – Norfolk International Airport (Norfolk, VA)**
  - *Minimum Standards and related consulting/advisory services (on time and within budget)*
    - i. Wayne Shank, Executive Director, (757) 857-3351
    - ii. Paul Meyers (Project Manager) and David Benner (Team Member)



- **Los Angeles World Airports – Van Nuys Airport (Van Nuys, CA)**
  - *Minimum Standards, Leasing/Rents and Fees Policy, and related consulting/advisory services (on time and within budget)*
    - i. Selena Birk, former Airport Manager, (424) 646-8030
    - ii. Paul Meyers (Project Manager) and Jeff Kohlman (Team Member)
- **City of Hayward – Hayward Executive Airport (Hayward, CA)**
  - *Minimum Standards, Rules and Regulations, and related consulting/advisory services (on time and within budget)*
    - i. Brent Shiner, former Executive Director (retired)
    - ii. Jeff Kohlman (Project Manager/Team Member)
- **Sonoma County – Charles M. Schultz - Sonoma County Airport (Santa Rosa, CA)**
  - *Minimum Standards, Rules and Regulations, Leasing/Rents and Fees Policy, and related consulting/advisory services (on time and within budget)*
    - i. David Knight, former (interim) Airport Manager (retired)
    - ii. Jeff Kohlman (Project Manager/Team Member)

Additionally, under the ACRP, AMCG was engaged (as part of a team) to develop Legal Research Digest 11 (Survey of Minimum Standards: Commercial Aeronautical Activities at Airports). This publication is available at <http://www.trb.org/Publications/Blurbs/165017.aspx>.

AMCG was engaged (as part of a team) to develop a Guide for Compliance with Grant Agreement Obligations to Provide Reasonable Access to An AIP-Funded Public Use General Aviation Airport (ACRP 11-01, Study Topic 05-04). This guide will examine the foundational requirements for providing access to general aviation airports, convey specific real-life examples of disputes, discuss the lessons learned from such disputes, and provide recommendations for handling disputes and/or resolving compliance related issues.

AMCG was engaged (as part of the M&H team) to develop Report 114 (Guidebook for Managing Through-The-Fence Operations). The AMCG team (led by Jeff Kohlman) developed a guidebook and supplemental materials that provide airport managers and policy makers with the practical guidance needed to assess, structure, and manage through-the-fence (TTF) operations.

*If desired, additional information can be provided for any of these projects.*

### **Mead & Hunt**

M&H has considerable experience with public/stakeholder outreach at airports (in general) and at airports located in (mountain) resort communities in the western United States (in particular) including: Jackson Hole Airport, Aspen-Pitkin County Airport, Big Bear City Airport, and Friedman Memorial Airport (Sun Valley).

The firm typically provides public/stakeholder outreach in conjunction with other services including airport master plans, environmental assessments, wildlife assessments and management plans, sustainability, air service analysis, fly quiet programs, and site selection.

Most recently, the firm provided public/stakeholder outreach at the Jackson Hole Airport for the Airport Master Plan and the Wildlife Hazard Management Plan processes. As a result of environmental concerns, the community was extremely interested and highly involved in the planning process for both projects.

A sampling of public/stakeholder services provided by the M&H team follows.

- **Jackson Hole Airport Board – Jackson Hole Airport (Jackson Hole, WY)**
  - *Airport Master Plan, Wildlife Hazard Management Plan, and other services (on time and within budget)*
    - i. Craig Logan, Director of Operations, (307) 733-7682
    - ii. Jon Faucher (Project Manager) and Brad Musinski (Team Member)
- **Pitkin County – Aspen/Pitkin County Airport (Aspen, CO)**
  - *Airport Master Plan, Fly Quiet Program, Air Service, and other services (on time and within budget)*
    - i. Dustin Havel, Assistant Director of Aviation-Operations, (970) 429-2855
    - ii. Scott Cary (Project Manager) and Peter Van Pelt and Mitch Hooper (Team Members)
- **Big Bear Airport District – Big Bear City Airport (Big Bear City, CA)**
  - *Airport Master Plan, Air Service, and other services (on time and within budget)*
    - i. Pete Gwaltney, General Manager, (909) 585-2900
    - ii. Jeff Leonard (Project Manager) and Peter Van Pelt and Mitch Hooper (Team Members)
- **City of Hailey – Friedman Memorial (Sun Valley) Airport (Hailey, ID)**
  - *Site Selection, Airport Master Plan, Air Service, and other services (on time and within budget)*
    - i. Rick Baird, Airport Manager, (208) 788-4956
    - ii. Mark Bruekink (Project Manager) and Peter Van Pelt and Mitch Hooper (Team Members)

### **3. Technical approach**

#### **Element 1: Develop (New) Primary Management and Compliance Documents**

To accomplish the scope of work for Element 1, the project team envisions that the work plan would include the following tasking:

##### **Task 1: Information Gathering**

Relevant and pertinent information, data, and documentation on the community, market, Airport, FBO, SASOs, and non-commercial aeronautical entities located at the Airport will be compiled by Airport management/staff. This will include an inventory of the land and improvements (by leasehold, by component) currently being leased/used, the products, services, and facilities currently being provided, and the vehicles, equipment, and personnel currently being deployed by the operators/aviation businesses at the Airport. The project team will provide a written information request and a sample worksheet to Airport management/staff to help facilitate this process. The project team will review and analyze initial information, data, and documentation provided/obtained (including any existing PMCD related information, data, and documentation) and conduct initial research.

##### **Task 2: Field Visit (First) and Public/Stakeholder Meetings (First)**

Members of the project team will conduct a field visit (first field visit) to include: (1) a project “kick-off” (initialization) meeting with representatives of Airport management/staff (and the TTAD – as desired), (2) tour of the Airport, FBO, SASOs, and non-commercial leased premises, (3) meetings with select stakeholders (i.e., representatives of the FBO, SASOs, and/or non-commercial entities) – as determined by Airport management/staff working in collaboration with the project team and based on available time and budget, and (4) a public/stakeholder meeting (open forum or open house). Additionally, AMCG will conduct the half-day short course (or mini-workshop) on PMCDs for Airport management/staff and/or Board members during the first field visit. The project team will review and analyze additional information, data, and documentation provided/obtained.

*The purpose of the first field visit will be to gain a better understanding of: (1) the current operating environment at the Airport, (2) the goals that have been established by the TTAD for the Airport (in general) and PMCDs (in particular), and (3) the key issues, problems, and/or challenges relating to (associated with) this project.*

##### **Task 3: Prepare Documents (Expanded Outline and/or Sample Formats)**

The project team will prepare an expanded outline and/or sample formats of the PMCDs and provide the expanded outline and/or sample formats to Airport management/staff for review.

*Airport management/staff review (expanded outline and/or sample formats of the PMCDs)*

**Task 4: Working Session (Expanded Outline and/or Sample Formats)**

The project team will conduct a “working session” (by telephone) with Airport management/staff to discuss the expanded outline and/or sample formats of the PMCDs and solicit comments, input, and direction. The working session will be limited to approximately one hour.

**Task 5: Draft Documents (First)**

The project team will prepare the first draft of the PMCDs (based on the information, data, and documentation provided/obtained and the comments, input, and direction provided by Airport management/staff) and provide the first draft of the PMCDs to Airport management/staff for review.

Airport management/staff review (first draft of the PMCDs)

**Task 6: Working Session (First)**

The project team will conduct a “working session” (by telephone) with Airport management/staff to discuss the first draft of the PMCDs and solicit comments, input, and direction. The working session will be limited to approximately two hours.

**Task 7: Draft Documents (Second)**

The project team will revise the first draft of the PMCDs (based on the input and direction provided by Airport management/staff during the first working session) and provide the second draft of the PMCDs to Airport management/staff who will review the documents and provide the documents to others (i.e., external advisors) for review as well.

