



The City of Newport Airport Committee will hold a meeting at **2:00 P.M.**, on **Tuesday, January 12, 2016** in Conference Room A in the Newport City Hall, 169 SW Coast Highway, Newport, Oregon 97365.

The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired, or for other accommodations for persons with disabilities, should be made at least 48 hours in advance of the meeting to Peggy Hawker, City Recorder 541.574.0613.

The City of Newport Airport Committee reserves the right to add or delete items as needed, change the order of the agenda, and discuss any other business deemed necessary at the time of the work session and/or meeting.

CITY OF NEWPORT
AIRPORT COMMITTEE MEETING AGENDA
Tuesday January 12, 2016
2:00 P.M.

- I. Call to Order
- II. Roll call
- III. Approval of minutes from December 8, 2015 meeting
- IV. Status of RFP for Airport/FBO Operations
- V. Captain Alex Fugate with the 270 ATCS/CATCO will be holding air traffic control training class in August at Newport Airport.
- VI. Discussion of adding a new covered deck area to the FBO.
- VII. Operations report
- VIII. Committee comments.
- IX. Public comments
- X. Develop next agenda
- XI. Adjournment

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December 8, 2015

2:00 PM

Newport, Oregon

The City of Newport Airport Committee met on the above date at the Newport Airport conference room. In attendance were: Committee chair Jeff Bertuleit, committee members Susan Painter, Gary Baker and Ken Brown. Committee members Mark Watkins and Ralph Grutzmacher were not in attendance. Also in attendance were: City Manager Spencer Nebel, City Recorder Peggy Hawker, City Council liaison Ralph Busby, Airport staff Lance Vanderbeck, and Committee staff Bob Fuller (Public Works). Also in attendance in response to the invitation regarding the RFP process were Tony Hann of Infinite Air Center at Albany Municipal Airport, and Eric Mercado of Aviation Career Services

- I. Call to order.
The meeting was called to order at 2:10 PM by Committee chair Jeff Bertuleit.
- II. Roll call.
- III. Approval of November 10, 2015 minutes.
Motion was made and seconded to approve the November 10, 2015 minutes; motion passed on unanimous voice vote.
- IV. Overview of RFP process
 - a. Nebel reviewed the FAQ sheet (handout) regarding questions that have been received by the City pertaining to the RFP for Airport Operations.
 - b. Nebel reviewed the recent history of the airport, including air services and management issues.
 - c. Nebel advised responses to the Airport Operations RFP are due by 3 PM on January 6th, 2016.
- V. Discussion with potential RFP responders
A lengthy discussion ensued regarding the RFP conditions and terms, leases, and other operational issues. Hawker advised a detailed response to today's Q&A session will be posted on the City's website: newportoregon.gov.
- VI. Public comments: None
- VII. Develop next agenda: Review RFP responses received.
- VIII. Adjourned at 3:50 PM.

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TO: Airport Committee
FROM: Peggy Hawker, City Recorder/Special Projects Director
SUBJ: Proposals for Operation of Airport and Review Schedule
DATE: January 8, 2016

On November 6, 2015, the city issued an RFP for operation of the airport. The proposal deadline was January 6, 2016, at 3:00 P.M. Proposals were received from: Infinite Air Center; ABS Aviation, Inc.; and Aviation Career Services. A letter was also received from AvPorts regarding an airport evaluation program. The three proposals and letter are included in the packet.

The recommended review schedule follows:

- January 12, 2016 Receipt of Proposals at Airport Committee Meeting
- January 29, 2016 Deadline to submit questions, related to the individual proposals, to the city. The city will provide the questions to the proposers for response at the February 9, 2016 Airport Committee meeting. Questions should be submitted electronically to Peggy Hawker at p.hawker@newportoregon.gov.
- February 9, 2016 Meet with Proposers (either in person or via telephone) for response to questions developed during review of the proposals

Score proposals based on the scoring matrix that is included in the packet.

Identify a recommended proposer to operate the airport, or recommend another option, i.e., continuing with the status quo, or something else. This step could occur at this meeting or a later meeting. March 8, 2016 will be the next regular meeting.

If the Committee wishes to establish another schedule that would include additional meeting(s), that is also an option.

The scoring matrix, which conforms to the RFP, has been provided with this packet for use in reviewing the proposals. It is recommended that the matrix not be completed until after meeting with the individual proposers so that responses to questions may be considered in the scoring process.

Please let me know if you have questions.

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SCORING MATRIX - PROPOSALS FOR THE OPERATION OF NEWPORT MUNICIPAL AIRPORT

Proposer: _____ Rater: _____

Criteria	Percentage
1. Financial Benefit to the Airport - Maximum of 25%	
2. Range and Scope of Proposed FBO Services to be Provided - Maximum of 15%	
3. Financial Ability to Successfully Operate the Airport - Maximum of 15%	
4. Proposed Marketing and Promotion Efforts to Enhance Fuel Sales and Other Operations at the Airport - Maximum of 10%	
5. Experience of the Proposer in the Provision of FBO/Airport Operation Services - Maximum of 20%	
6. Responsiveness of Proposal in Meeting the Objectives Outlined in the RFP - Maximum of 15%	
TOTAL PERCENTAGE	

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PROPOSAL FOR PROFESSIONAL AIRPORT AND FBO MANAGEMENT SERVICES FOR THE NEWPORT MUNICIPAL AIRPORT (ONP) NEWPORT, OREGON

Submitted By: ***ABS Aviation, Inc.***



Presented to:

Ms. Peggy Hawker
City Recorder/Special Projects Director
City of Newport
City Manager's Office
169 SW Coast Highway
Newport, Oregon 97365



Prepared by:

Mr. Michael A. Hodges
President/CEO
ABS Aviation, Inc.
12950 Race Track Road, Suite 206
Tampa, Florida 33626-1307
(813) 855-3600

Date of Proposal:
January 6, 2016



ABS Aviation

*12950 Race Track Road, Suite 206
Tampa, Florida 33626-1307
Phone (813) 855-3600 Fax (813) 200-1014*



January 6, 2016

Ms. Peggy Hawker
City Recorder/Special Projects Director
City of Newport
City Manager's Office
169 SW Coast Highway
Newport, Oregon 97365

RE: Proposal for Professional Airport/FBO Management Services
for the Newport Municipal Airport (ONP)
Newport, Oregon

Dear Ms. Hawker:

Pursuant to your request, we are pleased to present this proposal for the operation and management of the Newport Municipal Airport (ONP) and its FBO in Newport, Oregon. The following document provides our recommendations and presentation for the operation of the Airport and FBO, with careful consideration to the City's interests and goals to make the Airport safe, secure and as self-sustaining as possible.

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/FBO is the "front door" to the community and represents the City as one of its goodwill ambassadors. It is under this customer service premise that **ABS Aviation** manages/operates airports and FBO facilities for its clients.

We are certain that **ABS Aviation** is highly qualified to meet the goals of the City and the users of the Airport. With over 150 combined years of direct airport business management, marketing, training, and operations, members of the **ABS Aviation** team have successfully managed airports and owned FBO and general aviation businesses since the early 1960's. **ABS Aviation** has managed the Minden-Tahoe Airport in Minden, Nevada since 2011, and recently signed a new contract for an additional 8 years. In addition, we have managed three FBO facilities for public entities in North Carolina, Georgia and Florida, as well as a fourth operation in Minnesota for a private entity. All of these operations reflect contract management/labor contract scenarios that are very similar in nature to what we propose for the City of Newport. Because of our experience and current operations, we believe we can successfully manage the Airport and FBO and improve the nature and quality of services to airport users, while improving the financial position of the City/Airport.

We intend to provide trained personnel to professionally manage the Airport/FBO, and we are certain that **ABS Aviation** meets, or in most cases, exceeds the requirements of the RFP. In addition to our extensive management history, we have also consulted to municipalities, FBO organizations, airport managing boards and others regarding enhancement of services, improvement of revenue streams, increased safety and security, and overall risk management.

It is significant to note that the proposed structure offered by **ABS Aviation** varies from the one prescribed in the RFP. Our proposed agreement for Airport and FBO Operations and Management, **ABS Aviation** proposes a fixed monthly fee agreement whereby we would provide the Airport with the management and operations services set forth in the RFP, as well as cover the associated costs for the personnel to provide those services. While all other costs associated with the Airport and FBO's operational activities would remain the responsibility of the City, all Airport/FBO revenues would also remain with the City. Under this agreement structure, the City would reap the operational benefits of a professionally managed and operated Airport and FBO, while realizing significant savings on operational costs through private procurement and efficient management of services. Such a structure will allow the City to focus on utilizing the Airport as an economic engine to attract businesses to the community, while ensuring that the most cost-effective structure is being employed in the day-to-day activities of the Airport.

The following is the legal name, address, and contact information for the proposing firm is as follows.

ABS Aviation, Inc.

12950 Race Track Road, Suite 206

Tampa, Florida 33626-1307

(813) 855-3600 – Phone

(813) 200-1014 – Fax

www.absaviation.com

Michael A. Hodges

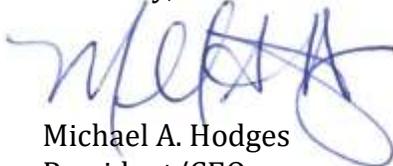
President/CEO

mhodges@absaviation.com

(813) 317-3170 – Cell

We look forward to presenting a more detailed management plan to the City at your earliest convenience. In the interim, if you should have any questions or need further information, please do not hesitate to contact me.

Sincerely,



Michael A. Hodges
President/CEO



1. PROPOSAL SUMMARY

ABS Aviation proposes to provide Airport and FBO management services to the City of Newport at the Newport Municipal Airport. **ABS Aviation** was formed to support an increasing need in the aviation industry for more direct and knowledgeable interim airport and FBO management services on behalf of airport sponsors and private ownership. Changes in the industry further led to a focus on long-term management on a contractual basis for general aviation airports and FBOs. **ABS Aviation** is an affiliate company to *Airport Business Solutions*, a highly respected aviation consulting organization assisting airports and aviation businesses worldwide. It is our belief that contract management provides a needed alternative in the management of the airport and retail/customer service-oriented enterprises. This is especially true for general aviation airports that do not realize the economic opportunities afforded commercial service airports, both from a revenue production and cost efficiency basis. Through our 25+ years of providing consulting services through *Airport Business Solutions*, we recognize that each situation is unique and warrants independent consideration of the alternatives to achieve specific goals and objectives. Our staff of experienced professionals, with backgrounds in airport management, FBO ownership, FBO management and operations, and many other business and property management areas, provides our clients with the assurances that their best interests are our primary goal.

ABS Aviation understands the local, regional and national aviation marketplace and has a good understanding of the situation at Newport Municipal Airport. Moreover, having previously completed multiple consulting assignments throughout Oregon, including an analysis of all of the airports owned by the State of Oregon, we have a comprehensive understanding of the regional marketplace. It is our belief that based on its key location in coastal Oregon, ONP can be successfully managed and marketed, as well as maintained to the highest level of safety, and will grow under our proposed services to the City. It is with this in mind that **ABS Aviation** offers this proposal.

In addition to the current management contracts that have been ongoing for several years, the staff and management of **ABS Aviation** who will be directly involved in the oversight and



management of the Newport Municipal Airport have over 150 years of combined aviation ownership and management experience. This includes Ms. Bobbi Thompson, Executive Vice President of **ABS Aviation**, who would serve as the coordinator of management and maintenance services for both the Airport and FBO at ONP. In addition to her current experience at the Minden-Tahoe Airport, she was formerly the Director of Airports for Comarco overseeing the contract management of the five Los Angeles County airports. Full biographical information for each team member is included in the Experience of Personnel section.

In the development of this proposal, **ABS Aviation** has completed a cursory review of the current Airport market situation at ONP. If selected, we will facilitate additional meetings, pilot surveys, and customer feedback to gain a better understanding of the situation addressing all the needs and concerns of each stakeholder in the Airport. Additional information regarding our firm can be found in the Appendix of this proposal and at www.absaviation.com.

2. COMPANY PROFILE AND EXPERIENCE

ABS Aviation was formed to support an increasing need in the aviation industry for more direct and knowledgeable interim airport and FBO management on behalf of airport sponsors, private ownership, and lending institutions. Due in great part to our staff's extensive experience in airport management and operations, FBO ownership and management, and many years of responsible and reliable consulting services, we were asked to provide interim airport and FBO management for a new joint-use airport that was unable to secure a long-term, experienced operator. The result of this request was the foundation of a new business. Our corporate business plan envisioned the management of airports and FBOs under the following scenarios.

- Small airport with insufficient personnel resources to operate the airport and/or FBO on a daily basis and desire to outsource management
- Airport or FBO ownership facilitates a change in management and needs interim or long-term support



- Privately held airports that needs temporary airport and/or FBO management, or desires to outsource management services
- FBO lease expires and facilities revert to the airport sponsor and the airport elects to bring FBO services "in-house", but needs temporary management and training in the transition
- Airport sponsor operates FBO directly and wants to outsource FBO management in order to focus on airport management and economic development
- New airport without a history to attract traditional and experienced airport/FBO management
- FBO defaults and airport or lender does not have the knowledge, experience, or time to operate it
- Airport has previously been operated under a contract manager, but desires to make a change
- Airport sponsor is looking for cost savings relative to airport and/or FBO management
- Airport sponsor is looking for alternatives to human resource issues with Airport personnel

It is our belief that our contract management service provides airport sponsors and other entities with a needed option in the management of the airport and/or aviation business enterprises. We recognize that each situation is unique and warrants independent consideration of the alternatives to achieve specific goals and objectives. Our staff of experienced professionals with backgrounds in airport management, FBO ownership, FBO management and operations, and many other business and property management areas, provides our clients with the assurances that their best interests are our primary goal.

Key Personnel

The following profiles are provided for the key personal that will be directly involved in the operation of ONP. A full Curriculum Vitae for each individual is included in the Appendix of this proposal.



Michael A. Hodges – President/CEO

Specializing in aviation management issues for over 25 years, Michael will ensure that the Newport Municipal Airport meets the quality and operational demands of the City and the users of the Airport. His expertise includes Airport and FBO management, financial oversight, real estate development and valuation, airport leases, personnel issues, and strategic business planning of both airports and FBOs.



Roberta "Bobbi" Thompson – Executive Vice President

Bobbi's background is comprised of almost 50 years of diverse general aviation experience, including direct control of a family owned chain of FBOs in the Dayton, Ohio area, as well as the contract management of five airports in Los Angeles County. Bobbi currently serves as the Airport Manager for the Minden-Tahoe Airport, and would serve as the coordinator of services for the Newport Municipal Airport. 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.



Randy D. Bisgard - Senior Vice President

Randy has worked within the aviation industry for over 40 years including direct employment with Combs Gates (now 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. Randy has also been instrumental in the expansion of **ABS Aviation** as the Director of Training and responsible person for overseeing all start-up operations.





Donald W. Beckman - Vice President

Don has over 30 years experience in FBO 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. Don also brings a wealth of information and experience in the area of airport safety and security.

Other Staff

It is the intention of **ABS Aviation** to hire local staff to handle the day-to-day activities of the Airport and FBO, with daily oversight provided by senior management staff. This would include the hiring and training of an on-site Airport/FBO Manager that would serve as the daily point-of-contact with **ABS Aviation** management. Senior **ABS Aviation** management would visit the Airport not less than once monthly to meet with on-site staff and City officials.



3. QUALIFICATIONS

As noted previously, **ABS Aviation** has extensive experience with the management and operation of both airports and aviation-related businesses. In every case noted, **ABS Aviation** has succeeded in improving the position of the entity or municipality we represented. In the case of the Minden-Tahoe Airport, **ABS Aviation** has succeeded in significantly improving the financial performance of the Airport, reduced the cost of operation, and improved operational efficiency and safety. At Minden, we also successfully mitigated potential litigation with an airport tenant, and were able to correct a runway length/capacity issue with the community and the FAA. The following is a brief summary of **ABS Aviation** contracts over the years.

ABS Aviation started in 2004 with the management of the FBO and oversight of the civilian side of the MidCoast Regional Airport in Hinesville/Fort Stewart, Georgia. This “new” Airport was owned by the Liberty County Development Authority and represented a new joint-use facility with Wright Army Airfield. Our responsibilities included the day-to-day oversight of the civilian aspects of the Airport, to include management of the FBO and its employees. This included all terminal management and operational services, customer service, fueling, quality control, general maintenance facilitation, and civilian airfield inspections. This contract started as an interim agreement when the Airport was unable to secure a full-time operator, and led to a seven-year management contract.