Airport management/staff and others review (second draft of the PMCDs)

**Task 8: Working Session (Second)**

The project team will conduct a “working session” (by telephone) with Airport management/staff (and others) to discuss the second draft of the PMCDs and solicit comments, input, and direction. The working session will be limited to approximately two hours.

**Task 9: Draft Documents (Third)**

The project team will revise the second draft of the PMCDs (based on the input and direction provided by Airport management/staff and others during the second working session) and provide the third draft of the PMCDs to Airport management/staff who review the documents and provide the documents to the public/stakeholders for review as well.

Public/stakeholder review (third draft of the PMCDs)

**Task 10: Field Visit (Second), Public/Stakeholder Meeting (Second), and Working Session (Third)**

During the second field visit, the project team will facilitate a public/stakeholder meeting (open forum or open house) to discuss comments (and obtain input) from the public/stakeholders. The project team will discuss (in person) the comments and input from the public/stakeholders with (and solicit input and direction from) Airport management/staff. The working session will be limited to approximately two hours.

**Task 11: Draft Documents (Fourth)**

The project team will revise the third draft of the PMCDs (based on the input and direction provided by Airport management/staff during the third working session) and provide the fourth draft of the PMCDs to Airport management/staff who will review the documents and provide the documents to others for review as well.

Airport management/staff (and others) review (fourth draft of the PMCDs)

**Task 12: Working Session (Fourth)**

The project team will conduct a “working session” (by telephone) with Airport management/staff (and others) to review the fourth draft of the PMCDs and solicit comments, input, and direction. The working session will be limited to approximately one hour.

**Task 13: Draft Documents (Fifth)**

The project team will revise the fourth draft of the PMCDs (based on the input and direction provided by Airport management/staff during the fourth working session) and provide the fifth draft of the PMCDs to Airport management/staff who will review the documents and provide the documents to the TTAD for review as well.

TTAD review (fifth draft of the PMCDs)

**Task 14: Field Visit (Third), Public/Stakeholder Meeting (Third), and Working Session (Fifth)**

During the third field visit, members of the project team will meet with Airport management/staff to review the comments, input, and/or direction provided by the TTAD (the meeting will be limited to approximately two hours), facilitate a public/stakeholder meeting (open forum or open house) to discuss comments (and obtain input) from the public/stakeholders, revise the fifth draft of the PMCDs (based on the comments, input, and/or direction provided by Airport management/staff), and present the sixth and final draft of the documents to the TTAD for approval and adoption.

TTAD approval and adoption (sixth draft of the PMCDs)

**Comment Compilation and Response**

Upon conclusion of the review periods, the project team envisions that Airport management/staff will prepare a compilation of all comments provided by all sources by document and by section and that Airport management/staff will respond to the comments provided by indicating that: (1) change is not merited/will not be made, (2) change is merited/will be made (as formulated by Airport management/staff), and (3) change is merited/will be made (as formulated by Airport management/staff working in collaboration with the project team). With regard to item 3, the project team envisions working with Airport management/staff to formulate changes in those specific areas identified (accordingly) by Airport management/staff. If the magnitude or complexity of the work (time) required (to formulate a response) is excessive, the project team envisions that the additional services would be provided on an hourly basis. It is the experience of the project team that when a change is not merited/will not be made, it is helpful (from a public/stakeholder perspective) to provide an explanation and/or the rationale for not making a change.

*If desired, AMCG can provide additional detail on any aspect of the technical approach (work plan or tasking) to the project.*

**4. Performance period and timeline for completion**

Notwithstanding circumstances beyond the project team's control (including the time it takes the TTAD, Airport management/staff, and/or others to review draft work products and provide comments, input, and/or direction) and based on the team's experience with similar projects, the current and anticipated workload (and commitments) of the team, and a start date of January 19, 2015, it is anticipated that the project can be completed within eighteen (18) months from the first field visit. *If desired, a detailed schedule can be provided.*

The project team and all required resources will be available throughout the anticipated duration of the project – once again, notwithstanding circumstances beyond the project team's control. At this time, there are no conflicts that would interfere with the successful and timely completion of the project.

Prior to accepting an engagement, the workload of each member of the project team will be reviewed and evaluated by the principals of the firms to ensure that the scope of work can be completed and the work products (deliverables) can be provided on time. During this review, priority will be given to existing contracts and known commitments.

## 5. Cost

The TTAD can be assured that the project team will provide high quality, comprehensive, and fully responsive services and work products at a fair price. Within this context, based on the scope of work, the technical approach (work plan or tasking), the work products (deliverables), the project team's understanding of the Airport, the current situation, and the project, and the project team's experience with PMCD projects, it is anticipated that Element 1 can be completed for a budget (including expenses allocations) ranging from \$92,500 (which includes three field visits) to \$102,500 (which includes five field visits). *If desired, a detailed budget can be provided.*

The "from" budget includes three field visits and the "to" budget includes five field visits (as indicated in the table that follows). The following expense allocations are included for each field visit to cover direct (project-related) expenses (e.g., air and ground transportation, lodging, and subsistence, etc.) that may be incurred by members of the project team to accomplish the scope of work: 1: \$2,000 (*for 5 person days on-site*), 2: \$2,000 (*for 5 person days on-site*), 3: \$2,000 (*for 5 person days on-site*), 4: \$1,250 (*for 3 person days on-site*), and 5: \$1,250 (*for 3 person days on-site*). Any direct expenses incurred in excess of the expense allocation for each field visit would be passed through to the TTAD at cost without mark-up.

The budget is based on taking advantage of the inherent synergies associated with completing all components of Element 1 (i.e., in the sequence and within the timeframe identified in this proposal). If all components of Element 1 are not completed (in the sequence and within the timeframe identified in this proposal), the budget will be higher as inherent synergies will be lost.

The budget is also dependent on the: (1) the quality, composition, and timeliness of the information, data, and documentation provided to/obtained by the project team, (2) the information, data, and documentation that is available in AMCG's database and/or reference library, (3) the time required to obtain, confirm, and/or verify additional and/or other information, data, and documentation that may be required to complete the scope of work, and (4) the time required by the TTAD, Airport management/staff, or others to review draft work products and provide input, comments, and/or direction.

Recognizing that two representatives of the TTAD attended the Sponsor Assurances, Leasing Policy, and Minimum Standards Workshop conducted by AMCG in Pittsburgh in July 2014, if selected for this project, AMCG will provide a professional courtesy discount of \$1,250 for each representative or \$2,500 for both representatives. Additionally, AMCG will conduct the half-day short course (or mini-workshop) on PMCDs for Airport management/staff and/or Board members during the first on-site visit at no additional charge. Typically, the fee to conduct a half-day short course (or mini-workshop) on a standalone basis is approximately \$2,500.

**As such, the adjusted budget for Element 1 is estimated to range from \$87,500 (which includes three field visits) to \$97,500 (which includes five field visits).**

Any other services (including the consulting/advisory services described in Element 2) requested by the TTAD would be provided on an hourly basis at the standard billing rates of each firm or other mutually agreed on fixed fee. AMCG's standard hourly billing rates currently range from \$60 per hour (staff) to \$260 per hour (principal) depending on the work being performed and by whom. M&H's standard hourly billing rates currently range from \$98 (administrative) to \$183 (project manager) depending on the work being performed and by whom.

Direct expenses (relating to the provision of any other services) would be additional (passed through to the TTAD at cost without mark-up). Database, library access, and/or use fees may also be charged – if required to provide any other services requested by the TTAD.

This proposal is valid through January 30, 2015 and subject to change thereafter including, but not limited to, withdrawal in whole or in part.

#### **E. Subconsultants**

*Provide a listing of all sub-consultants to be used, including responsibilities and qualifications for each sub-consultant.*

While AMCG will perform the majority of the work (on this project), the firm intends to subcontract with M&H to assist with public/stakeholder outreach. AMCG does not intend to subcontract with any other firms. M&H does not intend to subcontract to any other firms. The qualifications and experience of M&H for providing public/stakeholder outreach services is included in *Section D. Qualifications and Experience*.

#### **F. Public/Stakeholder Outreach**

*As part of experience, list participation levels of citizens, stakeholders, residents, pilot, aircraft operator etc. which you were able to successfully engage in various consulting projects.*

#### **Aviation Management Consulting Group**

The AMCG team regularly and successfully engages the public/stakeholders as part of PMCD and other projects. As such, the team is accustomed to providing briefings and debriefings, conducting and facilitating working sessions, and soliciting input from the public (e.g., residents, citizens, business and community leaders, and others) a wide variety of stakeholders (e.g., operators/aviation businesses, lessees/tenants, aircraft owners/operators, and others) in both public and private settings.

Over the years, the AMCG team has worked with city, town, county, and airport authority management/staff, city councils, town councils, county commissions, airport boards, airport commissions, advisory boards, task forces, committees, and others.

Additionally, the team provides consulting services (and/or meets and/or interacts with) FBOs, SASOs, and non-commercial entities on a regular basis. In the course of business, the team regularly conducts and facilitates public/stakeholder meetings including open forums and open houses. The team is very comfortable with (and believes in) this type of approach and has achieved excellent results (outcomes) using it.

Based on the AMCG team's experience, the process utilized to develop PMCDs is as important as, if not more important than, the final work products (deliverables). Therefore, as articulated in this proposal, AMCG is proposing an inclusive approach in which the public/stakeholders will be given multiple opportunities to participate in the project (i.e., learn about the project, engage in dialogue about the project, provide direct input into the project, review and comment on draft work products, attend public/stakeholder meetings, discuss draft work products, etc.).

Over the years, the AMCG team has learned that education, involvement, and communication are the keys to the success of public/stakeholder outreach. The public/stakeholders should be informed, upfront (in advance), of the pending project, the process that will be utilized to develop PMCDs, the parties who will be involved in the process, and the methods that will be utilized to solicit input, and the various opportunities that will be available to participate in the process.

Further, the public/stakeholders should be kept informed about the progress of the project and the anticipated timing for participation. Finally, at the appropriate time (and certainly, prior to being finalized for the approval and adoption of the TTAD), the public/stakeholders should be given the opportunity to review and comment on (and discuss) draft work products.

Additionally, as indicated previously, the AMCG team has completed several projects for the TTAD including a cost allocation analysis and a rent study. As a result, the team is already familiar with the Airport and FBO, the market, and the community and the team has first-hand experience interacting with the public/stakeholders (and looks forward to having multiple opportunities to interact with the public/stakeholders during this project).

### **Mead & Hunt**

M&H has significant experience working at airports in resort communities located throughout the United States. By way of this experience, the firm has found that the unique characteristics and/or attributes of resort communities must be carefully considered in order to achieve successful results (or outcomes). Some of M&H's most recent experience includes resort communities such as Jackson Hole, Aspen, Big Bear, and Sun Valley.

One of the most prevalent perspectives observed by the firm in resort communities is the concept of managed growth. The people drawn to (and living in) resort communities are generally outspoken about preserving the unique natural and outdoor qualities of the community. People who live in resort communities may also have higher disposable incomes and higher net worth (compared to people who live in non-resort communities).

When advising the owners and operators of airports located in resort communities, the M&H team typically spends quite a bit of time talking to people in such communities about finding the appropriate balance between growing/developing the community and maintaining the right atmosphere in the community.

The firm has extensive experience with public/stakeholder outreach, involvement, and education. M&H believes that the people living in resort communities really want to know what is going on and can make things difficult for the owners and operators of an airport if not given opportunities to participate in the process. The language used to communicate with the public/stakeholders must be carefully thought through as well.

One example of the way the firm has worked with the owner/operator of a resort airport to properly frame information about the airport is Aspen. As one of many initiatives, M&H engaged the Aspen community through a website ([aspenairportplanning.com](http://aspenairportplanning.com)) that was developed to communicate a wide range of the goals that had been established for the airport.

In Aspen, the firm summarized the work that had been accomplished by a team of consultants and presented it in seamless manner so the community could see how the goals were related. This helped instill confidence (throughout the community) that the airport owner/operator was pursuing the goals in a coordinated, cohesive manner.

M&H understands the value of public/stakeholder outreach, involvement, and education. The firm's staff has proven experience working with clients and communities in this area. Operators/aviation businesses, lessee/tenants, residents, citizens, and business/community leaders could have concerns that can be addressed through outreach, involvement, and education.

Having project team members who are already familiar with (and knowledgeable about) the local community can help facilitate meaningful and effective public/stakeholder participation.

As such, M&H is poised to assist with (help facilitate) public/stakeholder outreach, involvement, and education. The firm envisions that such assistance could include the preparation of press releases, coordination with the public/stakeholders, and the facilitation of a public/stakeholder meetings to help educate interested parties about the project and/or obtain input (on the project).

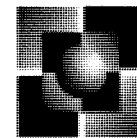


## G. Additional Information

### i. Aviation Management Consulting Group

An abbreviated Statement of Qualifications (SOQ) for AMCG follows.

*If desired, additional information can be provided.*



Aviation  
Management  
Consulting  
Group

#### Overview

AMCG provides a wide range of aviation management consulting services to airports, aviation businesses, aircraft owners and operators, and others. The firm specializes in general aviation and serves clients located throughout the United States and abroad.

AMCG is a dynamic firm consisting of a team of highly qualified, experienced, knowledgeable, and results-oriented professionals who work in concert to maintain a company culture focused on meeting the needs of the client. As a result, AMCG is the preferred provider of aviation management consulting services in the aviation industry.

*WITH AMCG, CLIENTS GET STRAIGHT ANSWERS, OBJECTIVE ADVICE, ACCURATE AND  
TIMELY INFORMATION, AND ONLY THE HIGHEST QUALITY SERVICES AND WORK PRODUCTS  
— RESULTS CLIENTS CAN COUNT ON!*

#### Mission

AMCG's mission is to employ the firm's unique expertise to provide airports, aviation businesses, aircraft owners and operators, and others with the services and work products they need to achieve their goals and objectives and be successful.

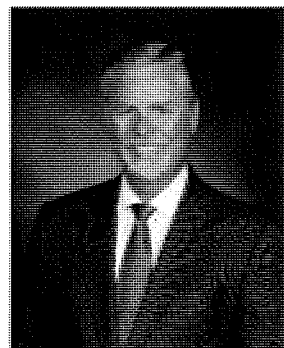
#### Commitments

To achieve its mission, the AMCG team is fully committed to the following: (1) thoroughly understanding the needs and exceeding the expectations of its clients, (2) keeping its clients fully informed, (3) providing innovative and creative solutions, (4) completing all assignments on time and within budget, (5) delivering high quality products, services, and resources that fully accomplish the scope of work, (6) building clients' trust in AMCG and confidence in the firm's work, (7) maintaining the confidentiality of client information, and (8) adhering to high ethical and moral standards.

#### Qualifications and Experience

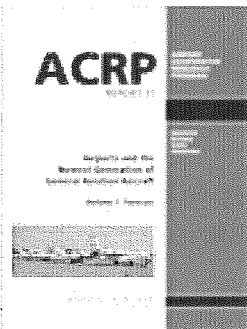
A brief overview of the qualifications and experience of each member of the AMCG team follows.

##### Paul A. Meyers, Principal and CEO



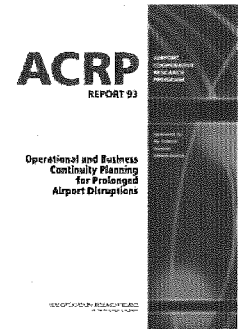
Paul Meyers, a founding principal of AMCG, has approximately 35 years of aviation, planning, development, operations, management, customer service, leadership, and consulting experience including the full array of PMCDs and regulatory compliance. He has an undergraduate degree in business/aviation administration and a certificate in commercial transportation from California State University at Los Angeles. Paul has instructed (on a part time basis) at Metropolitan State University of Denver (Aerospace Science Department) teaching senior-level aviation management courses. He is an instrument rated private pilot and aircraft owner.