The Sebring Flight Center is the sole FBO at the Sebring Regional Airport in Sebring, Florida. The FBO had historically been operated by the Sebring Airport Authority until they selected **ABS Aviation** to manage the facility on their behalf. In the first year of our management, we were successful at turning a substantial operating deficit into an approximate \$100,000 net profit. Subsequently, we grew revenues and fuel volumes every year of our five-year management contract.





The Key Air FBO is part of the Keystone Aviation chain of FBOs and is located at the Anoka County-Blaine Airport in Minneapolis, Minnesota. We were brought in to the FBO for a six-month period to assist in the start-up of the FBO and help train the new General Manager of the operation.

The Kinston Jet Center FBO was located at the Kinston Regional JetPort in Kinston, North Carolina, which is owned and operated by the State of North Carolina. We were contracted to provide interim FBO management services after the unannounced departure of the Airport's FBO. With two day's notice, we were operational with no disruption of service to the FBO/Airport's customers. In addition to serving the many corporate and recreational customers of the FBO, we were also responsible for the fueling of numerous large aircraft casino charter operations that frequented the Airport. During our eleven-month contract, we were successful at increasing fuel volumes to levels of 67% above previous peaks in Airport history and generated a net profit to the State of almost \$90,000. In addition to FBO services, we were responsible for the coordination and maintenance of the general aviation areas of the Airport.

ABS Aviation currently manages the Minden Tahoe Airport in Minden, Nevada, under a labor services agreement with Douglas County. (This arrangement is similar to the one proposed for the City of Newport.) We took over management of this Airport on an interim basis in 2010 after the unforeseen departure of the Airport Manager. The Airport was in the midst of a lawsuit with one of its tenants, as well as under significant pressures from the FAA over several safety issues. The interim assignment turned into a long-term agreement whereby **ABS Aviation** just completed the fourth year of an original five-year management agreement. In fact, the success of our management yielded a new 8-year contract that commenced on January 1, 2016. In addition to addressing the various litigation, FAA and management issues of the Airport, we successfully brought an airshow to the Airport in 2015 which was extremely successful for the Airport and community. Moreover, we have helped the County obtain over \$8 million in grants since we have taken over management. Finally, and most importantly, during our tenure of management of the Airport, we have been successful at turning the Airport into the only financially self-sustaining general aviation airport in the State of Nevada.



In addition, **ABS Aviation** was recently selected to manage a new FBO at the Fernandina Beach Municipal Airport in Fernandina Beach, Florida. This new operation will commence operations in late 2016 or early 2017 at this resort airport and will be the sole FBO at the Airport beginning in 2018. Moreover, after assisting with the coordination and transition prior to the start-up of the new Airport-owned and operated FBO at the Fort Wayne International Airport in Fort Wayne, Indiana, we were recently contracted to provide interim management services for the FBO during the initial month of operations.

4. INSURANCE AND FINANCIAL FITNESS

ABS Aviation currently carries insurance policies for its existing management contracts. While we are able to acquire the required insurance policies and coverage to meet all the needs of this prospective contract, it is our opinion that the coverages and associated limits are not necessarily appropriate given the prospective scope of our services. This is an area that we would propose to address with the City if selected to insure that appropriate coverages and limits are provided for the protection of both the City and **ABS Aviation**. As part of our cost proposal, we have estimated a reasonable annual insurance cost of approximately \$20,000.

Our firm is financially capable of engaging in the proposed contract with the City of Newport, and there have been no claims or settlements paid by **ABS Aviation** in the past five years. Moreover, there are no pending claims. We are financially sound and fully capable of supporting the proposed operation of the Airport and FBO. In that our proposal does not comply with the scope of services set forth in the RFP, we are not providing financial statements for the company as part of this proposal. However, if selected, we will provide pertinent financial information during negotiations regarding the scope of our services and associated compensation structure.



5. OPERATIONS PLAN

Immediately upon award of a Professional Airport and FBO Management contract, **ABS Aviation** will begin a detailed and programmed transition process. **ABS Aviation** has developed and implemented numerous transitions plans, and they always include meetings with the various stakeholders such as City Administration, existing staff, tenants, and other airport users. In this instance, the transition plan will be designed to create a plan that enables the City to continue to offer an efficiently managed and financially secure general aviation facility. Upon completion of the required preliminary meetings, **ABS Aviation** will begin the recruitment and training of essential personnel. We are hopeful that there are key personnel already in place who fit in within the goals of the City and **ABS Aviation**. It is our intention to interview the existing staff and give them priority within our staffing plan.

ABS Aviation will work in partnership with City to determine the short and long term goals and objectives for the Airport, and based on our current national and local expertise, combined with future on-site interviews we will gain historical knowledge and perspective on the various Airport activities. The overall operational and maintenance plan will be based on this collective input and is intended to provide the Airport and FBO with management guidance and information for future planning. In part, the final operating plan will be utilized as a measurement against the established and adopted objectives and will help the City maintain a focus on desired goals that are consistent and complimentary to other City departments. All Local, State, County, City and FAA requirements will be met, exceeded, and followed, in the operation of the Airport and the FBO.

Reporting Procedures and Control

In any management situation, the only way to know how you are performing is to communicate often and directly with the airport sponsor. At ONP, that is exactly what must be done each and every day. A key role of our team is to consistently have face-to-face dialogues with the City and Airport users with a focus on how the Airport is performing and what we can do to make it and our relationships more valuable to the tenants and users. The Airport/FBO Manager will be the key on-site staff person, and will report directly to **ABS Aviation** management.



“Back Office” operations such as human resources, benefits, payroll, and general administrative issues will be handled by on-site personnel, with oversight by Dona Bilgrad at our corporate offices. In addition, support will be provided by the senior management of **ABS Aviation** as needed based upon daily reports submitted by the Airport/FBO Manager and other staff. Monthly reports will be provided to the City, with additional information available on an as-requested basis. A designated representative of **ABS Aviation** will attend pertinent scheduled meetings with the City.

For issues of quality control, best practices, facility quality, and overall safety, the staff will have a detailed procedures manual for each department that covers issues such as maintenance procedures, emergencies procedures, security and nearly every service scenario. In terms of facility control, items such as restroom cleanliness and facility upkeep will be monitored daily (and sometimes hourly) to ensure facilities are ready for the customer, every day of the year. The same standards also hold true for equipment and vehicles used at the Airport/FBO. Each critical piece of equipment will undergo daily quality control and operational checks utilizing a detailed checklist. An ongoing preventative maintenance program must be followed to minimize downtime and loss of a vehicle during critical service operations.

Training, Safety and Security

In order to establish and maintain a superb and safe track record, **ABS Aviation** understands of the importance of risk mitigation plans, and will implement and utilize several programs to provide the safest operating environment for airport users and employees. We will use a multi-faceted approach to training and safety using several resources and programs to train service employees and maintain the highest standards. Training will be accomplished through a detailed system of education and compliance systems that include:

- Utilization of the National Air Transportation Association (NATA) Safety 1st program, and American Association of Airport Executives (AAAE) training and safety programs.





- Membership in the NATA's Safety 1st Safety Management System (SMS). SMS is an industry-wide testing system that ensures consistent levels of training and safety competency.
- Continual management oversight and procedure monitoring to ensure compliance with all local, state, and federal programs including compliance with FAA Advisory Circular 150-5230-4 - Aircraft Fuel Storage, Handling, and Dispensing on Airports, FAA Advisory Circular 00-34A - Aircraft Ground Handling and National Fire Protection Association #407 - Aircraft Fuel Servicing. Policies and procedural manuals will be developed to specifically address the best practices and safety standards established by AAAE, NATA, NBAA, NFPA, EPA and the FAA. *(NOTE: Since there will likely be a high degree of cross-training and cross-utilization of personnel operating both the Airport and FBO, it will be important that all pertinent personnel to be fully trained in these programs to assist with safety coordination and oversight of the Airport and FBO.)*
- Any EEOC and MBE/WBE requirements for hiring qualified employees will also be followed.

ABS Aviation will employ the best industry training plans and programs for maintenance, and operations specialists, including both new and recurrent training programs. This system ensures that all the staff is current in the latest standards for aircraft operations and airport procedures. Staff and management will continually attend industry conventions and symposiums to address the latest industry issues. All vehicles and equipment used will have a daily quality control and operational checklist. For all service, maintenance equipment and vehicles, an ongoing preventative maintenance program will be followed to minimize downtime and/or possible loss of a vehicle during critical operations. In addition, **ABS Aviation** will ensure that our insurance coverage addresses all Airport vehicles and equipment to reduce the risk to the City.

With all of our management scenarios, particularly airport and FBO management contracts, we utilize a "business plan" approach to oversee the management and operation of the airfield and all operations. Because of our extensive experience with the development of airport business and strategic plans for municipalities and private entities, it is within this context that we implement the same methodology in our operational, maintenance, and management practices. We use this method to oversee airports and FBOs in the same manner as an entrepreneurial business entity would. It is within this cultural approach that we have been able to successfully manage and



consult to airports, municipalities and private businesses. Because of our focus on the business of airports, we intend to work with the City in the marketing and development ideas for the Airport, which will include a marketing plan for the FBO as well. While the direct benefits that an aviation entity contributes to its community are relatively obvious (jobs, transportation, emergency services), it still faces the obstacles of the "unknown" to the uneducated (crashes, noise, aircraft utilization). Moreover, the "vocal minority" tends to be better at pleading their case than does the aviation enthusiast. As such, marketing is a vital tool to an airport's acceptance within the community it serves. The management team will utilize the vast resources of AAAE, NATA, NBAA and AOPA on a regular basis. Even if a resident does not fly out of ONP, they do benefit economically from the aviation activity there, particularly the itinerant flyers coming to the area.

Other Aviation Services

As part of our contract, **ABS Aviation** would not be responsible for the provision of any FBO services other than fuel and general line services. An assessment of demand for aircraft maintenance, flight training, aircraft rental, aircraft charter, and other services will be assessed during our first six months of operation. If it is determined that demand is sufficient to support third-party service providers for any or all of these services, **ABS Aviation** will utilize our expertise and industry contacts to solicit qualified and reputable service providers to lease space at the Airport and/or obtain operating permits to provide these services at ONP. Contracts with these third-party service providers will be market-based and will require that any and all providers have appropriate insurance, permits and licenses. All revenues derived from leasing and/or permitting of these service providers will be submitted to the City.



6. PROPOSAL EXCEPTIONS

The exceptions/changes to Section C are as follows:

- The monthly “management fee” proposed herein is inclusive of anticipated payroll costs, insurance, and management fees. It will be the responsibility of **ABS Aviation** to insure that all monthly payroll obligations are met by this monthly management fee.
- During the first 6 months of the contract, **ABS Aviation’s** proposed management fee may be adjusted for payroll cost variations of the City’s two existing full-time employees upon further due diligence and discussion with the City.
- **ABS Aviation** proposes to utilize existing equipment as long as possible, with the acquisition of future equipment focused on the most cost effective items on both an initial cost and long-term maintenance cost basis. This equipment acquisition would be coordinated and facilitated through **ABS Aviation**, with the costs being the responsibility of the City.
- **ABS Aviation** will provide professional airport and FBO management services during the term of this contract and any renewals thereafter. However, we will not provide any aviation services such as aircraft maintenance, flight training, aircraft rental, aircraft charter, or other related services. If demand warrants, we will solicit experienced and reputable service providers for these aviation services, which those operators serving as tenants and/or authorized and permitted service providers at ONP.
- **ABS Aviation** will require a minimum five-year management contract under the terms and conditions proposed herein. A shorter term agreement may be acceptable, but would require the provision of a start-up fee.
- **ABS Aviation** shall not be entitled to any revenues generated from the Airport and/or FBO during the term of this agreement. As such, the City shall be responsible for any operating expenses of the Airport and FBO during the term of any agreement. While **ABS Aviation** will be responsible for the solicitation, management and oversight of any necessary repairs or maintenance to facilities, infrastructure, equipment, or other amenities, all associated expenditures will be the responsibility of the City either through direct payment or reimbursement to **ABS Aviation** within a reasonable period.



- **ABS Aviation** will perform a cost/benefit analysis of continued compliance with CFR Part 139 and meet with City officials regarding our findings and recommendations.

7. REFERENCES

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mike@sebring-airport.com



8. PAYMENT FOR SERVICES

Under our proposed scenario, **ABS Aviation** proposes a fixed management fee of \$37,500 per month for the first year of the agreement, with annual increases of 3% per annum. This fee would be inclusive of personnel costs, insurance, and management fees. However, during the first 6 months of the contract, this figure may be adjusted for payroll cost variations of the City's two existing full-time employees upon further due diligence and discussion with the City.

It should be noted that the estimated management fee is predicated upon a projected annual insurance cost of approximately \$20,000 for appropriate general commercial liability and hangarkeepers insurance coverage of \$2 million. Actual premiums cannot be derived until the final scope of services and insurance requirements are determined, and could result in an amendment to the proposed cost herein.

Although the RFP provides for a 3-year management contract with two 1-year renewal options, due to the time and expenses associated with start-up, **ABS Aviation** respectfully requires a minimum five-year management agreement, terminable only by cause during the base term of the agreement. (While we would consider a shorter term agreement, we would require a \$15,000 start-up fee in that scenario due to the initial time and costs associated with start-up and transition.)

Upon awarding of the contract, **ABS Aviation** personnel will meet with representatives of the City to develop a final staffing and compensation plan to maximize the efficiencies of operating and maintaining the Airport. In addition to this plan, once we have had the opportunity to assess more detailed information on historic operations at ONP, an overall budget will be developed that is amenable to both parties. From that budget, a mutually agreeable incentive fee schedule can be developed based upon certain benchmarks/milestones relative to revenue enhancement, cost control, and grant awards (or a combination). This incentive structure will provide the City with the security that **ABS Aviation** is doing everything within its power to maintain a highly efficient operation relative to expenses, and would be negotiated once a detailed annual budget and associated benchmarks are discussed and mutually agreed upon by both parties.



APPENDIX

*ABS Aviation Company Overview
Curriculum Vitae*

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APPENDIX

ABS AVIATION OVERVIEW

ABS Aviation, Inc. was formed to support an increasing need in the aviation industry for more direct and knowledgeable interim airport and FBO management on behalf of airport sponsors, private ownership, and lending institutions. Due in great part to our staff's extensive experience in FBO ownership and management and airport management and operations, as well as many years of responsible and reliable consulting services, we were asked to provide interim FBO management for a new joint-use airport that was unable to secure a long-term, experienced FBO operator. The result of this request was the foundation of a new business. Our corporate business plan envisions the management of airports and FBOs under the following scenarios.

- FBO lease expires and facilities revert to the airport sponsor and the airport elects to bring FBO services "in-house", but needs temporary management and training in the transition
- Airport sponsor operates FBO directly and wants to outsource FBO management in order to focus on airport management and economic development
- Small airport with insufficient personnel resources to operate the airport and/or FBO on a daily basis and desire to outsource management
- Airport or FBO ownership facilitates a change in management and needs interim or long-term support
- Privately held airports that needs temporary airport and/or FBO management, or desires to outsource management services
- New airport without a history to attract traditional FBO management
- FBO defaults and airport or lender does not have the knowledge, experience, or time to operate it
- Airport has previously been operated under a contract manager, but desires to make a change
- Airport sponsor is looking for cost savings relative to airport and/or FBO management
- Airport sponsor is looking for alternatives to human resource issues with Airport personnel



It is our belief that this service provides airport sponsors and other entities with a needed option in the management of the airport and/or aviation business enterprises. We recognize that each situation is unique and warrants independent consideration of the alternatives to achieve your specific goals and objectives. Our staff of experienced professionals with backgrounds in airport management, FBO ownership, FBO management and operations, and many other business and property management areas, will provide you with the assurances that your best interests are our primary goal.



CURRICULUM VITAE

NAME: Michael A. Hodges
TITLE: President & CEO
FIRM NAME: ABS Aviation, Inc.
ADDRESS: 12950 Race Track Road, Suite 206
Tampa, Florida, USA 33626-1307
PHONE: +1-813-855-3600 or +1-813-317-3170

EDUCATION

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

BACKGROUND AND EXPERIENCE

President & CEO of *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport and FBO management for municipalities and private entities. Currently providing contract management of the Minden-Tahoe Airport in Minden, Nevada.