Paul serves on the General Aviation Committee (American Association of Airport Executives) and Airport Business Committee (National Air Transportation Association).

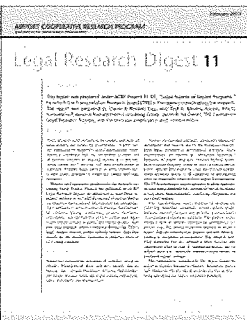


He served on the panel for Airport Cooperative Research Project (ACRP) Report 17 (Airports and the Newest Generation of General Aviation Aircraft). This publication is available at <http://www.trb.org/main/blurbs/162360.aspx>.

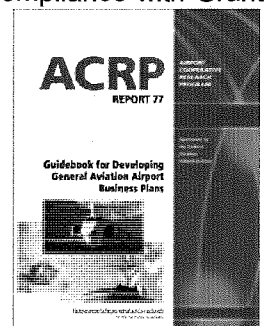
Paul also served on the panel for ACRP Report 93 (Operational and Business Continuity Planning for Prolonged Airport Disruptions). This publication is available at <http://www.trb.org/Main/Blurbs/169246.aspx>.



AMCG was engaged (as part of a team) and he led the effort to conduct research for ACRP Legal Research Digest 11 (Survey of Minimum Standards: Commercial Aeronautical Activities at Airports). This publication is available at <http://www.trb.org/Publications/Blurbs/165017.aspx>.



AMCG was engaged (as part of a team) and Paul lead the effort to conduct research for ACRP 11-01, Study Topic 05-04 (A Guide for Compliance with Grant Agreement Obligations to Provide Reasonable Access to An AIP-Funded Public Use General Aviation Airport). This guide will examine the foundational requirements for providing access to general aviation airports, convey specific real-life examples of disputes, discuss the lessons learned from such disputes, and provide recommendations for handling disputes and/or resolving compliance related issues. More information on this project can be obtained at <http://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=3507>.

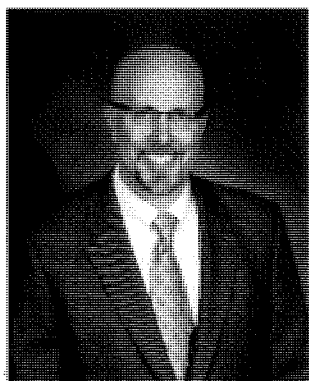


He served as Principal Investigator for Report 77 (Guidebook for Developing General Aviation Airport Business Plans). Report 77 is available at <http://www.trb.org/Main/Blurbs/168114.aspx>. The guidebook and supplemental materials provide airport managers and policy makers with the practical guidance needed to develop and implement a business plan at a general aviation airport. Paul also served as Co-Principal Investigator of Report 114 (Guidebook for Through-The-Fence Operations). Report 114 is available at <http://www.trb.org/Publications/Blurbs/170955.aspx>. The guidebook provides airport managers and policy makers with the practical guidance needed to assess, structure, and manage TTF operations.

His areas of expertise and project responsibilities are highlighted in the qualifications and experience table provided at the end of this section.

ACRP is an industry-driven, applied research program that develops near-term, practical solutions to problems faced by airport operators. ACRP is managed by the Transportation Research Board (TRB) of the National Academies and sponsored by the FAA. The research is conducted by contractors who are selected on the basis of competitive proposals.

**Jeff A. Kohlman, Principal and COO**

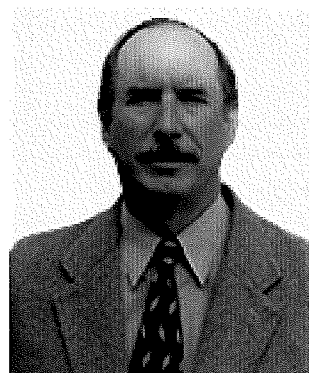


Jeff Kohlman, a founding principal of AMCG, has approximately **30** years of aviation, planning, development, operations, management, customer service, and consulting experience including the full array of PMCDs and regulatory compliance. He has an undergraduate degree in Aviation Business Administration with an emphasis in accounting and finance from Embry-Riddle Aeronautical University (ERAU). Jeff has instructed (on a part time basis) at MSUD (ASD). He is an instrument rated private pilot and aircraft owner. Jeff is a Certified Ground Auditor for NATA's Safety 1<sup>st</sup> Program. He led the team that developed the work product for ACRP Report 114 (Guidebook for Through-The-Fence Operations). Jeff's areas of expertise and project responsibilities are highlighted in the qualifications and experience

table provided at the end of this section.

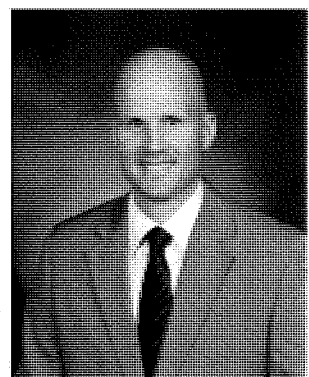
NATA Safety 1<sup>st</sup> established the NATA Safety 1<sup>st</sup> Ground Audit Standard to promote industry best practices and Safety Management Systems (SMS) development among ground handling providers in response to member requests for a safety standard and rating for FBOs. This audit standard is the first published audit for FBOs and other ground-handling service providers. One of the primary goals of this program is to reduce the number of proprietary audits FBOs have to complete for individual aircraft owners/operators. As such, this program seeks to consolidate and streamline the audit process.

**Robert D. Trimborn, C.M., Consultant**



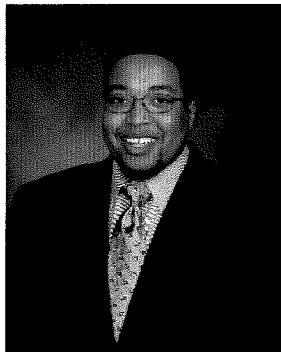
Robert Trimborn has approximately **35** years of aviation, planning, operations, management, leadership, and consulting experience including the full array of PMCDs and regulatory compliance (federal and State of California). He attended Cypress College and San Diego State University – majoring in aeronautics and mass communications. Robert has more than 30 years of direct airport management experience including Airport Manager/Executive Director at Santa Monica Airport, Reno Stead Airport, and Hawthorne Municipal Airport. Robert has a commercial pilot license with an instrument rating and he is a Certified Flight Instructor. Robert is a Certified Member of the American Association of Airport Executives (AAAE). His areas of expertise and project responsibilities are highlighted in the qualifications and experience table provided at the end of this section.

**David C. Benner, C.M., Consultant**



David Benner has approximately **15** years of aviation, planning, operations, management, and consulting including the full array of PMCDs and regulatory compliance. He has a Bachelor of Science degree in Business Administration from Bethel College and a Master of Business Administration degree in Aviation with a concentration in Airport Management from ERAU. David has a commercial pilot license with instrument and multi-engine ratings and he is a Certified Flight Instructor. David is a Certified Member of AAAE and a Certified Ground Auditor for NATA's Safety 1<sup>st</sup> Program. His areas of expertise and project responsibilities are highlighted in the qualifications and experience table provided at the end of this section.

**Brandon K. Borne, C.M., Project Analyst**



Brandon Borne has approximately **five** years of aviation management consulting (airports and aviation businesses) and government relations experience including policy development and civic engagement. He has a Bachelor of Science degree in Public Policy and Administration from James Madison University and a Master of Public Administration degree from Old Dominion University. Brandon is a Certified Member of the AAAE and a licensed private pilot. His areas of expertise and project responsibilities are highlighted in the qualifications and experience table that follows.

Qualifications and Experience	Paul	Jeff	Bob	David	Brandon
Primary Management and Compliance Documents <ul style="list-style-type: none"> <li>Minimum Standards, Rules and Regulations, Leasing/Rents and Fees Policy, and Development Standards</li> </ul>	→	→	→	→	→
Regulatory Compliance	→	→	→	→	→
Rent Studies	→	→	→	→	→
Fee Analysis/Studies	→	→	→	→	→
Lease, Use, and Operating Agreements	→	→	→	→	→
Strategic Business Planning/Plans	→	→	→	→	→
Through-the-Fence (Access) Agreements	→	→			
Market Assessments and Feasibility Studies	→	→		→	→
Operational, Managerial, and Financial Assessments	→	→	→	→	
RFI/RFQ/RFP Development, Evaluation, Selection	→	→		→	→
Appraisals (Fee Simple, Leasehold Interest, Leased Fee)*	→	→	→	→	→
Valuation (Business, Stock, and Asset)*	→	→		→	
Acquisition, Divestiture, and Due Diligence	→	→		→	
Land Use, Site Planning, Facility Programming*	→		→		
Marketing and Business Development	→				
Litigation Support and Expert Testimony	→	→	→		

\* These services are provided in conjunction with teaming partners.

## Services

As indicated in the preceding table, AMCG provides a wide range of aviation management consulting services to airport owners and operators. These services are provided with the goal of: (1) improving tenant, customer, and stakeholder relations, (2) enhancing the range, level, and quality of customer products, services, and facilities, (3) maximizing efficiency, productivity, and safety, (4) increasing operating cash flow, and (5) attracting and/or retaining quality aviation service providers and customers.

*IT IS SIGNIFICANT TO NOTE THAT AMCG DOES NOT TRY TO BE SOMETHING IT IS NOT. RATHER THAN PURSUING PROJECTS THAT THE FIRM "MAY" BE ABLE TO DO, AMCG ONLY PURSUES PROJECTS THAT ALIGN DIRECTLY WITH THE FIRM'S CORE COMPETENCIES – LIKE THIS PROJECT. THIS IS THE ONLY WAY TO ENSURE THAT A SUCCESSFUL RESULT WILL BE ACHIEVED.*

## Workshops and Conferences

The principals of the firm regularly give presentations to (and conduct workshops for) diverse audiences on a wide variety of aviation topics including PMCDs and regulatory compliance. An overview of two "national" workshops/conferences follows.

### Airport Sponsor Assurances, Leasing Policies, and Minimum Standards Workshop

For approximately 15 years, the principals of AMCG have conducted the Airport Sponsor Assurances, Leasing Policies, and Minimum Standards Workshop (also, referred to as the Primary Management and Compliance Documents Workshop) on behalf of AAAE. This dynamic and highly interactive one and one-half day workshop takes a best practices approach to the development (or update), implementation, and enforcement of a number of critical management and compliance documents including Minimum Standards, Rules and Regulations, and Leasing/Rents and Fees Policies. With the Airport Sponsor Assurances and other compliance requirements serving as a foundation, this workshop thoroughly examines each of these documents (i.e., definition, role/purpose, and major elements) and delves into the intricacies, subtleties, and challenges of the development (or updating) process. Throughout this workshop, key issues (such as exclusive rights, economic non-discrimination, self-fueling, TTF activities, independent operators, etc.) are examined, recent case studies (including complaints and determinations made under 14 CFR Part 16) are discussed, relevant real world examples are given, and ample opportunities are provided to interact with industry experts, colleagues, and peers. This workshop also examines the issues/challenges associated with maintaining compliance with FAA requirements.

### General Aviation Issues and Security Conference

AMCG has played an instrumental role (as a marquee sponsor, program/agenda planner, and session moderator/presenter) in the General Aviation Issues and Security Conference (GAISC) since this event's inception in 2006. Working closely with AAAE, this conference was developed to address the key issues the general aviation industry is facing (today) and the key challenges the industry may face (tomorrow). This conference is focused on general aviation issues and challenges – its prevailing theme. The GAISC provides the opportunity to discuss and debate key issues/challenges, more clearly define industry problems, exchange ideas, and explore potential solutions. Additionally, participants are able to network with prominent leaders in the general aviation segment of the industry and government officials. Over the years, PMCDs and regulatory compliance have been a regular topic of discussion at this conference.

The firm's principals are well versed in developing and giving presentations and conducting workshops (e.g., half day, full day, and multiple-day workshops), moderating, and/or participating in panel discussions. AMCG's principals have extensive experience developing agendas, creating game plans to facilitate panel discussions, and, identifying, securing, and coordinating speakers. Audiences have consisted of the owners/operators of airports, aviation businesses, and aircraft as well as government (and quasi-government) agencies, associations, organizations, and professional firms.

### **Project Management**

All projects are managed by project managers who are supported by the firm's principals, consultants, and project analysts (as needed). Project managers are assigned by matching the scope of work with the area of expertise (background, experience, and capabilities). The diverse background, experience, and capabilities of the firm's principals (and support team members) provide the firm with a great degree of flexibility while also ensuring that the right people are assigned to (and will be available to complete) the project.

Project managers oversee, coordinate, and manage all aspects of the project. As such, project managers develop and maintain the project schedule, assign all tasks in the work plan, monitor progress (to ensure that tasks are being completed, the schedule is being maintained, and the scope of work is being accomplished), manage resources, and commit additional staffing and/or resources (as needed).

All work products (deliverables) will be developed under the supervision of the project manager to ensure that the scope of work has been fully addressed (i.e., the project objectives have been fully met) and that the firm's quality standards have been achieved. All costs/expenses will be reviewed by the project manager.

In addition to serving as primary point-of-contact for the client, the project manager will also participate in strategy sessions, conduct field visits, and/or perform other project functions including drafting, reviewing, revising, and/or finalizing work products (in collaboration with the project team). The firm's project managers have extensive experience organizing and managing project teams.

The firm's consultants will participate in strategy sessions, conduct field visits, and/or perform other project functions including drafting, reviewing, revising, and/or finalizing work products (in collaboration with the project team) and analyzing information, data, and documentation.

The firm's project analysts will be responsible for the compilation and analysis of information, data, and documentation (and related research functions). Additionally, the firm's project analysts may draft, review, revise, and/or finalize work products (in collaboration with the project team).

The firm's principals will be available to participate in the project (serving in any or all of these capacities).

### **Knowledge**

The AMCG team has excellent working knowledge of the aviation industry (overall), the general aviation segment of the industry (in particular), and airports and aviation businesses (more specifically). The team is familiar with many of the key federal regulations (and many common state regulations) pertaining to the planning, development, operation, management, and funding of airports. The AMCG team tracks, monitors, and analyzes aviation data and trends (on an ongoing basis) including information published by key government agencies, aviation associations, and others. The team reviews all of the major national aviation publications and many regional and local aviation publications as well. The AMCG team has developed and maintains an extensive proprietary database and resource library that contains a wide range of aviation information and data.

### **Resources**

Over the years, the principals of the firm have written articles or been interviewed for articles on a wide variety of aviation topics (including PMCDs and regulatory compliance) for industry trade publications. Additionally, the principals of the firm have written white papers on a wide variety of aviation topics.

AMCG is an active member of, and members of the AMCG team participate regularly in, the aviation conferences held by national, regional, and state aviation associations. Some of AMCG's national aviation association memberships (affiliations) include:

- Aircraft Owners and Pilots Association
- American Association of Airport Executives
  - Northwest, Southwest, North Central, South Central, Northeast, and Southeast Chapters
- National Association of State Aviation Officials
- National Air Transportation Association
- National Business Aviation Association

**Clientele**

AMCG's multi-faceted aviation management consulting services are provided throughout the United States and abroad to a diverse clientele that includes: (1) airports ranging from small general aviation airports to large hub primary commercial service airports, (2) FBOs ranging from small (single location) independently owned and operated companies to large (multi-base) international corporations, (3) SASOs ranging from small flight schools to large charter and aircraft management companies, (4) aircraft owners and operators ranging from individuals who own/operate single-engine aircraft to large corporate flight departments who own/operate a fleet of large turbine-powered aircraft, (5) government entities including federal, state, local (city, town, and county) agencies, (6) industry vendors and suppliers, and (7) professional organizations including associations, financial institutions, law firms, and architectural, engineering, and planning firms.