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.

ABS has provided a myriad of services to airports and aviation businesses 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, ground handling and fueling analysis, 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.



BACKGROUND AND EXPERIENCE (Continued)

Aviation President of Kompass Partnerships Company Ltd, a Hong Kong company providing advisory services to U.S. and Chinese companies seeking strategic partnerships to facilitate global expansion.

TERRITORY

ABS Aviation is based in Tampa, Florida, with satellite offices in Denver, Colorado and Minden, Nevada.

AFFILIATIONS AND DESIGNATIONS

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 Committee
Corporate Member of the National Business Aviation Association (NBAA)



CURRICULUM VITAE

NAME: Roberta "Bobbi" Thompson
TITLE: Executive Vice President
FIRM NAME: ABS Aviation, Inc.
ADDRESS: P.O. Box 368
Minden, Nevada 89423
PHONE: (239) 980-5114

EDUCATION

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

PROFESSIONAL AND TECHNICAL COURSES

Multi-Engine Pilot with over 3500 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 of *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport and FBO management for municipalities and private entities. Currently serving as the Airport Manager of the Minden-Tahoe Airport in Minden, Nevada under the contract management agreement.



BACKGROUND AND EXPERIENCE (Continued)

Executive Vice President with *Airport Business Solutions*, a diverse valuation and consulting firm headquartered in Tampa, Florida, with satellite offices in Denver, Colorado and Minden, Nevada. 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 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

ABS Aviation is based in Tampa, Florida, with satellite offices in Denver, Colorado and Minden, Nevada.

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 (NATA) - 1986 through 1989

Member of NATA's Airport Business Committee



CURRICULUM VITAE

NAME: Randy D. Bisgard
TITLE: Senior Vice President & Director of Training
FIRM NAME: ABS Aviation, Inc.
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 Pilots Certificate – Single Engine Land

BACKGROUND AND EXPERIENCE

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

Senior Vice President with *Airport Business Solutions*, a diverse valuation and consulting firm headquartered in Tampa, Florida, with satellite offices in Denver, Colorado and Minden, Nevada. 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.



BACKGROUND AND EXPERIENCE (Continued)

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.

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.



BACKGROUND AND EXPERIENCE (Continued)

Manager of Marketing/Construction Development for Jet Aviation - Responsible for redeveloping the image and facilities of the former Atlas Aircraft facility in Denver, to include 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.

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

ABS Aviation is based in Tampa, Florida, with satellite offices in Denver, Colorado and Minden, Nevada.

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 and Training Coordinator
FIRM NAME: ABS Aviation, Inc.
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 and Training Coordinator for *ABS Aviation, Inc.*, an airport and FBO management services entity providing comprehensive airport and FBO management for municipalities and private entities. Currently providing contract management of the Minden-Tahoe Airport in Minden, Nevada.

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.

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

ABS Aviation is based in Tampa, Florida, with satellite offices in Denver, Colorado and Minden, Nevada.

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



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Excellence in Recruiting, Training & Management



PROPOSAL
for
OPERATION
of the
NEWPORT MUNICIPAL AIRPORT (ONP)
for the
CITY OF NEWPORT

January 4, 2016

Ms. Peggy Hawker
City Recorder/Special Projects Director
City Manager's Office
169 SW Coast Highway
Newport, OR 97365

Dear Ms. Hawker:

Aviation Career Services (ACS) is pleased to submit this proposal detailing how our firm is ready and able to assist the City of Newport leadership (ONP) in its efforts to efficiently and successfully manage the operations at the Newport Municipal Airport. Enclosed is the information on how we propose to operate your facility.

Aviation Career Services was formed to provide executive recruiting, leadership development and airport management services of the highest quality for the aviation industry. ACS is owned, operated and staffed by former airport executives and other industry leaders that have intimate involvement with the industry and the standard practices. We have over 150 years of direct airport experience with over 40 years in aviation recruitment and human resources that provide unique insights for our clients. Our expertise goes beyond the human capital management; we know and understand what it takes for an aviation executive to be successful operating an aviation organization like yours.

We look forward with great interest to working with you on this very important project.

Sincerely,



Eric L. Mercado, C.M., ACE
Managing Director

Aviation Career Services
PO BOX 388206
Chicago, IL 60638
424.218.9950 (Office)
Eric@aviationcareerservices.com

E-2.1 General Information

- a. Letter of Intent is on previous page.
- b. Names & Qualifications of Corporate/Company Officer/Owners
 - i. Eric L. Mercado – Managing Director (Resume attached at end of document)



Eric L. Mercado, C.M., ACE: Project Co-Manager

Eric founded ACS in 2010 with the vision of offering a fresh recruiting and leadership development experience to the airport and aviation industry. His experience spans, general aviation, Part 139 commercial service, and shared-use airport management ranging from non-hub to large hub airports. He has managed airports and various departments in progressive managerial ranks while recruiting, coaching and developing the staff.

Eric is a Certified Member, Airport Certified Employee (ACE) – Operations, and ACE – Security, through the American Association of Airport Executives. He holds a Bachelor Degree in Aviation Management and minors in airport management & planning and Spanish from Southern Illinois University

Carbondale (SIUC). He also earned his Private Pilot Certificate through the SIUC's Part 141 Aviation Flight Program. Recently, Eric has completed courses toward a graduate certificate in human resources focusing on talent acquisition from the University of California Los Angeles (UCLA). Eric is also involved in various organizations including ACI-NA, AAAE and the Airport Minority Advisory Council (AMAC) where he lends his expertise to committees and is a regular speaker on a variety of aviation human capital topics.

As the Managing Director of Aviation Career Services, Eric has lead the day-to-day operations, administration, recruitment, leadership development and airport management assignments for the firm from its inception. He works with other associates on each recruitment, leadership development program and airport related special project. He will serve as a Project Manager on this assignment and supported by the other associates in the firm listed below.

- c. **Company Address/Locations/Contact Information**
 - i. Los Angeles: 8581 Santa Monica Blvd. #307, West Hollywood, CA 90069
 - ii. Chicago: PO BOX 388206, Chicago, IL 60638
 - iii. Phone: 424-218-9950

- d. **Description of Proposer's Entity**

ACS Management Services (a subsidiary of Aviation Career Services) will be the corporation responsible for this operation. Eric L. Mercado has sole interest and ownership in both Aviation Career Services and ACS Management Services.

- e. **Manger & Key Personnel**

- i. Eric L. Mercado and Gregory Chenoweth will share oversight of the operation. See attachments at the end of this document for the managers and the ACS team that will be responsible for this operation.

E-2.2 Experience

a. Company Background

Established in 2010, Aviation Career Services (ACS) is a minority-owned firm comprised of diverse and seasoned municipal, state government, airport and aviation executives equipped with extensive experience in the management of airports. Our team has over 150 years of hands-on experience in the municipal, airport and aviation management industry. This experience has ranged from government planning and engineering to management of divisions and airports from general aviation up through large hub airport administration.

With over 40 years in the recruiting and human resources realm for airports and aviation, our expertise is unsurpassed. The variety of accumulated knowledge compliments one another to include: municipal and state government management, airport and aviation recruitment experience, airport and aviation executive management, airport and aviation planning and engineering and educational leadership. We have perfected the recruiting techniques necessary to source “today’s” executive and have honed the ability to source diverse candidates from different fields.

Through our leadership development services, we have assisted in the professional development of airport and aviation professionals throughout the industry. We’ve trained, developed and coached them through our various industry-focused leadership and other training while providing them the tools to showcase their unique skill sets that comprise a successful airport and aviation executive.

Furthermore, based on our past experience managing airports throughout the industry, we offer airport management services ranging from operational, organizational and staffing evaluations/audits, interim/permanent management, manual development (rules & regulations, minimum operating standards, airport certification manuals, etc.) and specific project based consulting.

Connection to the Industry

Our firm not only has practical experience in the airport industry, we’re connected to a network of the largest associations in the industry. Included in our connections and associations are the Florida Airports Council (FAC), Southeast Chapter of American Association of Airport Executives (AAAE), Great Lakes Chapter of AAAE, Southwest Chapter of the AAAE, Airport Minority Advisory Council (AMAC), AAAE and the Airport Council International – North America (ACI-NA). Our experiences with these organizations has been as members, special committee members, panelists and speakers on industry human capital topics. Our firm’s background, local and national experiences, paired with our practical industry experience and connections gives ACS the ability to cast a wide net, resulting in a pool of highly qualified and diverse candidates for your recruitment needs.

Over the last three years, the ACS Team has been invited to speak as experts on industry-related topics at association conferences and meetings. Below highlights some of our presentation speaking engagements:

→ ACI-NA

- Diversity & Talent Management in the Aviation Industry
- Board Member Succession Planning Strategies
- **AAAE**
 - Where to Find & Recruit Future Leaders of Tomorrow
 - How to Position Yourself for the Next Career Opportunity
 - Innovative Technology Solutions for Airports
 - Best Practices in Social Media Usage at Airports
- **AMAC**
 - Creating & Sustaining a Diverse Workforce
- **Florida Airports Council**
 - The Millennial Age: The Next Generation of Aviation Employees

- **The Terminal Podcast**
 - Hiring the Right People
 - Best Practices for Getting that Next Job

Aviation Career Services is represented throughout the United States with associates in Los Angeles, CA, Phoenix, AZ, Denver, CO, NW Arkansas, Chicago, IL, Springfield, IL and Atlanta, GA.

b. Prior Experience

- i. Between Eric Mercado and Gregory Chenoweth, the ACS principals have decades of airport and operations management experience including management at the following airports:
 - Chandler Municipal Airport
 - Cape Girardeau Airport
 - Burbank Bob Hope Airport
 - Los Angeles International Airport
 - Yakima Air Terminal
 - San Angelo Regional Airport
 - San Mateo County Airports
 - Gulfport-Biloxi International Airport

- ii. Other key staff members with airport operations and management experience include Lisa Gahm, Jim Bildilli and Steve Lee. Their resumes are attached at the end of the document. Each of their airport and governmental experience include:
 - Denver International Airport
 - Illinois State Division of Aeronautics (planning and oversight of nearly 100 airports)
 - Hartsfield-Jackson Atlanta International Airport
 - Raleigh-Durham International Airport
 - John Wayne Airport

c. Resumes & Bios

- i. Resumes are attached at the end of this document; bios for the managers are listed below.



Eric L. Mercado, C.M., ACE: Project Co-Manager

Eric founded ACS in 2010 with the vision of offering a fresh recruiting and leadership development experience to the airport and aviation industry. His experience spans, general aviation, Part 139 commercial service, and shared-use airport management ranging from non-hub to large hub airports. He has managed airports and various departments in progressive managerial ranks while recruiting, coaching and developing the staff.

Eric is a Certified Member, Airport Certified Employee (ACE) – Operations, and ACE – Security, through the American Association of Airport Executives. He holds a Bachelor Degree in Aviation Management and minors in airport management & planning and Spanish from Southern Illinois University Carbondale (SIUC). He also earned his Private Pilot Certificate through the SIUC's Part 141 Aviation Flight Program. Recently, Eric has completed courses toward a graduate certificate in human resources focusing on talent acquisition from the University of California Los Angeles (UCLA). Eric is also involved in various organizations including ACI-NA, AAAE and the Airport Minority Advisory Council (AMAC) where he lends his expertise to committees and is a regular speaker on a variety of aviation human capital topics.

As the Managing Director of Aviation Career Services, Eric has lead the day-to-day operations, administration, recruitment, leadership development and airport management assignments for the firm from its inception. He works with other associates on each recruitment, leadership development program and airport related projects. He will serve as a Project Co-Manager on this assignment.



Gregory S. Chenoweth, A.A.E., C.A.E.: Project Co-Manager

Greg brings nearly 30 years of direct airport management experience to the ACS team. His background includes the management, staff selection, and development of both general aviation and FAR Part 139 certificated airports.

He has a Bachelor of Arts degree in Social Sciences from Wichita State University and has completed numerous graduate level courses specializing in aviation management. He is a licensed private pilot and is certified as both an Accredited Airport Executive (A.A.E.) and a Certified Airport Executive (C.A.E.).

Greg's experience as the airport manager of several facilities coupled with his staff selection, staff development and professional achievements gives him unmatched insight for his role with ACS. He is able to assist our clients by applying his rich and practical experience, knowledge, and understanding of airports and personnel to the recruitment, human resources and airport management needs of our clients and industry professionals. He will serve as a Project Co-Manager on this assignment.

E-2.3 Financial Fitness

We have submitted our financials along with a letter from our accountant and tax preparer indicating that we are financially sound to manage this project. Those documents are listed in a separate envelope titled "CONFIDENTIAL".

E-2.4 Operations Plan

Below we've listed each of the sections of the RFP's Scope of Services and have answered our approach to managing each of those relative sections. Overall, we intend to come in, evaluate the operations, review in fine detail the revenue, expenses, rates & charges, leases and any other potential revenue and expenses. Once reviewed, we will create a list of efficiencies and areas of improvement with the intent to increase revenue and lower the expenses for the organization. Furthermore, we intend to assist the City of Newport with closing out of their outstanding FAA funded grants and the development of a 5-year Airport Capital Improvement Plan (ACIP) with 90% of the expected project funds coming from FAA grants.

C-1.0 General Performance

C-1.1 The contractor will manage and operate the airport for the use and benefit for of the city and general public in accordance with the provisions included in the RFP.

- Agreed as noted in the following sections

C-1.2 The contractor shall maintain monthly records of all correspondence and financial transactions relating to the operation of the airport.

- Agreed.

C-1.3 The contractor shall maintain the State of Oregon 12002 water permit and provide monthly reports to the Airport Advisory Committee and to the City Council on various aspect of airport operations.

- Agreed.

C-1.4 The contractor shall work with the city to develop and maintain policies for environmental protection at the airport and once the policies are adopted, work to maintain compliance with those policies.

- Agreed with the exception that ACS will work with the City to develop and maintain the policies for environmental protection. If additional costs are associated with the policies and maintenance, ACS will meet with the City to discuss any additional budget line items to cover the operating costs.

C-1.5 The contractor shall attend meetings of the Airport Advisory Committee and, when requested, attend meetings of the City Council.

- Agreed.

C-1.6 The contractor shall provide public relations and marketing of services for the airport to increase business at the airport.

- After an in-depth professional evaluation of the operation and facilities, ACS will determine the best course of action for business development and marketing and will employ the best, most efficient and cost effective methods for the Newport Municipal Airport.

C-1.7 The contractor shall provide an accurate accounting of all revenues and expenditures relating to the operation of the airport and FBO operations under this contract, and keep monthly financial reports.

- Agreed.

C-1.8 The contractor shall be involved in educating the community on various airport operations.

- Agreed.

C-1.9 The contractor will continue the employment of the city's two full-time employees for a minimum period of six months after initiation of the contract at a minimum of the current hourly rate for those employees. The City of Newport will coordinate with the contractor relating to benefits for those two employees for a period of time not to exceed six months.

- Agreed. ACS will incorporate the staffing costs into the proposed Newport Municipal Airport Conservative Draft Budget that is attached in this document. At the conclusion of the six months, ACS will determine the best staffing method and associated personnel for the airport.

C-1.10 The contractor must perform reasonably, safely, and legally in compliance with federal, state, and local regulations, and in a manner consistent with this agreement.

- Agreed.

C-1.11 The contractor shall also be responsible for providing a work product and services of a quality and professional standard acceptable to the city.

- ACS maintains the highest of professional standards and customer service. We intend to educate the airport personnel on our standards and methods. When a product is requested from ACS by the City, ACS will make every attempt to deliver as efficiently as possible a professional work product.

C-1.12 The contract will be awarded by the City Council, with a recommendation from the Airport Committee and City Manager, and will be under the general supervision of the City Manager with advice from the Airport Committee.

- Agreed.