**References**

The project team believes the achievement of a successful result is the best (most reliable) indicator of the team's capabilities and is truly reflective of the team's commitment to provide only the highest quality services and work products (deliverables) possible in a timely and professional manner. The team's clients can attest to the team's ability to understand complex issues and/or challenges, provide services and work products (deliverables) that fully accomplish the scope of work (and meet client expectations), communicate effectively (with clients and stakeholders), and complete projects on time and within budget.

The TTAD can be assured the project team is fully committed to achieving these objectives and that nobody will do a better job. As such, the TTAD is encouraged to contact the team's references (provided in *Section D. Qualifications and Experience*) to verify past performance, professional competence, personal integrity, team reliability, and unwavering commitment excellence.

**ii. Mead & Hunt**

An abbreviated Corporate Profile for M&H follows.

*If desired, additional information can be provided.*

**Who We Are**

Mead & Hunt, Inc. is an employee-owned architectural, planning, and engineering firm comprised of more than 500 professional, technical, and support staff, with 200 of those staff dedicated solely to aviation services. With 32 offices in the United States, M&H has been serving clients in both the public and private sectors since being founded in 1900. The firm has six (6) offices serving the West Coast – two offices are located in Northern California. During World War II, M&H began providing aviation services to support the military and commercial sectors. With 70 years of nationwide aviation expertise, the firm is a full-service, professional consulting corporation specializing in the planning, design, and engineering of public-use airports.

**Growing**

M&H has been active in airport development since 1940. The firm's experience ranges from the master plan studies necessary for state and federal aid eligibility, through design and construction completion. M&H's staff has completed projects at airports nationwide and at over two-thirds of the airports in California.

The firm is one of the fastest growing architectural, engineering, and planning companies in the nation. M&H has ranked as a top 500 A/E design firm in Engineering News Record for several years running. Also, for several consecutive years, Engineering News Record has ranked the firm in their list of the "Top 25 in Airports." Additionally, M&H is recognized on The Zweig Letter Hot Firm List as one of the top 100 fastest growing A/E firms. The Zweig Letter designated the firm as a "Five Year Climber" – only four other firms in the country were awarded this top honor.

**Responsive**

Effective and responsive service is what M&H provides. Strong two-way communication is imperative to the success of the firm's projects. M&H places the utmost importance on listening to and understanding clients' needs; together, the firm and its clients determine the best possible solution. The depth of M&H's staff allows the firm to complete many projects simultaneously and keep projects on schedule and within budget.

M&H understands the needs of the airport marketplace, and the importance of formulating plans and programs that are soundly based, financially achievable, and creatively appropriate. Based on the firm's varied and comprehensive experience, depth of planning and engineering staff, and a sound history of successful projects for the full spectrum of airports, M&H is well-suited to assist the firm's clients in the development and maintenance of facilities.

**Dedicated**

The firm has a record of successful project execution. M&H's multidiscipline personnel are experienced professionals who are fully committed to providing top-of-the-line planning, architecture, and engineering solutions. The firm's principals are highly qualified and experienced project leaders who are fully dedicated to the provision of quality services.

**Mission**

- Provide excellence in diverse professional services for our clients
- Consistently operate with the highest level of integrity
- Provide our employees with the resources needed to professionally grow and do challenging work
- Respect and recognize the contribution of every employee
- Make responsible business decisions so that a successful and stable business endures

**Interest**

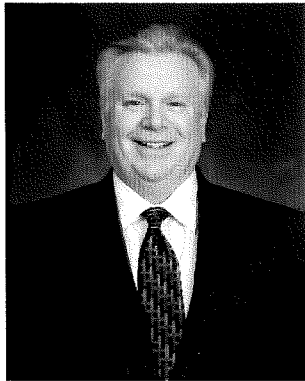
M&H is very excited about continuing its professional relationship with the TTAD. The firm is intimately familiar with the issues, opportunities, and concerns associated with the operation and management of an airport located in a resort community. M&H has had a base of operations in Northern California since 1976. As a result, the firm has a unique understanding of the market and M&H is ideally positioned to provide realistic and attainable solutions to the TTAD as part of the project team.



## **Qualifications and Experience**

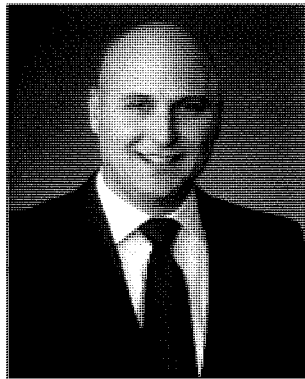
A brief overview of the qualifications and experience of each member of the M&H team follows.

### **Peter J. Van Pelt, A.A.E., Senior Airport Consultant**



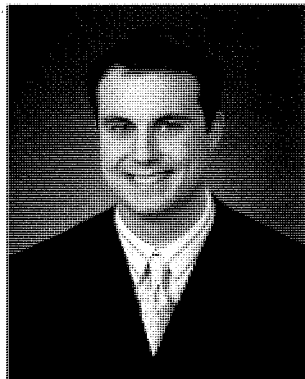
As National Market Leader for Aviation Client Services, Peter's primary focus is business development and project management for M&H's aviation architecture, engineering, environmental, planning, and air service practice. His role emphasizes client engagement, client services and satisfaction, and expert consulting. Peter's goal is to connect airports with services related to improving and enhancing their facilities. Teaming arrangements, strategic analysis, public speaking and mentoring are also key services he provides. Peter uses his unique talents to add the airport manager's perspective to the firm's master planning and environmental planning projects. He is responsible for a wide range of projects and is active in association work and program development. He was project manager for the Big Bear City Airport Master Plan.

### **Brad Musinski, ACIP, Airport Planning/Public Outreach**



Brad Musinski knows the Truckee Tahoe Airport well. He prepared the current Airport Master Plan and is always available for meetings and questions from Airport management/staff. Brad is accomplished in the full spectrum of airport planning services, with an emphasis on preparation of airport master plans, airport layout plans, and noise impact evaluations. Brad has significant experience in producing airport layout plans and guiding these plans through FAA approval. He is well-versed in FAA policies and procedures and has assisted clients with coordination and grant approvals. He was the project manager for the recent Stockton Metropolitan Airport Master Plan and Deputy Project Manager for the Spokane International Airport Master Plan. Both of these plans had significant public/stakeholder outreach components which Brad directed.

### **Mitch Hooper, ACIP, Airport Planning/Public Outreach**



Mitch Hooper is the Aviation Department's Planning Manager for Mead & Hunt's western United States division. He has worked on aviation planning projects nationwide since 2008 and is known by clients as knowledgeable, innovative, and customer-focused. He has been the principal project planner for more than 15 commercial service and general aviation airport master plans, economic impact assessments, feasibility plans, land use plans, environmental assessments, and state system plans. Mitch is one of Mead & Hunt's leaders in airspace analysis and design. He has provided airspace analysis services to over 70 wind energy sites across the United States and Mexico and has worked on 14 CFR Part 77 and Terminal Instrument Procedure analysis projects for the past 6 years.