C-2.0 Airport Operations

C-2.1 The contractor shall operate and maintain the airport in compliance with 14CFR Part 139, the airport certification manual, FAA minimum standards, and the airport certificate including but not limited to the following items:

- a. **Keep, maintain and furnish upon request the necessary records required by the FAA.**
 - Agreed.
- b. **Employ sufficient qualified personal in the operation of the airport.**
 - Agreed. In the first year, ACS agrees to maintain existing level of staff and proposes a “Quarter-Time” Manager. After the first year, ACS will review staffing and modify as appropriate to maintain the operation.
- c. **Maintain all paved areas of the airport.**
 - Agreed.
- d. **Maintain markings, signs, and lighting at the airport.**
 - Agreed.
- e. **Mowing grass throughout the Airport facility.**
 - Agreed.
- f. **Follow all procedures and protocols for handling hazards substances and materials and meeting various required safety standards.**
 - Agreed.
- g. **Work with the city to review, update, and exercise an airport emergency plan.**
 - Agreed.
- h. **Conduct daily inspections as required as required by the FAA and others.**
 - Agreed.
- i. **Limit access for pedestrian and ground vehicles in accordance with airport security needs.**
 - Agreed.
- j. **Remove, mark, or light any obstructions within the airport.**
 - Agreed.
- k. **Protect navigational aids.**
 - Agreed.
- l. **Manage the wildlife hazard program.**
 - Agreed.
- m. **Report airport conditions through NOTAMs and other required means.**
 - Agreed.
- n. **Identify, mark, and light any unserviceable areas within the airport.**
 - Agreed.

- o. Coordinate the Fire Department's involvement with ARFF.**
 - Agreed.
- p. Maintain certification and operation of AWOS.**
 - Agreed.
- q. Coordinate the provision of rental cars.**
 - ACS will evaluate the rental car usage and determine the best service for the airport's users and community.
- r. Conduct airport operations consistent with the grant assurances, and commitments thereunder, provided by the City to the FAA.**
 - Agreed.
- s. This list is not intended to be all inclusive but demonstrates the types of efforts which would be the contractor's responsibility for the operation of the Airport in compliance with FAA requirements.**
 - Okay.

C-2.2 The Contractor shall be the primary point of contact and assist the city in the city's dealing with all applicable federal and state agencies relating to airport operations and development.

- Agreed.

C-2.3 The contractor agrees to maintain secure areas during the operation of the airport.

- Agreed.

C-2.4 The contractor shall provide sufficient staffing to operate the airport for aviation access 24 hours a day and have a least one staff person available at the airport seven days a week 8 A.M. to 5 P.M. exclusive of Thanksgiving Day, Christmas Day, and New Year's Day.

- ACS would like to propose that we maintain the existing staffing and hours for the first six months. After that we would like to propose to the City for approval the most efficient way to manage the airport that is cost effective, efficient and beneficial to the airport users and community.

C-2.5 The contractor shall act as a representative of the city through participation at meetings and activities of present and future airport users and interest groups, and include this activity in monthly reports to the Airport Advisory Committee and City Council.

- Agreed.

C-2.6 The contractor shall be responsible for preventive maintenance and minor repairs to the facilities, equipment, and infrastructure located at the airport. Minor repairs are those with costs under \$5,000. Major repairs shall remain the obligation of the

City of Newport subject to approval of expenditures and authorization by the City Manager in writing to proceed with those repairs for any portion of repairs that are in excess of \$5,000 per occurrence. The city shall oversee those major repair contracts.

- ACS would like to propose that we are responsible for general maintenance and minor repairs of the facilities, equipment and infrastructure located at the airport but that the expenses associated with the maintenance and repairs be borne by the City and incorporated into the annual operating budget.
- Major repairs, shall remain the obligation of the City and ACS is willing to assist the City in determining the best solution for the maintenance and repair.

C-2.7 The contractor shall be responsible for all notifications necessary should a temporary closure of the airport be required.

- Agreed.

C-2.8 The contractor shall not be responsible for any maintenance to federal facilities including airport aides operated and maintained by the FAA except to ensure that other airport operations do not damage or negatively affect those federal facilities.

- Agreed.

C-2.9 The contractor shall maintain authorized representatives on-call for all hours when the airport is not staffed for service or emergency situations at the airport. A representative must be able to respond to the airport within 60 minutes for these situations.

- ACS would like to propose a 90 minute call-out time

C-2.10 The contractor shall not conduct operations in or on the airport in any way that interferes with the responsible use of the facility by others at the airport in the reasonable judgement of the city.

- Agreed.

C-2.11 The contractor shall be responsible for all routine maintenance activities at the airport including grounds, building, and infrastructure except as specifically outlined in this proposal.

- Agreed as proposed in C-2.6.

C-2.12 During the remaining useful life of existing city-owned or leased equipment, the city shall provide said equipment for use at the airport. The contractor shall be responsible for maintenance of this equipment.

- ACS would like to propose that we are responsible for ensuring the maintenance and repairs of the equipment but that the expenses associated with the maintenance and repairs be borne by the City and incorporated into the annual operating budget.

C-3.0 Fixed Base Operations

C-3.1 The contractor shall provide fueling services at the airport utilizing the city-owned tanks, pumps, and equipment with self-serve Avgas being available 24 hours per day, seven days per week, and jet fuel being available between 8:00 A.M. – 5:00 P.M., and by prior arrangement at other times.

- ACS would like to propose that we maintain the existing fueling hours for the first six months. After that we would like to propose to the City for approval the most efficient way to manage the fueling operations that is cost effective, efficient and beneficial to the airport users and community.

C-3.2 The contractor shall maintain the city leased and owned components of the fueling system at the airport.

- Agreed with the expense costs being borne by the City through the operating budget.

C-3.3 The contractor shall maintain a pilot's lounge, courtesy cars, ground handling services, and concierge services for pilots utilizing the airport. The courtesy cars will be provided by the City of Newport.

- Agreed.

C-3.4 The contractor may provide aircraft maintenance, instruction, plane rentals, and charter flights with appropriately licensed individuals conducting those services.

- Okay.

C-3.5 The contractor will review the price of fuel and recommend appropriate adjustments to fuel prices based on keeping the gas prices competitive with other similar airports, and within any formula, including any discount pricing for locally based aircraft, adopted by the City of Newport.

- Agreed.

C-3.6 All business services shall be provided by the contractor at the airport on a nonexclusive basis in accordance with minimum standards adopted, or as hereafter amended, by the City of Newport for commercial aeronautics activities at the Newport Municipal Airport.

- Agreed.

C-4.0 Leases and Rents

C-4.1 The contractor shall prepare, negotiate, administer, and enforce on behalf and in the name of the city all the lease agreements, contracts, documents, and instruments relating to the Newport Municipal Airport. All leases, new or renewals, shall be reviewed and if accepted, executed by the city.

- Agreed.

C-4.2 The city specifically authorizes the contractor to request and demand all rent and other such charges on behalf of and in the name of the city.

- Agreed.

C-4.3 The contractor shall provide for routine invoicing and collection of all fees, rents, and property lease charges due to the airport.

- Agreed.

C-4.4 The contractor may sublease space at the Airport, under lease to the successful proposer, with the authorization of the City.

- Agreed.

C-5.0 Planning and Economic Development

C-5.1 The contractor shall assist the city in obtaining FAA, Oregon Transportation Funding or other funding for major improvements at the airport.

- Agreed.

C-5.2 The city with the assistance of the contractor shall provide for planning and development for the airport and the surrounding airport lands in coordination and cooperation with the city.

- Agreed.

C-5.3 The contractor shall encourage the development of new facilities and services in accordance with the approved airport master plan.

- Agreed.

C-5.4 The contractor shall submit periodic input concerning the airport layout plan (ALP) to the city.

- Agreed.

C-5.5 The contractor shall assist the city with development for approval of a five-year airport capital improvement plan.

- Agreed.

C-5.6 The contractor will provide support and assistance for continuing the development of the airport with state or federal funding sources.

- Agreed.

C-5.7 The contractor shall support the city in its goal of attracting commercial passenger air service to the Newport Municipal Airport.

- ACS would like to propose that the Airport Board and the City determine if they wish to pursue commercial air service and ACS will notify the City what expenses if any there be to engage potential airlines. The expenses would then be incorporated into the annual budget.

C-5.8 The city shall be responsible for costs relating to capital improvements, major repairs, and other investments of new assets at the airport as approved by the city through the city's annual appropriation process.

- Agreed.

C-5.9 The city will be responsible for design, construction management, and oversight for capital outlay projects at the airport.

- Agreed. ACS would like to propose to assist the City with this process to ensure compliance with the FAA, the various Advisory Circulars and to ensure our management of the operation will not be negatively impacted.

C-6.0 Budgeting

C-6.1 At the time that department budgets are due, the contractor shall prepare an annual operating projection, and requests, that will include the following:

- a. Detail projection of revenues and expenses that would be incurred by the city relating to airport operations for each fiscal year with this report being submitted to the City Manager in accordance with a budget schedule adopted for all city departments.**
 - Agreed.
- b. Contractor shall submit request for capital and major expense items that are anticipated in the upcoming fiscal year, and would be paid for by the city.**
 - Agreed.
- c. The contractor shall submit a list of recommended fees on an annual basis a part of the appropriations process.**
 - Agreed.
- d. All final decisions related to appropriations by the city for the budget and fee schedules relating to the operations of the airport will be determined by the City Council.**
 - Agreed.

C-7.0 Finances

C-7.1 The contractor agrees to pay, at its sole expense, for all operational charges for the airport electricity, water, sewer, garbage, all system monitoring, annual fire extinguisher inspection, fire system annual inspection, and other costs not related to a specific tenant or leased property that is the responsibility of the city's operation of the airport.

- ACS would like to propose to incorporate those costs and expenses into the annual budget that is ultimately approved and funded by the City of Newport.

C-7.2 The city shall be responsible for providing property and liability insurance for the airport property with the fixed base operator having the responsibility to provide the following insurance, and include the City of Newport as an additional named insured:

- a. \$5,000,000 general liability limit;**
- b. \$5,000,000 general liability umbrella;**
- c. An Airport Operators General Liability Policy that shall include the following coverages:**
 - 1) \$10,000,000 products – completed operations aggregate limit;

- 2) \$10,000,000 personal injury and advertising injury aggregate limit;
- 3) \$10,000,000 malpractice aggregate limit;
- 4) \$10,000,000 each occurrence limit;
- 5) \$500,000 fire damage limit any one fire;
- 6) \$5,000 medical expense limit any one person;
- 7) \$10,000,000 hangar keepers limit any one occurrence;
- 8) \$10,000,000 hangar keepers limit any one aircraft
- 9) \$10,000,000 non-owned aircraft liability limit any one occurrence.

d. Auto liability

e. Property coverage for all property owned by the successful proposer

f. Workers' compensation coverage (statutory limits)

g. Indemnity for environmental pollution losses

- ACS agrees to items a - g.

C-7.3 As part of the contractor's compensation, contractor shall collect and keep all revenue from the sale of fuel, and consistent with the intent of C-3.5.

- Agreed.

C-7.4 The contractor shall be responsible for collecting all existing fees for hangars, tie downs, and other facilities, with those fees being kept as part of its compensation for operating the airport.

- Agreed.

C-7.5 The contractor shall keep financial records including profit and loss statements. The contractor shall allow inspection of these reports if requested by the city.

- Agreed.

C-8.0 Terms of Agreement

C-8.1 The term of the agreement will be for three years with the option to renew, subject to negotiations, for an additional two-year period.

- Agreed.

D. Qualifications

D-1.0 Experience

D-1.1 The contractor must have experience in FBO and or Airport operations.

- ACS has over 150 years of airport management, operation and FBO experience.

D-2.0 Ability to do business

D-2.1 The proposer must have the ability to do business in the City of Newport, State of Oregon, and the United States of America during the term of the contract.

- Agreed.

D-3.0 Miscellaneous

D-3.1 Proposers will need to demonstrate their financial ability to fulfill the contract. Information marked “Confidential” and placed in a separate marked envelope will be treated as confidential to the extent the law provides in ORS192.502(4).

- Agreed and “Confidential” envelope included.

D-3.2 All costs in preparing the proposal are the responsibility of the proposer.

- Agreed.

D-3.3 The name (or names) of those authorized to negotiate a contract on behalf of the proposer shall be provided.

- Eric L. Mercado & Gregory Chenoweth

E-2.5 Exceptions

Below we’ve listed each of the exceptions to the RFP.

C-1.4 The contractor shall work with the city to develop and maintain policies for environmental protection at the airport and once the policies are adopted, work to maintain compliance with those policies.

- Agreed with the exception that ACS will work with the City to develop and maintain the policies for environmental protection. If additional costs are associated with the policies and maintenance, ACS will meet with the City to discuss any additional budget line items to cover the operating costs.

C-1.6 The contractor shall provide public relations and marketing of services for the airport to increase business at the airport.

- After an in-depth professional evaluation of the operation and facilities, ACS will determine the best course of action for business development and marketing and will employ the best, most efficient and cost effective methods for the Newport Municipal Airport.

C-1.9 The contractor will continue the employment of the city’s two full-time employees for a minimum period of six months after initiation of the contract at a minimum of the current hourly rate for those employees. The City of Newport will coordinate with the contractor relating to benefits for those two employees for a period of time not to exceed six months.

- Agreed. ACS will incorporate the staffing costs into the proposed Newport Municipal Airport Conservative Draft Budget that is attached in this document. At the conclusion

of the six months, ACS will determine the best staffing method and associated personnel for the airport.

C-1.11 The contractor shall also be responsible for providing a work product and services of a quality and professional standard acceptable to the city.

- ACS maintains the highest of professional standards and customer service. We intend to educate the airport personnel on our standards and methods. When a product is requested from ACS by the City, ACS will make every attempt to deliver as efficiently as possible a professional work product.

C-2.1 The contractor shall operate and maintain the airport in compliance with 14CFR Part 139, the airport certification manual, FAA minimum standards, and the airport certificate including but not limited to the following items:

- a. Employ sufficient qualified personal in the operation of the airport.**
 - Agreed. In the first year, ACS agrees to maintain existing level of staff and proposes a “Quarter-Time” Manager. After the first year, ACS will review staffing and modify as appropriate to maintain the operation.

- q. Coordinate the provision of rental cars.**
 - a. ACS will evaluate the rental car usage and determine the best service for the airport’s users and community.

C-2.4 The contractor shall provide sufficient staffing to operate the airport for aviation access 24 hours a day and have a least one staff person available at the airport seven days a week 8 A.M. to 5 P.M. exclusive of Thanksgiving Day, Christmas Day, and New Year’s Day.

- ACS would like to propose that we maintain the existing staffing and hours for the first six months. After that we would like to propose to the City for approval the most efficient way to manage the airport that is cost effective, efficient and beneficial to the airport users and community.

C-2.6 The contractor shall be responsible for preventive maintenance and minor repairs to the facilities, equipment, and infrastructure located at the airport. Minor repairs are those with costs under \$5,000. Major repairs shall remain the obligation of the City of Newport subject to approval of expenditures and authorization by the City Manager in writing to proceed with those repairs for any portion of repairs that are in excess of \$5,000 per occurrence. The city shall oversee those major repair contracts.

- ACS would like to propose that we are responsible for general maintenance and minor repairs of the facilities, equipment and infrastructure located at the airport but that the expenses associated with the maintenance and repairs be borne by the City and incorporated into the annual operating budget.

- Major repairs, shall remain the obligation of the City and ACS is willing to assist the City in determining the best solution for the maintenance and repair.

C-2.9 The contractor shall maintain authorized representatives on-call for all hours when the airport is not staffed for service or emergency situations at the airport. A representative must be able to respond to the airport within 60 minutes for these situations.

- ACS would like to propose a 90 minute call-out time

C-2.12 During the remaining useful life of existing city-owned or leased equipment, the city shall provide said equipment for use at the airport. The contractor shall be responsible for maintenance of this equipment.

- ACS would like to propose that we are responsible for ensuring the maintenance and repairs of the equipment but that the expenses associated with the maintenance and repairs be borne by the City and incorporated into the annual operating budget.

C-3.1 The contractor shall provide fueling services at the airport utilizing the city-owned tanks, pumps, and equipment with self-serve Avgas being available 24 hours per day, seven days per week, and jet fuel being available between 8:00 A.M. – 5:00 P.M., and by prior arrangement at other times.

- ACS would like to propose that we maintain the existing fueling hours for the first six months. After that we would like to propose to the City for approval the most efficient way to manage the fueling operations that is cost effective, efficient and beneficial to the airport users and community.

C-3.2 The contractor shall maintain the city leased and owned components of the fueling system at the airport.

- Agreed with the expense costs being borne by the City through the operating budget.

C-5.7 The contractor shall support the city in its goal of attracting commercial passenger air service to the Newport Municipal Airport.

- ACS would like to propose that the Airport Board and the City determine if they wish to pursue commercial air service and ACS will notify the City what expenses if any there be to engage potential airlines. The expenses would then be incorporated into the annual budget.

C-5.9 The city will be responsible for design, construction management, and oversight for capital outlay projects at the airport.

- Agreed. ACS would like to propose to assist the City with this process to ensure compliance with the FAA, the various Advisory Circulars and to ensure our management of the operation will not be negatively impacted.

C-7.1 The contractor agrees to pay, at its sole expense, for all operational charges for the airport electricity, water, sewer, garbage, all system monitoring, annual fire extinguisher inspection, fire system annual inspection, and other costs not related to a specific tenant or leased property that is the responsibility of the city's operation of the airport.

- ACS would like to propose to incorporate those costs and expenses into the annual budget that is ultimately approved and funded by the City of Newport.

E-2.6 References

ACS Team Member Eric Mercado:

- Christopher Phillips
 - 7333 World Way West, 2nd Floor, Los Angeles, CA 90048
 - (510) 828-0679

ACS Team Member Gregory Chenoweth:

- Daniel W. Cook, P.E.
 - P.O. Box 4008, M.S. 802, Chandler, AZ 85224-4008
 - (480) 782-3403

Entire ACS Team:

- Derek Martin, A.A.E.
 - 4 World Trade Center, New York NY 10048
 - (973) 476-8940
- Nedra Farrar Swift
 - P.O. Box 45896, Atlanta, GA 30320
 - (770) 880-1622

E-2.7 Payment for Services

The monthly fee is based on ACS collecting and keeping revenues for airport and is only an estimate as outlined below. The final number will be solidified with the City once a budget is approved.

Attached at the end of this document is a Newport Municipal Airport Conservative Draft Budget for review. It makes no changes in the anticipated revenues from year to year since we must properly evaluate those numbers and sources of revenue to make the best determination.

Line Item	2015-2016 (Quarter Year)	2016-2017 (Year 1)	2017-2018 (Year 2)	2018-2019 (Year 3)
Estimated Monthly Fee (2015-2016 is estimated to be managed by ACS from April 1 - June 30, 2016)	\$36,599.17	\$32,744.99	\$26,296.94	\$29,713.38

E-2.8 Additional

ACS will evaluate and propose a plan at a later date. It will be based off of our thorough evaluation.

E-2.9 Sign Proposal

Authorization

The signer below is the authorized signer for Aviation Career Services & ACS Management



Eric Mercado – Managing Director
Aviation Career Services & ACS Management

1/5/2015

Date

Eric L. Mercado, C.M., ACE

EXECUTIVE SUMMARY

Skilled operations, business, program, project, human capital, and customer service manager; detail oriented with a firm understanding of FAA and TSA regulations, processes, standards, enforcement and compliance. Possess firm understanding of airline and airport economic issues related to tenant safety & operations, development, and customer experience & loyalty.

PROFESSIONAL WORK HISTORY

AVIATION CAREER SERVICES – West Hollywood, CA

Managing Director

Founded, organized, and developed a career development and recruiting firm for the airport and aviation industry focused in assisting airports, companies, and aviation professionals achieve their goals

BOB HOPE AIRPORT (BUR) – Burbank, CA

Airport Operations Supervisor (Duty Manager)

Duty Manager responsible for airside, landside, communication center, badging, emergency response coordination, and construction for Medium Hub airport with approximately 4.5 million passengers

LOS ANGELES WORLD AIRPORTS (LAX) – Los Angeles, CA

Airport Superintendent of Operations

Conducted inspections and remedied issues related to safety, security, and rules & regulations for airside, landside, and ground transportation for 3rd busiest airport in the United States in a unionized environment

YAKIMA AIR TERMINAL (YKM) – Yakima, WA

Airport Assistant Manager / Airport Security Coordinator (ASC)

Directed operations, maintenance, security, police, fire, program management, and contracts & properties personnel (unionized) & operations for commercial service airport

SAN ANGELO REGIONAL AIRPORT (SJT) – San Angelo, TX

Airport Operations Manager / Alternate ASC

Managed, personnel for Operations and Maintenance departments; accountable for operations, maintenance, construction, compliance, and training for a commercial service airport

SAN MATEO COUNTY AIRPORTS (SQL & HAF) – San Carlos, CA

Airport Operations Specialist II

Supervised, inspected, responded to emergencies, and performed maintenance at one of the busiest general aviation airport systems in the United States under a unionized employee environment

GULFPORT-BILOXI INTERNATIONAL AIRPORT (GPT) – Gulfport, MS

Airport Operations Supervisor / Alternate ASC / Charter Flight Coordinator

Supervised employees, airside, landside, security, emergencies, and construction for the 120th busiest commercial airport in the United States

EDUCATION

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE – Carbondale, IL

Bachelor of Science (BS)

- Major: Aviation Management | Minor: Airport Management and Planning; Spanish
- Private Pilot Certificate

UNIVERSITY OF CALIFORNIA LOS ANGELES (UCLA) – Los Angeles, CA

- Certificate in Human Resources/Talent Acquisition (in progress)

UNIVERSITY OF SOUTHERN CALIFORNIA (USC) – Los Angeles, CA

- Aviation Safety Management Systems (SMS) 2-Week Training Course

PROFESSIONAL CERTIFICATIONS

American Association of Airport Executives (AAAE)

- Certified Member (CM)
- Airport Certified Employee (ACE) – Operations
- Airport Certified Employee (ACE)– Security

Federal Emergency Management Agency (FEMA)

- National Incident Management System (NIMS)
Certification Levels: 100, 200, 300, 400, 700, 800

Aviation Emergency Training Consultants

- Aircraft Rescue Fire Fighting (ARFF) and Emergency Response
-

PROFESSIONAL AFFILIATIONS

- American Association of Airport Executives (AAAE)
 - Airport Minority Advisory Council (AMAC)
 - Airports Council International – North America (ACI-NA)
 - Southwest Chapter, American Association of Airport Executives (SWAAAE)
 - Great Lakes Chapter, American Association of Airport Executives (GLAAAE)
-

PROFESSIONAL TRAINING

- Essentials of Airport Business Management Workshop – American Association of Airport Executives
- Basic Airport Safety and Operations Specialist School – American Association of Airport Executives
- Airport Security Coordinator Training – American Association of Airport Executives
- Badging and Beyond Webinar – American Association of Airport Executives
- Aircraft Rescue Fire Fighting (ARFF) and Emergency Response – Aviation Emergency Training Consultants
- Resiliency Edge Training – LAX, Customer service improvement, productivity, and operational enhancement training – Human Resiliency Institute at Fordham University
- Management and Leadership Skills for Managers and Supervisors – National Seminars Group
- Successful Negotiation Skills / Dealing with Difficult People – Nicole Schapiro & Associates

Gregory S. Chenoweth, A.A.E., C.A.E.

EXECUTIVE SUMMARY

Results-oriented individual with 30+ years of mid to upper level management experience in the leadership, administration, planning, fiscal oversight, maintenance, development and promotion of Part 139 / general aviation airports and municipal facilities.

PROFESSIONAL EXPERIENCE

AVIATION CAREER SERVICES – Chandler, AZ

Director of Airports

Provide career development, training and recruiting services for the airport, aviation and public sector industries. Focused in assisting airports, organizations, and aviation professionals achieve their goals.

CITY OF CHANDLER – Chandler, AZ

Maintenance Planner Scheduler

Responsibility for management and administration of an Enterprise Asset Management System (EAMS) for a large municipal parks and buildings/facilities divisions. Included planning, scheduling and coordinating of material, equipment and personnel requirements for projects and work orders.

CHANDLER MUNICIPAL AIRPORT (CHD) – Chandler, AZ

Airport Manager

Responsible for the management of administration, operations, maintenance, promotion and business administration of an extremely busy general aviation reliever airport. The airport was typically in the top 50 busiest airports and the busiest contract tower in the U.S.

CAPE GIRARDEAU REGIONAL AIRPORT (CGI) – Cape Girardeau, MO

Airport Manager

Department head position responsible for the management of administration, operations, maintenance, promotion and business administration of an FAR Part 139, non-hub and general aviation airport.

CITY OF HUTCHINSON / HUTCHINSON MUNICIPAL AIRPORT (HUT) – Hutchinson, KS

Assistant Superintendent of Parks & Buildings / Airport Manager

Responsible for assisting in the management and administration of the operations and maintenance of a municipal parks & buildings division and general management of operations, and business administration a general aviation airport.

EDUCATION

WICHITA STATE UNIVERSITY – Wichita, KS

Bachelor of Arts (BA)

→ Major: Gerontology | Minor: Psychology

WICHITA STATE UNIVERSITY – Wichita, KS

W. Frank Barton School of Business

→ MBA level coursework with emphasis in aviation management

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE – Carbondale, IL

→ MPA level coursework with emphasis in aviation management

PROFESSIONAL CERTIFICATIONS

Accredited Airport Executive – (AAE)

→ American Association of Airport Executives (AAAE)

Certified Airport Executive – (CAE)

→ Southwest Chapter, American Association of Airport Executives (SWAAAE)

Private Pilot Certificate – (Single Engine Land)

→ Federal Aviation Administration

PROFESSIONAL AFFILIATIONS

→ American Association of Airport Executives (AAAE)

→ Southwest Chapter, American Association of Airport Executives (SWAAAE)

→ Arizona Airports Association (AzAA)

→ Aircraft Owners and Pilots Association (AOPA)

PROFESSIONAL TRAINING

- Essentials of Airport Business Management Workshop – American Association of Airport Executives
- Basic Airport Safety and Operations Specialist School – American Association of Airport Executives
- Advanced Airport Safety and Operations Specialist School – American Association of Airport Executives
- High Performance Organization Training – Charlottesville Center for High-Performance Organizations
- Manager’s Academy – AGTS
- Numerous Personnel Management, Team Building & Executive Development Seminars

James V. Bildilli

EXECUTIVE SUMMARY

Experienced professional with proficiencies in engineering, aviation planning and design, education and professional development. A proven record of bringing the technical aspects of aviation and airports together to enhance safety and operational efficiencies on the national, state, and local system levels.

PROFESSIONAL EXPERIENCE

AVIATION CAREER SERVICES – Springfield, IL

Director of Airport Development & Education

Provide training, career development and recruiting services for the airport, aviation and public sector industries. Focused in assisting airports, organizations, and aviation professionals achieve their goals.

PRIVATE CONSULTING & INSTRUCTION - Nation-wide

Private Contractor

A multitude of skill sets including: Instructor of Airport Planning & Design; Construction Contract Arbitrator; Former Project Coordinator for Southern Illinois University's National Airport Safety Data Program; Inspector for the National Airport Safety Data Program; Review Consultant for Airport and System Management Software; Contributing writer for Midwest Flyer Magazine & State Aviation Journal

SOUTHERN ILLINOIS UNIVERSITY CARBONDALE

Adjunct Professor

Taught Aviation Management Program courses at off-site programs for the university for nearly 25 years

ILLINOIS DEPARTMENT OF TRANSPORTATION - DIVISION OF AERONAUTICS

Bureau Chief of Airport Engineering

Oversight of: all phases of planning, design and construction of the Illinois public airport system; and all phases of Aviation Safety and Education;

Engineer of Planning and Programming

Multiple responsibilities including: Review and approval of Airport Layout and Master Plans, Airport Environmental Assessments; Developed and implemented the Illinois State Aviation System Plan and the Illinois NAVAID and Weather Dissemination Plan; Review of Proposed Federal, State and Local Rules, Regulations, Ordinances, Contracts and Legislation; Prepared the and Five-Year Airport Capital Improvement Program as well as the Annual Operating Budget for the Bureau of Airport Engineering; Various planning responsibilities involving obstructions and height analysis; Developed DBE plans and administered DBE goals for various construction projects; Served as the Division's Affirmative Action Officer; Public presentations on airport and aviation related issues.

Design Engineer

Involvement with various airport construction plans and specification, bid documents and reports for contractors, engineers and airport managers.

ILLINOIS DEPARTMENT OF TRANSPORTATION - DIVISION OF HIGHWAYS

Engineer Technician

Duties involved with bridge and pavement materials inspection; Proportioning and testing; Right of Way and roadway alignment surveys; Project documentation

ASSOCIATED AVIATION EXPERIENCE AND ACTIVITIES:

- *Co-authored article for the Transportation Research Board (TRB) on Pavement Durability and Climate*
- *Testified on behalf of N.A.S.A.O. before Federal Congressional Committees*
- *Testified as an Expert Witness in state and federal courts on matters involving the Interpretation of Federal and State Aviation Regulations*
- *Testified as an Expert Witness before the Illinois Legislature*
- *Guest Lecturer for the University of Illinois College of Engineering's Professional Practices and Airport Design Courses and Southern Illinois University's (SIU-C) MPA Professional Practices Course*
- *Aviation Textbook Reviewer and Contributor for SIU Press*
- *Adjunct Instructor for SIU-C's Off-Campus Aviation Management Program*
- *Chairman of SIU-C's Aviation Management and Flight Advisory Committee*
- *Recipient of N.A.S.A.O.'s 1995 Distinguished Service Award*
- *Recipient of A.A.S.H.T.O.'s Distinguished Service Award*
- *Technical Reviewer - Illinois Transportation Research Center*
- *Advisor for an Aviation Exploring Post*
- *Contributing Author BSA's First Handbook on Aviation Exploring*
- *Co-Chairman of the Aviation Explorer Base at Oshkosh WI.*

- *Captain and Former Squadron Commander in the Illinois Wing of the Civil Air Patrol*
- *Mission Qualified for Aerial Search/ Rescue and Counter Drug Operations*

EDUCATION

UNIVERSITY OF ILLINOIS - Champaign-Urbana, IL
Bachelor of Science
→ Civil Engineering -

UNIVERSITY OF ILLINOIS - Springfield, IL
Masters of Science
→ Public Administration

PROFESSIONAL CERTIFICATIONS & TRAINING

Registered Professional Engineer

→ Illinois - (Lic. #62-31321)

Private Pilot License-MEL

→ Annual re-current training at Flight Safety International

Executive Leadership Development Series (ELDS)

→ Illinois Dept. of Transportation

Planning, Airspace and Navaid Schools & Seminars

→ Federal Aviation Administration

Professional Development Series

→ Illinois Central Management Services

Cadet & Senior Leadership Schools

→ U.S.A.F.- Civil Air Patrol

Lisa Gahm, M.S., C.M.

EXECUTIVE SUMMARY

Experienced executive in the field of airport operations, maintenance and security at an extremely busy F.A.R. Part 139 facility.

PROFESSIONAL EXPERIENCE

AVIATION CAREER SERVICES - Denver, CO

Business & Project Manager

Experienced aviation professional providing expertise in business development and project direction and implementation within the entire Aviation Career Services organization.

DENVER INTERNATIONAL AIRPORT / STAPLETON INTERNATIONAL AIRPORT -- Denver, Colorado

Assistant Director of Airside Operations

Responsible for providing leadership, direction and supervision for the airfield, ramp tower and terminal operations to ensure efficient and orderly airfield operation including snow control, grant projects, investigations. Ensures compliance with external and internal regulations and policy. Point of contact for information flow during major events.

Airport Operations Manager

Upper level responsibilities including managing the day-to-day activities the airport and control airfield operations. Also performed key roles as Incident Commander for all emergencies; airfield inspections for FAR 139 compliance; snow removal operations; issued NOTAMS; Developed, coordinated and participated in emergency exercises; Security issues; supervision of the Assistant Airport Operations Managers, Communications Center employees and other airport personnel as required.

Snow and Ice Control Plan Manager

Managed the DIA Snow and Ice Control Plan for Airport Operations along with the training, and a leadership role with setting the culture system-wide as related to snow removal activities.

Assistant Security Manager

Served as liaison between the Stapleton Airport Security Manager and the construction entities during the construction of Denver International Airport. Administered the multi-million dollar security service contract. Conducted security training and established security guard post orders for each progressive level of security lockdowns. Coordinated final airport sterilization program.

Assistant Airport Operations Manager

First line of support to the Airport Operations Manager in daily operations and emergencies in all the functions listed above for the Airport Operations Manager.

Airport Operations Representative

Provided support and information services from the Communications Center to the Airport Operations Manager in the duties listed above.