**iii. Outlines (Deliverables)****Minimum Standards****1. INTRODUCTION**

- 1.1. Purpose
- 1.2. General Provisions
- 1.3. Exclusive Rights
- 1.4. Applicability

**2. GENERAL REQUIREMENTS**

- 2.1. Introduction
- 2.2. Experience/Capability
- 2.3. Agreement
- 2.4. Payment of Rents, Fees, and Charges
- 2.5. Leased Premises
- 2.6. Products, Services, and Facilities
- 2.7. Licenses, Permits, Certifications, and Ratings
- 2.8. Employees
- 2.9. Aircraft, Equipment, and Vehicles
- 2.10. Hours of Activity
- 2.11. Security
- 2.12. Insurance
- 2.13. Indemnification and Hold Harmless
- 2.14. Enforcement
- 2.15. Taxes
- 2.16. Multiple Activities

**3. FIXED BASE OPERATOR**

- 3.1. Introduction
- 3.2. Scope of Activity
- 3.3. Leased Premises
- 3.4. Fuel Storage
- 3.5. Fueling Reports
- 3.6. Fueling Equipment
- 3.7. Ground Support and Service Equipment
- 3.8. Hours of Activity
- 3.9. Employees
- 3.10. Licenses and Certifications
- 3.11. Aircraft Removal

**4. AIRCRAFT MAINTENANCE OPERATOR (SASO)**

- 4.1. Introduction
- 4.2. Leased Premises
- 4.3. Licenses and Certification
- 4.4. Employees
- 4.5. Equipment
- 4.6. Defueling

**5. AVIONICS OR INSTRUMENT MAINTENANCE OPERATOR (SASO)**

- 5.1. Introduction
- 5.2. Leased Premises
- 5.3. Licenses and Certifications
- 5.4. Employees
- 5.5. Equipment

**6. AIRCRAFT RENTAL OR FLIGHT TRAINING OPERATOR (SASO)**

- 6.1. Introduction
- 6.2. Leased Premises
- 6.3. Licenses and Certifications
- 6.4. Employees
- 6.5. Equipment
- 6.6. Hours of Activity
- 6.7. Insurance Disclosure Requirement

**7. AIRCRAFT CHARTER OR AIRCRAFT MANAGEMENT OPERATOR (SASO)**

- 7.1. Introduction
- 7.2. Leased Premises
- 7.3. Licenses and Certifications
- 7.4. Employees
- 7.5. Equipment
- 7.6. Hours of Activity

**8. AIRCRAFT SALES OPERATOR (SASO)**

- 8.1. Introduction
- 8.2. Leased Premises
- 8.3. Dealership
- 8.4. Licenses and Certifications
- 8.5. Employees
- 8.6. Hours of Activity
- 8.7. Sales Guarantee or Warranty

**9. AIRCRAFT STORAGE OPERATOR (SASO)**

- 9.1. Introduction
- 9.2. Leased Premises
- 9.3. Hours of Activity

**10. OTHER COMMERCIAL AERONAUTICAL ACTIVITIES (SASO)**

- 10.1. Introduction
- 10.2. Leased Premises
- 10.3. Employees
- 10.4. Equipment
- 10.5. Hours of Activity

**11. TEMPORARY SPECIALIZED AVIATION SERVICE OPERATOR (SASO)**

- 11.1. Introduction
- 11.2. Scope of Activity
- 11.3. General Aviation Operator Permit

**12. GENERAL AVIATION OPERATOR PERMIT**

- 12.1. Application
- 12.2. Approved General Aviation Operator Permit
- 12.3. Existing Operator with an Existing Agreement

**SUPPLEMENTAL (STANDALONE) DOCUMENTATION**

- a) Minimum Insurance Requirements
- b) General Aviation Operator and Lessee Application
- c) General Aviation Operator Permit

**Rules and Regulations****1. GENERAL RULES AND REGULATIONS**

- 1.1. Purpose
- 1.2. General Provisions
- 1.3. Enforcement
- 1.4. Access To, Entry Upon, or Use of the Airport
- 1.5. Restricted Areas and Sterile Areas
- 1.6. Airport Identification Badge
- 1.7. Security
- 1.8. Commercial Activities
- 1.9. Accidents
- 1.10. Solicitation, Picketing, and Demonstrations
- 1.11. Signage and Advertisements
- 1.12. General Conduct
- 1.13. Abandoned, Derelict, or Lost Property
- 1.14. Use of Roadways and Walkways
- 1.15. Animals
- 1.16. Weapons and Explosives
- 1.17. Alcoholic Beverages
- 1.18. Use of Public Areas
- 1.19. Trash Receptacles
- 1.20. Fire and Flammable Materials
- 1.21. Hazardous Materials
- 1.22. Environmental (Hazardous Materials) Clean Up
- 1.23. Painting
- 1.24. Emergency Conditions
- 1.25. Special Events
- 1.26. Safety Management System

**2. AIRCRAFT RULES AND REGULATIONS**

- 2.1. Regulatory Measures
- 2.2. Disabled or Non-Airworthy Aircraft
- 2.3. Based Aircraft Registration
- 2.4. Hours of Operation
- 2.5. Accidents
- 2.6. Prohibiting Use of the Airport
- 2.7. Maintenance
- 2.8. Cleaning
- 2.9. Deicing
- 2.10. Engine Operation
- 2.11. Parking and Storage
- 2.12. Security
- 2.13. Operations
- 2.14. Taxing and Towing Operations
- 2.15. Rotorcraft Operations

- 2.16. Noise Abatement Procedures
- 2.17. Restricted Activities
- 2.18. Fees

### **3. PASSENGER TERMINAL BUILDING RULES AND REGULATIONS**

- 3.1. Baggage Carts
- 3.2. Public Address System
- 3.3. Vending Machines
- 3.4. Locks and Keys
- 3.5. Leased Premises
- 3.6. Baggage Conveyor System and Unclaimed Baggage
- 3.7. Airline Operations
- 3.8. Engine Operation
- 3.9. Ground Support Equipment

### **4. VEHICLE RULES AND REGULATIONS**

- 4.1. Regulatory Measures
- 4.2. Licensing and Permit
- 4.3. Equipment
- 4.4. Operations
- 4.5. Air Operations Area
- 4.6. Movement Area
- 4.7. Accidents
- 4.8. Cleaning and Maintenance
- 4.9. Parking or Stopping
- 4.10. Fees

### **5. COMMERCIAL VEHICLES RULES AND REGULATIONS**

- 5.1. Regulatory Measures
- 5.2. Commercial Vehicle and Operator Licensing
- 5.3. Non-Transferable
- 5.4. Insurance
- 5.5. Parking or Stopping
- 5.6. Commercial Vehicle Operator Conduct and Appearance
- 5.7. Passenger Loading or Unloading
- 5.8. Commercial Vehicle Operations
- 5.9. Commercial Vehicle Equipment and Condition
- 5.10. Fees
- 5.11. Complaints
- 5.12. Penalties

### **6. OPERATOR, LESSEE, AND SUBLESSEE RULES AND REGULATIONS**

- 6.1. Security
- 6.2. Construction or Alteration of Improvements
- 6.3. Maintenance of Premises
- 6.4. Fire Prevention
- 6.5. Heating Equipment
- 6.6. Aircraft Hangars
- 6.7. Aircraft Tiedowns
- 6.8. Storage of Materials and Equipment
- 6.9. Compressed Gases
- 6.10. Lubricating Oils
- 6.11. Right of Entry
- 6.12. Non-Commercial Flying Club

**7. AVIATION FUELING RULES AND REGULATIONS**

- 7.1. General
- 7.2. Non-Commercial Self-Fueling

**SUPPLEMENTAL (STANDALONE) DOCUMENTATION**

- a) General Aviation Self-Fueling Permit

**Leasing/Rents and Fees Policy****1. INTRODUCTION**

- 1.1. Purpose
- 1.2. General Provisions
- 1.3. Applicability

**2. LEASING AIRPORT LAND AND/OR IMPROVEMENTS**

- 2.1. Application
- 2.2. Approval Process
- 2.3. Competitive Process
- 2.4. Demonstrating Immediate Need
- 2.5. Public Disclosure
- 2.6. Improvement Leasing

**3. AGREEMENTS**

- 3.1. Introduction
- 3.2. Key Terms and Conditions
- 3.3. Other (General) Terms and Conditions

**4. RENTS AND FEES**

- 4.1. Introduction
- 4.2. Establishment of Market Rent
- 4.3. Adjustment of Rents
- 4.4. Establishment and Adjustment of Fees
- 4.5. Payment of Rents, Fees, or Other Charges

**5. APPENDIX**

- 5.1. Advertising Guidelines
- 5.2. Document Guidelines
- 5.3. Improvement Leasing Policy
- 5.4. Standard Sublease Form Requirements
- 5.5. Establishment of Market Value
- 5.6. Appraiser Qualifications
- 5.7. Appraisal Requirements
- 5.8. Dispute Resolution