MORRISTOWN MUNICIPAL AIRPORT -- Morristown, NJ

Staff Assistant

Multi-level support role including: Preparing and maintaining the Airport Emergency Response Plan. Administering AIP construction projects and funding. Managing tie-down and FBO tenant lease agreements. Maintaining airport statistics, technical library, and conducting airport tour program. Performing analysis and implementation of new computerized telephone system. Preparing monthly budget spreadsheet reports and annual budget projections. Performing as Airfield Operations Coordinator and member of Snow Removal Team.

Noise Abatement Officer

Prepared and maintained the Airport Noise Abatement Plan. Primary contact for neighboring communities to resolve aircraft noise issues. Investigated violations and established cooperative compliance with noise abatement procedures by airport users; established methods of response to noise complaints. Conducted meetings with surrounding communities and airport tenants to discuss and implement noise mitigation procedures. Started educational outreach program for neighboring communities to foster relationships.

AMERICAN CARGO AIRLINE SERVICES -- Denver, Colorado

Supervisor Passenger Service

Provided contract airline passenger services to Sun Country and Pan Am Airlines. Supervised eight employees; responsibilities included employee hiring and training, shift coordination, scheduling and payroll. Supervised ticket counter, gate operations and baggage services

PUBLIC SERVICE COMPANY OF COLORADO -- Denver, Colorado

Technical Writer/Licensing & Engineering Clerk

Coordinated, edited, and prepared for print, the annual updates to the Fort St. Vrain Final Safety Analysis Report and Fire Protection Program Plan. Prepared and reviewed departmental correspondence; assigned, tracked and scheduled annual update activities for engineers. Completed Systems Engineering certificate

EDUCATION

METROPOLITAN STATE UNIVERSITY OF DENVER - Denver, CO

Bachelor of Science (BS), Aerospace Science

→ Major: Airport Management | Minor: Marketing

UNIVERSITY OF DENVER-- Denver, CO

Master of Science (MS)

→ Environmental Policy and Management

GEORGIA INSTITUTE OF TECHNOLOGY - ATLANTA GA

Airport Noise & Land Use Planning, Noise Management & Decision Making

PROFESSIONAL AFFILIATIONS

Executive of Women in Aviation

Certified Member – (CM)

→ American Association of Airport Executives (AAAE)

Member of AAAE Hub Airport Winter Operations Conference Committee

Canada's SWIFT Conference Advisory Committee member

Airport Cooperative Research Program (ACRP)

→ Panel Member for Winter Operations Guidebook

Newport Municipal Airport Conservative Draft Budget

Line Item	2015-2016 (Quarter Year)	2016-2017 (Year 1)	2017-2018 (Year 2)	2018-2019 (Year 3)
REVENUES				
Jet Fuel	\$175,000.00	\$175,000.00	\$175,000.00	\$175,000.00
AvGas	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00
Oil	\$520.00	\$520.00	\$520.00	\$520.00
Pilot Supplies	\$7,300.00	\$7,300.00	\$7,300.00	\$7,300.00
Food Catering	\$500.00	\$500.00	\$500.00	\$500.00
Tiedown Fees	\$100.00	\$100.00	\$100.00	\$100.00
Rents & Leases	\$52,780.00	\$52,780.00	\$52,780.00	\$52,780.00
Concessions	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Misc. Sales & Services	\$500.00	\$500.00	\$500.00	\$500.00
Service to Sewer Fund	\$0.00	\$0.00	\$0.00	\$0.00
TTL Revenues	\$312,700.00	\$312,700.00	\$312,700.00	\$312,700.00
EXPENDITURES				
Wages & Salaries	\$116,195.00	\$0.00	\$0.00	\$0.00
Overtime	\$8,000.00	\$0.00	\$0.00	\$0.00
On-Call	\$4,700.00	\$0.00	\$0.00	\$0.00
Insurance Benefits	\$37,867.00	\$0.00	\$0.00	\$0.00
FICA	\$9,860.00	\$0.00	\$0.00	\$0.00
Retirement	\$12,257.00	\$0.00	\$0.00	\$0.00
Worker's Comp	\$3,179.00	\$4,000.00	\$4,000.00	\$4,000.00
Unemployment	\$773.00	\$1,500.00	\$1,500.00	\$1,500.00
Professional Services	\$8,000.00	\$8,000.00	\$0.00	\$0.00
Financial Prof. Services	\$10,000.00	\$10,000.00	\$0.00	\$0.00
Legal Prof. Services	\$2,000.00	\$2,000.00	\$0.00	\$0.00
Employment Services	\$28,000.00	\$0.00	\$0.00	\$0.00
Other Prof. Services	\$2,000.00	\$2,000.00	\$0.00	\$0.00
Utilities - Electric	\$12,500.00	\$12,500.00	\$12,500.00	\$12,500.00
Utilities - Water & Sewer	\$6,600.00	\$6,600.00	\$6,600.00	\$6,600.00
Utilities - Other	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00
Building & Grounds	\$34,000.00	\$34,000.00	\$34,000.00	\$34,000.00
Permits & Licenses	\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00
Other Property Services	\$600.00	\$600.00	\$600.00	\$600.00
Cleaning	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
Vehicle Expenses	\$13,000.00	\$13,000.00	\$13,000.00	\$13,000.00
Equipment Expenses	\$31,000.00	\$31,000.00	\$31,000.00	\$31,000.00
Maintenance Agreements	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
Infrastructure Expense	\$10,000.00	\$0.00	\$0.00	\$0.00
Lease Expenses	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Rental Expenses	\$4,500.00	\$4,500.00	\$4,500.00	\$4,500.00
Insurance Premium	\$20,733.00	\$0.00	\$0.00	\$0.00
Communication Expenses	\$4,200.00	\$4,200.00	\$4,200.00	\$4,200.00
Advertising & Marketing	\$500.00	\$500.00	\$500.00	\$500.00
Printing & Binding	\$500.00	\$500.00	\$500.00	\$500.00
Travel & Meeting	\$3,500.00	\$2,000.00	\$0.00	\$0.00
Memberships, Dues & Fees	\$560.00	\$560.00	\$560.00	\$560.00
Training & Associated Travel	\$4,310.00	\$1,500.00	\$1,500.00	\$1,500.00
Programs & Program Supplies	\$100.00	\$100.00	\$100.00	\$100.00
Other Operating Expenses	\$8,800.00	\$8,800.00	\$8,800.00	\$8,800.00

Newport Municipal Airport Conservative Draft Budget

Office Supplies	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00
Books/Periodicals/DVD & Video	\$600.00	\$600.00	\$600.00	\$600.00
Postage & Shipping	\$400.00	\$400.00	\$400.00	\$400.00
Concessions & Catering	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
Ammunition & Firearms	\$1,300.00	\$1,300.00	\$1,300.00	\$1,300.00
Clothing & Uniforms	\$500.00	\$1,500.00	\$1,500.00	\$1,500.00
General Expenses	\$2,700.00	\$2,700.00	\$2,700.00	\$2,700.00
Safety & Health Expenses	\$0.00	\$500.00	\$500.00	\$500.00
Non-Capital Equipment	\$0.00	\$0.00	\$0.00	\$0.00
Fuel	\$6,500.00	\$6,500.00	\$6,500.00	\$6,500.00
Jet Fuel	\$105,000.00	\$105,000.00	\$105,000.00	\$105,000.00
AvGas	\$70,000.00	\$70,000.00	\$70,000.00	\$70,000.00
Service to General Fund	\$66,281.00	\$0.00	\$0.00	\$0.00
Current Totals	\$681,615.00	\$366,460.00	\$342,460.00	\$342,460.00
ACS ADDITIONS & START-UP				
Management Fee	\$11,250.00	\$45,000.00	\$45,000.00	\$45,000.00
General Finance Services	\$6,250.00	\$25,000.00	\$25,000.00	\$25,000.00
Office Equipment	\$1,000.00	\$3,000.00	\$1,500.00	\$1,000.00
Cable & Internet	\$600.00	\$2,400.00	\$2,400.00	\$2,400.00
Professional Services	\$6,250.00	\$25,000.00	\$25,000.00	\$25,000.00
Legal Services	\$1,000.00	\$3,000.00	\$5,000.00	\$5,000.00
ACS Insurance Premium	\$7,500.00	\$30,000.00	\$30,000.00	\$30,000.00
New Staffing Costs (.5 Mngr/2 FT/2PT) (salaries, hrly wage, OT and benefits)	\$0.00	\$197,918.80	\$180,710.37	\$186,624.77
ACS FICA	\$2,000.00	\$12,000.00	\$12,500.00	\$13,000.00
Taxes	\$1,500.00	\$3,000.00	\$3,500.00	\$4,000.00
Quarter Time Mngr & Benefits	\$22,925.00	\$0.00	\$0.00	\$0.00
Travel & Lodging	\$10,000.00	\$30,000.00	\$25,000.00	\$25,000.00
Grand Total Expenses	\$751,890.00	\$742,778.80	\$698,070.37	\$704,484.77
ACS Estimated Decrease in Expenses	\$0.00	-\$37,138.94	-\$69,807.04	-\$35,224.24
New TTLS with Decrease in Expenses	\$751,890.00	\$705,639.86	\$628,263.33	\$669,260.53
Rev-Exp = Subsidy from City	\$439,190.00	\$392,939.86	\$315,563.33	\$356,560.53
Amount Over Subsidy of \$337,650 (Subsidy is higher because Sewer Fund Revenue of \$30,704 was removed from revenues for contractor)	\$101,540.00	\$55,289.86	-\$22,086.67	\$18,910.53
If Sewer Revenue was placed back into Airport Revenue for Contractor New Subsidy Amount is estimated at	\$70,836.00	\$24,585.86	-\$52,790.67	-\$11,793.47
Estimated Monthly Fee (2015-2016 is estimated to be managed by ACS from April 1 - June 30, 2016)	\$36,599.17	\$32,744.99	\$26,296.94	\$29,713.38



Infinite Air Center Proposal for KONP

525 Aviation Way
Albany, OR. 97322

p. 541.730.3345
f. 503.213.6064

thann@InfiniteAirCenter.com
www.InfiniteAirCenter.com

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Profit and Loss Statement

GENERAL INFORMATION

Infinite Air Center, LLC would like to provide this proposal as Letter of Intent to manage all aspects of KONP per the provided RFP as follows:

Infinite Air Center, LLC is interested in operating and managing Newport Municipal Airport as stated in the preceding Proposal and will represent the City of Newport in leasing hangars, ground leases, and other City obligations currently in place.

Infinite Air Center, LLC will be paid a monthly management fee from the City of Newport and in turn pay for all operational expenses incurred during the term of the agreement.

Infinite Air Center, LLC will also provide customer-service oriented FBO services to both tenants and transient traffic operating in and out of KONP. Infinite Air Center, LLC will also strive to provide value-added service to the public by having a CFI-I with an IFR capable trainer aircraft on-site for the purpose of flight training, and aircraft rental.

Infinite Air Center, LLC will promote KONP as a viable opportunity for commercial and light industrial development and seek to develop potential golf course site to the NorthEast of the airport property.

Infinite Air Center, LLC will seek a three year contract term with option to renew for additional two years as pursuant to the RFP. Upon successful award to Infinite Air Center, LLC, term is to begin within 120 calendar days.

Corporate / Company Officers and Owners

Infinite Air Center, LLC's majority member is LH Investments, Inc. a Real Estate investment company. Other members are an individual and a Trust.

LH Investments, Inc owns and flips real estate properties, both residential and commercial, in metro Portland Area and is owned by Hann Corporation, and an Individual. Primary goal of LH Investments, Inc is to create passive cash flow by renting, leasing, or by using variety of methodology available in Real Estate transactions. With plans to erect hangars in Mulino and other surround airports, LH Investments, Inc is ready to get dive in Aviation related real estate transactions.

Managing Member of Infinite Air Center, LLC is Tony Hann who has been a Private Pilot since 2007. With a discovery flight obtained from Justice Aviation in Santa Monica then taking lessons from Long Beach Flying Club in Long Beach, CA. With a background in Retail, Customer Service,

Information Technology, Teaching and Real Estate management, he has the all-around capability to envision, plan, and execute projects and see it through completion.

Company Information

Infinite Air Center, LLC is an Oregon LLC located at 525 Aviation Way, Albany, OR. 97322.

Contact person for Infinite Air Center, LLC is Tony Hann and he can be reached at 541.730.3345 or via email at thann@InfiniteAirCenter.com

Entity Description

Infinite Air Center, LLC is an Oregon LLC registered as a Corporation currently employing two staff. A full time A&P-IA with CFI-I Rating and a part time line staff that will be promoted to a full-time position once an award has been made.

Ownership of Infinite Air Center, LLC is as follows with Tony Hann being the LLC Manager:

- 70% ownership to LH Investments, Inc. LH Investments, Inc. is an Oregon Corporation that specializes in Real Estate activity with two residential properties and a commercial light industrial property.
 - LH Investments, Inc. ownership is divided 51% to Vicki Ly, sister-in-law of Tony Hann, and 49% to Hann Corporation.
- 15% ownership to Lien Ly, an Oregon resident and sister-in-law of Tony Hann.
- 15% ownership to Polycomp Trust Company Custodian FBO Don J. Nishiguchi IRA.

EXPERIENCE & QUALIFICATIONS

Brief History of the Company

Formed as an Oregon LLC in 2015, Infinite Air Center's path in Aviation started as an FBO located in Albany Municipal Airport – S12. Since inception, Infinite Air Center has generated additional traffic, increased fuel sales, added value to the City of Albany's infrastructure, and assist the City with operation and recommendations to enhance public's view of City owned Airport.

Initial goal of Infinite Air Center was to take advantage of the opportunity to improve current situations in some airports throughout the State of Oregon by providing top-notch customer service experience for tenants and transient pilots in the Pacific Northwest. Within a short period of time in operation, Infinite Air Center has garnered positive reviews for both service, mechanical competence, and fairness in the Mid-Willamette region from vendors, pilots, and tenants. Infinite

Air Center has also formed concrete and long relationships with OPA, EAA, 99s, and ODA with heavy participation in Young Eagles flights sponsored by EAA.

Shortly after opening up in Albany Municipal Airport, an agreement was made with Oregon Department of Aviation for Infinite Air Center, LLC to manage in limited capacity one of their key asset, Mulino State Airport. This long-term arrangement starting July of 2015, allowed Infinite Air Center, LLC to expand its presence in the Willamette Valley and manage ODA's T-hangars, operate the fuel terminal, and start a formal FBO operation.

Still looking to expand further, Infinite Air Center, LLC is seeking to be awarded the Proposal for Management of Newport Municipal Airport as the airport is viewed as a key, strategic location for Infinite Air Center's future operation as a Part 135 and Part 141 operator. KONP's location and assets will allow future shuttle service by Infinite Air Center to nearby Regional Hub Airports. Additionally, with available ILS and other instrument approaches, a dependable and regular schedule can be published.

With Infinite Air Center, LLC firmly entrenched in General Aviation in the State of Oregon, we have a definite interest in enhancing General Aviation activity and promote it in the Coastal Region as well as throughout Oregon. As being a local company that is active with local Oregon pilots and association, we are not here to just make a buck but to genuinely promote and increase General Aviation activity at KONP and to attract businesses to the Airport enhancing KONP's viability as a Gateway to the Oregon Coast.

As a local business, we are not here to just manage the Airport and be paid by the City of Newport. We are committed and passionate about Aviation in the Pacific Northwest and have "Skin in the Game".

Prior Experience with Airport Operations

Infinite Air Center currently manages and coordinates with various Cities, Counties and Oregon Department of Aviation on both operation and management of real and leasehold properties. Currently, Infinite Air Center provides value added services in two airports in the State of Oregon with duties as follows:

Albany Municipal Airport – S12 and Mulino State Airport – 4S9:

Infinite Air Center operates a full service FBO in a facility leased from City of Albany and Oregon Department of Aviation. In addition to standard FBO operation, Infinite Air Center has worked with the landlords, federal/state/local agencies, various vendors, and local businesses for the following:

- In compliance with Airport Advisory Commission's request, replaced main Windsock and frame to a larger diameter lighted frame for better visibility.
- Planned installation of additional smaller diameter windsock to be located at Arrival end of Runway 34 for better lateral guidance during critical landing phase.
- Coordinate with Fire Marshall, Building Department, and discuss with Environmental department for installation of additional fuel storage tank to be used for MOGAS and Jet-A.
- Coordinate Ingress and Egress of City vehicles and/or delivery vendors needing access to the Airport.
- Point of Contact for various organizations for tours, information, solicitation.
- Attend City of Albany Airport Advisory Committee meetings and provide input on Airport Operations and participate in planning.
- Attend Master Plan meetings for Mulino State Airport and provide feedback and assistance for both short and long term planning.
- Attend and hold Albany OPA chapter meeting at the FBO facility and interact with members for input and advice.
- Weed control on City owned Ramp in front of the FBO.
- File NOTAMs for various Airport Activity and occasional inoperative lighting and infrastructure issues.
- Assist Albany Fire Department with training and give tours to City Council members.
- Improved lighting throughout the Airport for improved safety during night operations.
- Provide input to Airport Advisory Commission and City management for future enhancement to the Airport such as taxiway lighting, and AWOS installation.
- Provide Video Surveillance to FBO facility and City owned Ramp. Some images are available to the general public and pilots via Infinite Air Center's website.
- Provide weather information to local pilots through a weather station located above the FBO building.
- Coordinate with area hotels and obtained special pilot rate for transient pilots or anyone needing lodging.
- Member of Albany Chamber of Commerce tapping into its numerous business resources.
- Provide input to Albany Visitors Association and provide information to visiting pilots and passengers.
- Coordinate with area restaurants for a discount program for pilots.
- Coordinate with local EAA chapter and provide Young Eagles flights to future pilots ages 8 to 17.
- Participate with Albany Visitors Association for future tour packages.
- Participate in Albany's Art and Air Festival and coordinate with vendors, facility setup, event operation, and marketing.
- Provide FBO facility to local businesses and OPA chapter free of charge.

- Actively seek additional aviation traffic by soliciting various groups and clubs for future fly-in event opportunities.
 - 99s
 - Oregon Antique & Classic Aircraft Club
 - 4th Saturday of the month BBQ event
- Increase viability of the airport by offering Drone Training program and 333 Exemption assistance.

Resume and Description of Key Member

Tony Hann, Operations Manager for Infinite Air Center, LLC is a Private Pilot currently pursuing Instrument Rating. As a young child, he has always been fascinated by flight and enjoyed tinkering with RC aircrafts until flight training became a reality. Since receiving Private Pilot license in 2007, he has enjoyed recreational flying throughout the West Coast with longest cross country flight being from New Jersey to Aurora, Oregon in January of 2015.

Ever since his family immigrated to the United States in 1981, he has been accustomed to strong work ethics and perseverance through helping his parents' small business located in Venice, CA. Since then, he has held many jobs from flipping burgers, training IT techs, and appraising complex real estate properties. Eventually, he settled down for his first major corporate job at a law firm as part time IT support. Within short 6.5 years at the firm, he has climbed the corporate ladder to become IT Remote Offices Manager overseeing support, connectivity, and set-up of remote offices throughout US with a combined total of 21 offices and over 800 remote office users. During his tenure at the firm, he has gained valuable experience with time management, project planning and project timelines. Additionally, ability to interact with all levels of user base and to solve complex problems were enhanced.

On September of 2014, due to the firm's financial situation, Tony Hann was released. While pursuing other employment opportunities, a decision was made to pursue his dream of opening up an Aviation business and on February 2nd, 2015 Infinite Air Center opened for business at Albany Municipal Airport due to its strategic location.

During the first few months, there were times when he wondered why he decided to leave well-paying IT sector but perseverance has paid off as Infinite Air Center, LLC is starting to show gross income within the first year of business in a tough Aviation field. Best of all, he has made numerous industry contact in various organizations such as EAA, OPA, 99s, CAA, and ODA that can be reached out to for guidance and support.

Letter of Reference and Recommendations are attached to this Proposal as Appendix A.

TONY HANN

525 AVIATION WAY, ALBANY, OREGON 97322

EMAIL: THANN@INFINITEAIRCENTER.COM | PHONE: 541.730.3345

SUMMARY

Provided business services and sales with emphasis on enhanced customer service, customer retention, and marketing leading to increased sales and customer satisfaction.

PROFESSIONAL WORK ACCOMPLISHMENTS

➤ Business / Project Management

- Negotiate with City personnel on lease terms and tenant improvements
- Negotiate with State of Oregon on long term lease for management of their Airport
- Work with contractors and management on timely completion of projects and assist with creating guidelines and expectation
- Seek out service providers as needed and select from multiple providers based on set criteria
- Create financial projections and budget for business feasibility
- Document processes and procedures to streamline and distribute work for efficiency
- Create and mandate new processes for uniformity creating a system that can be replicated quickly and easily
- Work with management companies for access prior to tenancy for tenant improvements and IT infrastructure installation

➤ Business Marketing and Development

- Create websites and social media to promote online recognition and for branding
- Create marketing partnerships with local and regional businesses for cross-promotion opportunities
- Join and participate in various business associations such as Chamber of Commerce and Kiwanis Club
- Use social and traditional media to promote activities at the Airport and City sponsored events
- Participate in Pilot organizations such as OPA, EAA, and 99s for input and assistance with promotion

➤ Employee / User Management

- Hire and manage permanent full and part time employees
- Set work schedules to optimize seasonal nature of business while insuring maximum productivity
- Motivate employees to perform at their peak efficiency by encouraging occupational freedom and discussing their potential through informal meetings
- Adapt to people of different cultural, ethnic, and intellectual differences and speak to them in a manner that is consistent with their comfort level

AERONAUTICAL INFORMATION

Flight Times

Total: 324.2 Hours

PIC: 284.7 Hours

Cross Country: 111.9 Hours

Instrument: 16.6 Hours

Certificates, Ratings, Endorsements
Private Pilot Single Engine Land
Complex Airplane Endorsement
Currently Pursuing Instrument Rating

WORK HISTORY

Operations Manager
Infinite Air Center, LLC

2015 – Present
Albany, OR.

- Manage a Full Service FBO at a City owned Municipal Airport with self-serve AVGAS and fully staffed maintenance facility with A&P-IA.
- Negotiate with the City, various vendors, and service providers on various contract needs.
- Coordinate with City and other agencies on planned infrastructure additions to the Airport.
- Assist partner in obtaining a 333 Exemption for future Aerial Drone training and operation.
- Currently in negotiation with a Part 135 charter company for acquisition for planned shuttle services.
- Currently in pre-application phase for Part 141 Flight Training Certification to bring in foreign students and participate in various programs such as VA and GI Bill.
- Acquire and maintain three aircrafts to be used as rentals and flight training.
- Manage a Part 61 training facility using King Schools online course from Sport Pilot to Commercial rating.
- Manage a full time A&P-IA and a part time line-person.
- Hire and Manage three contract CFIs of varying skills for pilot training.
- Manage in limited capacity, self-serve fuel and hangars at a State owned Airport.
- Assist City of Albany with city-wide events involving the Airport and participate in joint marketing efforts to promote the event.
- Market available services to the public via social network, attending meetings, and other various media.
- Attend OPA and EAA meetings for valuable insights within the pilot community.
- Attend monthly Airport Advisory Commission meetings and provide input and recommendations for improvements.
- Attend Master Plan meetings and provide input and discuss future long and short term planning.
- Prepare and hold a hamburger event every 4th Saturday of the month to bring in additional traffic and awareness for the company.

IT Manager – Remote Offices
Routh Crabtree Olsen, P.S.

2011 – 2015
Portland, OR.

- Manage 21 separate remote offices in various geographic regions connected to Corporate via MPLS and BOVPN network.
- Personally take ownership of multiple projects and deliver in a timely manner, often with very tight timelines.
- Prioritize objectives based on ever-changing timelines and requirements set forth by Upper Management.
- Obtain quotes from vendors for circuits and be onsite for installation ensuring connectivity.
- Work with various vendors to troubleshoot, escalate and resolve complex technical issues.
- Interact with various levels of management from Supervisors to Executives necessary to reach the final objective.

- Coordinate user moves, expansion of space, and ordering of equipment with other IT Support manager and Facilities.
- Create and test various user environments for homegrown application and 3rd party vendors prior to going live to ensure compatibility.
- Recruit and train IT support personnel with great emphasis on customer service and follow through to optimize productivity.
- Mandated timely IT support with a less than 15 minute window for initial contact to ensure business continuity.

Tech Support | Senior Network & Systems Administrator
Routh Crabtree Olsen, P.S.

2008 – 2011
Santa Ana, CA.

- Network Administration for 220 end users in a Windows 2008 Active Directory Network spanning 4 remote locations.
- Install and maintain multiple Windows 2003 and 2008 Terminal Servers for load balancing.
- Increased network capacity through careful planning and analysis in order to allow tremendous company growth.
- Ensure branch office connectivity to HQ via MPLS circuit with real time monitoring.
- Monitor and Analyze bandwidth usage through proactive use of Cisco Netflow and Firewall reporting tools to create a baseline.
- Install, maintain, and optimize WAN traffic for Exchange and NFS using Riverbed WAN Accelerator appliances.
- Support and Maintain Asterisk IP PBX on Fedora Linux with numerous Dial Plans and IVRs to accommodate 4 separate departments onsite.
- Support Watchguard firewalls at remote locations with varying rules and policies to enable productive environment while minimizing external security risks.
- Complete and submit weekly report to CTO and IT management outlining status for various projects and assigned tasks.
- Take ownership of network issues from start to finish through a proprietary support portal and follow up until resolution or escalate.

Real Estate Appraiser | ColdFusion Web Developer
Infinite Appraisal, Inc.

2003 – 2008
Long Beach, CA.

- Perform simple to complex real estate appraisal with emphasis on multi-family dwellings.
- Worked under three Senior Appraisers to obtain required 2000 Hours of experience.
- Perform appraisal throughout Los Angeles, Orange, Ventura, San Bernardino, and Riverside Counties having to be precise and efficient in routing and scheduling.
- Build lasting client relationships in a fast paced loan origination industry.
- Market appraisal service by cold calling and personally visiting loan agents and banks.
- Design and maintain a ColdFusion | Access website allowing clients to log in and order/edit/cancel appraisal orders and view unpaid invoices automating the order process.
- Maintain a SBS2003 Network supporting Remote Users in a highly mobile environment.

Lead Trainer | Network Engineer
DTI – DataTrain Institute

2000 – 2003
Long Beach, CA.

- Instruct and Train students on A+, Network+, MCP, Computer Support and Web Design.
- Install, configure, and maintain servers and workstations for students.
- Configure and maintain an internal IIS server to allow Web Development students to test and showcase their talents.

- Enable user level access to restrict student's access to internal files and enable GPO on individual OUs.

TECHNICAL CERTIFICATIONS

- ❖ CompTIA A+ Certified Technician
- ❖ CompTIA Network+ Certified Technician
- ❖ Cisco CCNA (Cisco Certified Network Associate)
- ❖ Microsoft MCP (Microsoft Certified Professional)
- ❖ Microsoft MCSA (Microsoft Certified Systems Administrator)
- ❖ Microsoft MCSE (Microsoft Certified Systems Engineer)

FINANCIAL

Infinite Air Center, LLC having been in operation since February of 2015, is self-sustaining without any debt. Even in a tough Aviation industry, Infinite Air Center, LLC is showing increase in gross profit and is poised to show profit next fiscal year.

First year of business proved to be an eye opening experience with steep learning curve in terms of customer service, employee management and payroll. However, we are now able to assess number of employees needed for a leaner operation and allow seasonal fluctuations.

To help facilitate expansion and acquisitions of other Aviation related companies such as Part 135 and 141 businesses, LH Investments, Inc is ready to fund Infinite Air Center, LLC's expansions for unforeseeable future. Additionally, Infinite Air Center has investors that are also pilots whom are willing to fund Infinite Air Center's other Aviation Ventures for equity exchange if needed.

As Infinite Air Center, LLC's goal is to run a profitable operation, all business opportunities are carefully weighed and calculated before commencement. With this being said, Infinite Air Center, LLC fully expects to be profitable with KONP operation and other business acquisitions made by the 2nd year in business.

Current Fiscal Year's Profit and Loss, and Balance Sheet are added as a Confidential Appendix B. Appendixes are deemed Confidential and therefore, added separately.

OPERATIONS PLAN

Scope of Services

Infinite Air Center, LLC will manage and operate the Newport Municipal Airport for the use and benefit for of the City and general public in accordance with the provisions included in the RFP as follows.

General Management

Infinite Air Center, LLC shall maintain monthly records of all correspondence and financial transaction relating to the operation of the airport. All correspondence, if emailed will be through an online Outlook 360 account for full visibility with Archive turned on. All financial transactions will be recorded by a bookkeeper into Quickbooks with all pertinent documents scanned into the file for safe keeping and retention.

Infinite Air Center shall maintain the State of Oregon 12002 water permit and provide monthly reports to the Airport Advisory Committee and to the City Council on various aspect of airport operations. All commitments signed into effect by the City of Newport will be upheld.

Infinite Air Center, LLC shall work with the City to develop and maintain policies for environmental protection at the airport and once the policies are adopted, work to maintain compliance with those policies. Infinite Air Center, LLC is fully aware of the need to respond timely and effectively to any environmental issues for City owned assets and will assist City department assigned to this task to minimize risk to the Airport and its surrounding environment. SPCC plan, if not already available, can be drafted in conjunction with the appropriate department personnel and presented to the Airport Advisory Committee outlining plans to reduce contamination of local water resources as well and preventing fuel contamination.

Infinite Air Center, LLC shall attend meetings of the Airport Advisory Committee and, when requested, attend meetings of the City Council.

Infinite Air Center, LLC shall provide public relations and marketing of services for the Airport to increase business at the airport. Tony Hann will be the main point of contact for all PR service to enhance public perception of a Municipal Airport. For all events that benefit the public, a Press Release will be distributed online and appropriate contacts at local newspaper, radio, and business organizations will be notified.

Infinite Air Center, LLC shall provide an accurate accounting of all revenues and expenditures relating to the operation of the Airport and FBO operations under the contract, and keep monthly financial reports. All financial data shall be entered into Quickbooks by a bookkeeper on a bi-

weekly basis allowing various reports. Quickbooks will have multiple data files for distinct separation of Airport finances and FBO finances.

Infinite Air Center, LLC shall be involved in educating the community on various airport operations. Tony Hann will be heavily involved in the community through various associations and will assist the City of Newport.

Infinite Air Center, LLC will continue the employment of the City's two full-time employees for a minimum period of six months after initiation of the contract at a minimum of the current hourly rate for those employees. With the City of Newport coordinating with Infinite Air Center, LLC relating to benefits for those two employees for a period of time not to exceed six months. Insurance benefits for current employees and newly hired personnel will be determined after consultation with a benefits provider of choice. Determination of Insurance benefits will commence during the first three months of contract and final decision relayed to employees.

Infinite Air Center, LLC is fully aware of need for great customer service, friendliness, and knowledge of employees that are in contact with the public and pilots and have no plans to sever ties with full-time employees for unforeseeable future. Temporary contractors will be assessed during the first few months of the contract and depending on their ability and need for their service, might be hired on permanently as either full or part time employees.

Infinite Air Center, LLC will perform reasonably, safely, and legally in compliance with federal, state, and local regulations, and in a manner consistent with the agreement.

Infinite Air Center, LLC shall be responsible for providing a work product and services of a quality and professional standard acceptable to the City.

Airport Operations

Infinite Air Center, LLC shall operate and maintain the Airport in compliance with 14 CFR Part 139, the Airport Certification Manual, FAA Minimum Standards, and the Airport Certificate. Additionally, all necessary records required by the FAA will be furnished upon request.

Infinite Air Center, LLC shall provide sufficient staffing to operate the Airport for Aviation access 24 hours a day and have at least one staff person available at the Airport seven days a week 8AM to 5PM exclusive of Thanksgiving Day, Christmas Day, and New Year's Day.

Additionally, an Authorized Representative will be on-call for all hour when the Airport is not staffed for Service or Emergency situations at the Airport. An Authorized Representative will be able to respond to the Airport within 60 minutes for these situations.

Infinite Air Center, LLC will employ sufficient qualified personnel in the operation of the Airport. For flexibility, two full time employees and one part time employee is deemed sufficient during winter months with limited traffic. During busier months, permanent employees will be supplemented by additional part time employees being hired on as needed basis.

Infinite Air Center, LLC will maintain all paved areas of the airport in addition to maintaining marking, signs, and lighting at the Airport. Whenever possible, replacement lighting will be converted to newer and more energy efficient LED lighting.