**Development Standards****1. INTRODUCTION**

- 1.1. Purpose
- 1.2. Goal
- 1.3. General Provisions
- 1.4. Compliance
- 1.5. Applicability
- 1.6. General Requirements
- 1.7. Prohibited Uses
- 1.8. Restricted Improvements

**2. LAND DEVELOPMENT**

- 2.1. General
- 2.2. Environmental Quality
- 2.3. Provision of Necessary Airport Land and/or Improvements
- 2.4. Manmade and Natural Hazards
- 2.5. Reuse of Resources

**3. DESIGN CRITERIA**

- 3.1. Accessory Facilities or Structures
- 3.2. Changes, Additions and Deletions
- 3.3. Aircraft Accesses
- 3.4. Antennae
- 3.5. Ramps
- 3.6. Improvement Height
- 3.7. Doors
- 3.8. Exterior Lighting
- 3.9. Exterior Materials
- 3.10. Exterior Storage
- 3.11. Fences, Gates, and Buffers
- 3.12. Flagpoles
- 3.13. Garbage and Recycling Containers
- 3.14. Grading and Drainage
- 3.15. Landscaping
- 3.16. Loading and Service Areas
- 3.17. Open Sided Structures
- 3.18. Residence
- 3.19. Setbacks
- 3.20. Signage
- 3.21. Structure
- 3.22. Utilities
- 3.23. Vehicle Parking

**4. PROCEDURES FOR APPROVAL**

- 4.1. Pre-Submittal Meeting
- 4.2. Concept Plan
- 4.3. Agreement
- 4.4. Development Plan
- 4.5. Requirements of the Federal Aviation Administration

**5. CONSTRUCTION PHASE**

- 5.1. Pre-Construction Meeting
- 5.2. Permits, Licenses, Inspections, and Certifications
- 5.3. Bonds
- 5.4. Insurance
- 5.5. Clean-Up During Construction
- 5.6. Damages During Construction
- 5.7. Erosion Prevention During Construction
- 5.8. Inspections
- 5.9. Protection of Property and Work in Progress
- 5.10. As-Build Drawings

**General Provisions****1. GENERAL PROVISIONS**

- 1.1. Purpose
- 1.2. Definitions
- 1.3. Governing Body
- 1.4. Authority to Adopt
- 1.5. Statement of Policy
- 1.6. Non-Discrimination
- 1.7. Airport Management
- 1.8. Effective Date
- 1.9. Compliance with Regulatory Measures and Agreements
- 1.10. Conflicting Regulatory Measures and Agreements
- 1.11. Right to Self-Service
- 1.12. Prohibited Activities
- 1.13. Fines or Penalties
- 1.14. Severability
- 1.15. Subordination
- 1.16. Notices, Requests for Approval, Applications, and Other Filings
- 1.17. Amendments
- 1.18. Variance or Exemption
- 1.19. Pioneering Period
- 1.20. Enforcement
- 1.21. Disputes
- 1.22. Rights and Privileges Reserved
- 1.23. Possible Grounds for Rejecting Application

**2. DEFINITIONS AND ACRONYMS**



#### **iv. Additional Services**

Some examples of additional services that AMCG can provide follow.

##### Conduct Rent Study

AMCG can conduct a Rent Study to determine the market rental rate for land (unimproved and improved) and/or improvements currently being leased or available for lease for general aviation purposes (commercial and non-commercial) at the Airport. A Rent Study is a streamlined approach that is used to derive an opinion of market rent for airport properties that are (or will be) used for general aviation purposes without conducting an appraisal. This approach is consistent with the FAA's policy which gives airport sponsors the flexibility to establish market rental rates for airport properties being used for general aviation purposes using any reasonable, justified, and consistently applied method. To achieve this objective, the AMCG team would analyze rental rates (on a comparative basis) for similar airport properties at comparable airports (and rental rates at national and regional airports) to derive an appropriate market based and supported rental rate for the airport properties being studied at the Airport. The selection of comparable airports and the assimilation and analysis of data for similar properties (including, but not limited to, the type, use, and attributes) at those airports is essential to the process. AMCG maintains an extensive database of airports (and aviation properties) located throughout the United States specifically for this purpose. A written summary report is typically provided as the final work product (deliverable). In addition to conveying the AMCG team's opinion of the market rental rate for the airport properties being studied, the summary report will describe the data, reasoning, and analysis (and identify the method/approach used by the team) to develop its opinion.

##### Conduct Fee Analysis/Study

AMCG can conduct a fee analysis/study to help establish general aviation fees at the Airport to recover the costs being incurred by the TTAD relating to the (non-AIP or other grant funded) planning, development, operation (including maintenance and repair), management, and marketing of the Airport. AMCG recommends that a phased approach be taken. Under Phase I, AMCG would review the current general aviation fee program for the Airport and provide recommendations regarding the ways the program can be improved or enhanced. More specifically, AMCG would review the "types" of fees currently being charged at the Airport, the "methodologies" currently being utilized to establish the fees, and the "basis" (or the unit measure) currently being utilized for charging fees. To achieve this objective, AMCG would identify industry practices, compare the current general aviation fee program for the Airport to comparable and competitive airports, and convey best practices recommendations. AMCG's findings, observations, opinions, and recommendations (relating to Phase I) would be conveyed to the TTAD in a written summary report. Once the TTAD has selected the "types" of fees, the "methodologies", and the "basis" for charging fees, under Phase II, AMCG would recommend specific fee levels (dollar amounts) for the airport. AMCG's recommendations (relating to Phase II) would be conveyed to the TTAD in a written schedule of fees for the Airport.

##### Review and Comment on Lease, Use, and/or Operating Agreements (or Other Documents)

If desired by the TTAD, AMCG can review and comment on (and/or work with the TTAD and Airport management/staff to revise) lease, use, and/or operating Agreements (or other documents). Typically, AMCG takes two phase approach when reviewing and commenting on lease, use, and/or operating Agreements (or other documents). During phase one, AMCG identifies the areas of the document where changes, additions, and/or deletions should be considered by the client to improve and/or enhance the document. During phase two, the team works with the client to revise the document in those areas specifically identified by the client. Based on the experience of the team, this is a highly efficient, productive, and cost-effective way to revise this type of document.

##### Negotiate Lease, Use, and/or Operating Agreements

AMCG can work with Airport management/staff to negotiate the terms and conditions of lease, use, and/or operating agreements with existing and/or prospective operators (aviation businesses) and/or lessees.

**Appraisal**

AMCG (working in conjunction with the firm's long time teaming partner) can conduct an appraisal to determine the market value of on-airport or off-airport properties (land and/or improvements).

**v. Capabilities**

The project team is ideally suited for accomplishing the scope of work and the TTAD can expect that the team will provide high quality services and work products (deliverables) and that the project will be completed on time and on budget. The TTAD can also be assured that all personnel will have the necessary qualifications and experience to complete the tasks assigned. This includes each member of the project team (identified in this proposal) and any other employees of either firm who may be assigned tasks.

Based on the project team's understanding of the requested services (as demonstrated in this proposal), the project team is fully capable of performing all aspects of the scope of work. For any additional services (that may not have been contemplated in the RFP or that may be identified during the course of the project), the project team has capable teaming partners to draw upon as needed.

For example, AMCG and M&H are not law firms – neither firm provides legal advice. Therefore, for legal matters, the project team would enlist the assistance of a teaming partner (a law firm that specializes in aviation matters) who could render legal findings, observations, opinions, conclusions, or recommendations – if required or desired by the TTAD.

**vi. Interview**

The project team has endeavored to provide a high quality, clear, concise, well organized, and complete proposal that can be used by the TTAD, Airport management/staff, and/or others to evaluate the project team's qualifications and experience (and approach) to provide the requested services.

If desired, the project team will be pleased to demonstrate its qualifications and experience (and approach to the requested services) to the TTAD, Airport management/staff, or others during a telephone interview.