Infinite Air Center, LLC will mow grass throughout the Airport facility using a 3rd party service provider chosen based on their quotes. Mowing provider will be able to utilize existing Airport equipment to efficiently and less expensively mow and maintain grass areas. This will also enable permanent employees to better utilize their time for FBO and customer service duties.

Infinite Air Center, LLC will follow all procedures and protocols for handling hazardous substances and materials and meet various required safety standards. EPIC Aviation Fuel and/or other fuel providers provide discounted safety programs geared for Airport operations and will be utilized for safety training that is in-line with the current procedures and protocols.

As cooperation with local police, fire, and ambulatory agencies will be crucial at time of Emergency, Infinite Air Center, LLC will work, plan, and coordinate with the City to review, update, and exercise an Airport Emergency Plan. Coordination with Fire Department and ARFF will also be managed.

Infinite Air Center, LLC will conduct daily inspections as required by the FAA and other regulatory statutes and guidance. During the inspection, obstructions will be marked and lighted for visibility after dusk. If the obstruction can be removed, personnel will be assigned and removed in cooperation with all regulatory guidelines. In addition, Infinite Air Center, LLC will identify, mark, and light any unserviceable areas within the Airport.

Infinite Air Center, LLC will limit access for pedestrians and ground vehicles in accordance with Airport security needs. Access codes and cards will be granted to tenants and Airport personnel with specific codes if possible. Temporary access shall be provided to City, Emergency department personnel, and FAA on as-needed basis.

Infinite Air Center, LLC will protect navigational aids and will coordinate with FAA for appropriate access to facilities as required. During outages of navigational aids, NOTAM will be filed with FSS notifying pilots of outages and estimated time for it to be operational.

Additionally, Infinite Air Center, LLC will maintain Certification and Proper Operation of AWOS. With an outdated computer equipment connected to the current system, upgrade will be planned for and presented to the Airport Advisory Committee for review and approval.

Infinite Air Center, LLC will manage the wildlife hazard program utilizing existing equipment and methods.

Infinite Air Center, LLC will report Airport conditions through NOTAMs and other required means as needed for safe operation.

Infinite Air Center, LLC will coordinate the provision of rental cars to transient pilots and ensure availability of vehicles and condition of vehicles are up to KONP standards. Conditions of vehicles give a great insight into the overall view of Visitors to a City. I have rented numerous rental cars and will always remember the filthy, and unkempt vehicles and where I rented them from. Avoiding them next time when seeking a rental.

Infinite Air Center, LLC will conduct Airport operations consistent with the grant assurances, and commitments thereunder, provided by the City to the FAA.

Infinite Air Center, LLC shall be the primary point of contact and assist the City in the City's dealing with all applicable Federal and State Agencies relating to Airport Operations and Development.

Infinite Air Center, LLC agrees to maintain secure areas during the operation of the Airport. All area fencing and entry gates will be checked daily and any areas that are not secure or potentially breached will be investigated and remedied. Additionally, network based security cameras will be placed throughout the ramp and Airport facilities for surveillance purposes and be properly archived.

Infinite Air Center, LLC shall act as a representative of the City through participation at meetings and activities of present and future Airport users and interest groups, and include this activity in monthly reports to the Airport Advisory Committee and City Council. All meetings and other activities performed will be logged with date, time, person or group met, subject of meeting, and a brief summary of the meeting.

Infinite Air Center, LLC shall be responsible for all notifications necessary should a temporary closure of the airport be required. All temporary closure will be reported to FSS with NOTAM being submitted. Also, depending on the severity and reason for the closure, local Law Enforcement, Fire, AFSS, and City contact will be notified.

Infinite Air Center, LLC shall not be responsible for any maintenance to Federal facilities including Airport aides operated and maintained by the FAA except to ensure that other Airport operations do not damage or negatively affect those federal facilities.

Infinite Air Center, LLC shall not conduct operations in or on the Airport in any way that interferes with the responsible use of the facility by others at the Airport in the reasonable judgment of the City.

Infinite Air Center, LLC shall be responsible for all routine maintenance activities at the Airport including grounds, building, and infrastructure except as specifically outlined in this Proposal and Exceptions and Deviations Section.

Infinite Air Center, LLC shall be responsible for maintenance of the City-owned or leased equipment that are used and located at the Airport. Also, preventative maintenance and minor repairs to the facilities, equipment, and infrastructure located at the Airport. All maintenance performed at KONP will be performed within guideline listed under Exceptions and Deviations Section of the Proposal.

Infinite Air Center, LLC shall provide fueling services at the Airport utilizing the City-owned tanks, pumps, and equipment with self-serve AVGAS being available 24 hours per day, seven days per week, and jet fuel being available between 8AM to 5PM and by prior arrangement at other times. Additionally, Infinite Air Center, LLC will maintain the City leased and owned components of the fueling system at the Airport as long as it fits within the Minor Maintenance item and amount capped as noted in Exceptions and Deviations in this proposal.

Infinite Air Center, LLC shall maintain a pilot's lounge, courtesy cars, ground handling services, and concierge services for pilots utilizing the Airport. Infinite Air Center, LLC plans to renovate the existing pilot lounge/lobby to create an atmosphere that is better suited for welcoming pilots to KONP. The lobby will be separated into closed sections so that after-hours visitors such as transient pilots, students, and renters still have access to the pilot lounge/lobby to use the facilities.

Infinite Air Center, LLC requests the City of Newport pay to renovate the pilot lounge/lobby per design requested. With the renovation, KONP's transient pilots and passengers will be able to rest comfortably while weathering out a storm in relative comfort. This alone would increase the level of customer loyalty and raise the bar which other competing Airports must live up to. Estimated cost of renovation is \$15,000

For planned Maintenance Facility, A&P-IA will be sought, upon award of contract, to occupy and rent the adjacent hangar as their own separate business entity. The hangar and facility can be rented below market to bring in a suitable candidate if needed. Based on dialogue with area pilots, a

maintenance facility has a potential to bring in aircrafts from surrounding Airports which do not currently have a maintenance facility on-site increasing the potential market.

Infinite Air Center, LLC plans to purchase a basic trainer aircraft that is IFR capable and base it at Newport Municipal Airport to be used for training and rentals. Initial goal is to create a non-equity flying club without an initiation fee but with a small monthly dues of \$50 offering heavily reduced rental rate to spur GA activity. Currently, a flying club based out of our Albany location has a IFR trainer, a Cherokee 140, at a rental rate of \$90 per hour using a flying club model. Similar club model can be utilized in KONP and offered to local pilots to take place of equity flying club that might be disbanding soon filling a void.

Infinite Air Center, LLC has plans to operate a Part 135 charter service out of KONP if contract is awarded. Part 135 charter operation will allow scenic flights around the Oregon Coast in addition to scheduled flights from Newport to a regional hub Airport. Infinite Air Center, LLC's plan for Part 135 shuttle service is explained is detailed under Supplemental Plan for KONP listed at the end of the Proposal.

Infinite Air Center, LLC will review the price of fuel and make appropriate adjustments to fuel prices based on keeping the gas prices highly competitive with other similar airport and apply discount pricing for locally based aircrafts of .10 cents per gallon off of posted price. If a maintenance facility starts, Infinite Air Center, LLC will work with the A&P-IA to offer .20 cents per gallon off of posted price to their customers performing Annual Inspection drawing additional aircrafts to KONP.

All business services shall be provided by Infinite Air Center, LLC at the Airport on a non-exclusive basis in accordance with Minimum Standards adopted, or as hereafter amended, by the City of Newport for commercial aeronautics activities at the Newport Municipal Airport.

Leases and Rents

Infinite Air Center, LLC shall prepare, negotiate, administer, and enforce on behalf and in the name of the City all the lease agreements, contracts, documents, and instruments relating to the Newport Municipal Airport. All leases, new or renewals, shall be reviewed and if accepted, executed by the City of Newport exclusively.

Infinite Air Center, LLC will, with the authorization of the City, request and demand all rent and other such charges on behalf of and in the name of the City. All invoicing and collection of all fees, rents, and property leases charges due to the Airport currently and in the future will be conducted as part of the contract with the City of Newport exclusively by Infinite Air Center, LLC.

For sublease of space at the Airport, Infinite Air Center, LLC will obtain authorization from the City of Newport which shall be allowed within reason.

Infinite Air Center, LLC will keep all income and proceeds from rentals, leases, and other Airport related operation as part of the Management fee per the RFP.

Planning and Economic Development

Infinite Air Center, LLC shall assist the City in obtaining FAA, Oregon Transportation Funding or other funding for major improvements at the Airport.

Infinite Air Center, LLC will assist the City for planning and development for the Airport and the surrounding Airport lands in coordination and cooperation with the City. With vacant land surrounding the Airport being ripe for light industrial or commercial buildings, Tony Hann will seek out potential developers and assist with creating a Master Plan for these future development. City of Newport will be requested to provide the infrastructure such as water, sewer, and power to the property line enticing future developers into the area.

Infinite Air Center, LLC shall encourage the development of new facilities and services in accordance with the approved Airport Master Plan. At this time, biggest hindrance to development of new facilities is due to lack of available funding from private and financial resources. A low interest loan from the City of Newport to potential private hangar owners will spur development. Due to all City owned hangars being full with a wait list, a loan to individuals guaranteed by the building itself will allow the Airport to flourish with more tenants and traffic.

Infinite Air Center, LLC shall submit periodic input concerning the Airport Layout Plan (ALP) to the City and to Airport Advisory Committee on a monthly basis or as needed.

Infinite Air Center, LLC shall assist the City with development for approval of a five-year Airport Capital Improvement Plan. City of Newport will be responsible for costs relating to Capital Improvements, major repairs, and other investments of new assets at the Airport as approved by the City through the City's annual appropriation process.

The City of Newport will also be responsible for design, construction management, and oversight for any and all capital outlay projects at the Airport.

Infinite Air Center, LLC will provide support and assistance for continuing the development of the Airport with State or Federal funding sources.

Infinite Air Center, LLC shall support the City in its goal of attracting commercial passenger air service to the Newport Municipal Airport. With the goal of attracting a Part 121 operation to

KONP, an interim goal of offering a Part 135 Shuttle Service will be prioritized. Infinite Air Center, LLC has plans on offering this type of service to residents of Newport and surrounding areas as discussed later in the Proposal.

Budgeting

At the time the department budgets are due, Infinite Air Center, LLC shall prepare an annual operating projection, and requests, that will include:

- Detailed projection of revenues, and expenses that would be incurred by the City relating to Airport Operations for each fiscal year with the report being submitted to the City Manager in accordance with a budget schedule adopted. All projections will be based on traffic count, revenue per plane/passenger, and general forecasted Aviation activity for the year.
- Submission of request for Capital and major expense items that are anticipated in the upcoming fiscal year, and would be paid for by the City.
- Submit itemized list of improvements, and maintenance items that were funded by Infinite Air Center, LLC. during the previous fiscal year.
- Submission of recommended fees on an annual basis a part of the appropriations process.

Infinite Air Center, LLC acknowledges that all final decisions related to appropriation by the City for the budget and fee schedules relating to the operations of the Airport will be determined by the City Council.

Finances

Infinite Air Center, LLC agrees to pay for all operational charges for the Airport's electricity, water, sewer, garbage, system monitoring, annual fire extinguisher inspection, fire system annual inspection, and other costs not related to a specific tenant or leased property that is the responsibility of the City's operation of the Airport.

The City shall be responsible for providing property and liability insurance for the Airport property with the FBO having the responsibility to provide the following insurance, and include the City of Newport as an additional named insured:

- \$5M general liability limit
- \$5M general liability umbrella
- An Airport Operators General Liability Policy that shall include the following coverages:
 - \$10M products – completed operations aggregate limit
 - \$10M personal injury and advertising injury aggregate limit
 - \$10M malpractice aggregate limit
 - \$10M each occurrence limit

- \$500K fire damage limit any one fire
- \$5K medical expense limit any one person
- \$10M hangarkeepers limit any one occurrence
- \$10M hangarkeepers limit any one aircraft
- \$10M non-owned aircraft liability limit any one occurrence
- Auto liability for crew cars and ground support vehicles
- Property coverage for all property owned by Infinite Air Center, LLC
- Worker's compensation coverage at statutory limits
- Indemnity for Environmental pollution losses.

Infinite Air Center, LLC shall collect and keep all revenue from the sale of fuel, and consistent with the intent of Section C-3.5 of the RFP document.

Infinite Air Center, LLC shall be responsible for collecting all existing fees for hangars, tie downs, and other facilities. All fees collected shall be deemed to be part of contract payment to Infinite Air Center, LLC for Management of the Airport.

All financial records including profit and loss statements and other pertinent financial information and records will be maintained by Infinite Air Center, LLC and shall be available for inspection if requested by the City of Newport.

Terms of Agreement

Terms of the Agreement will be for three years with the option to renew, subject to negotiations, for an additional two-year period

EXCEPTIONS

Exceptions or Deviations

Infinite Air Center, LLC agrees to operate KONP as provided in this Proposal with exception to:

- City of Newport is requested to pay the Employment Service provider for hiring of temporary employees if Infinite Air Center, LLC chooses to employ them as permanent full or part time employee.
- Infinite Air Center, LLC shall receive rent from newly developed properties, leases, or business transactions for five years without regards to end of Infinite Air Center, LLC's term of Operation. Additionally, as development of properties take considerable time and effort,

development projects that were started during Infinite Air Center, LLC's management term but completed after the contract ends with City of Newport shall be included in the above provision.

- City of Newport is requested to replace all existing lighting fixtures for the FBO, ramp, hangars, and ancillary buildings, to LED technology within 6 months of contract being awarded.
- Total amount contributed by Infinite Air Center, LLC towards all repairs and maintenance performed to City owned equipment, facilities, and infrastructure that is considered to be minor repair is to be limited to a maximum of \$40,000 per calendar year as this cost can skyrocket quickly depending on state of maintenance and/or age of the equipment and facility.
- City of Newport is requested to pay for the Pilot lounge / FBO lobby renovation which is estimated to be \$10,000. All work is to be completed prior to Infinite Air Center, LLC taking possession of facilities.
- City of Newport is requested to complete roof and wall repairs inside FBO and adjacent hangar. Additionally, all work in progress that is currently not completed shall be completed before possession by Infinite Air Center, LLC.

PAYMENT FOR SERVICES

Monthly Fee for Services

Infinite Air Center, LLC agrees to operate KONP as outlined in this Proposal for a monthly fee of \$25,257. This fee is in addition to revenue generated by common Airport Operation not limited to hangar rentals, land lease, tie-down fees, fuel sales, and other Aviation activities performed by Infinite Air Center, LLC. Newport Municipal Airport will be managed and well cared for by staff that is passionate about Aviation and have vested interest in making KONP and The City of Newport thrive.

SUPPLEMENTAL PLAN FOR KONP

Landside Development

With KONP having prime real estate that can be used for development of commercial and light industrial buildings, Infinite Air Center, LLC will pursue making contact with various industries for possible development. Due to its location, visibility, and with tourism being a key revenue element

for the City, effort to target these industries will be emphasized. With success of Rogue Brewery, a possibility might be to bring in other brewers, distillers, and wineries into the area.

Additionally, a golf course on the NorthEast are of the Airport would provide recurring revenue, visitors, and provide good use of the land. The trend is to promote smaller 9 hole courses to overcome objections of golfers speaking about it being too time consuming. However, a smaller 9 hole course will not be suitable for tourism. Infinite Air Center, LLC will make contacts in the golf industry for insight, advice, and opportunities.

Aviation Events and Fly-ins

In addition to Saturday BBQ events, other Aviation related events and fly-ins will be pursued to generate additional traffic and awareness. While fly-ins generate General Aviation traffic to Newport, an event such as Young Eagles Flights could generate goodwill amongst the non-flying public.

Pilot Associations such as OPA, EAA, and 99s hold meetings and conventions annually at various locations. Due to its location, scenic beauty, and variety of accommodations and entertainment, City of Newport can be promoted as a great place to hold these events in.

Bi-plane rides in the summer can and will bring tourists to the field. During the winter season, a helicopter tour might be optimal and can be sought after. However, more concrete marketing plan and cooperation with the Tourism Bureau and Chamber of Commerce will yield better results and allow these businesses to thrive.

Part 135 Scheduled Operation

Infinite Air Center, LLC is in process of purchasing a Part 135 Charter Operation with acquisition scheduled to be completed in March of 2016. Additional qualified pilots and aircraft are also available for use by Infinite Air Center, LLC and is undergoing negotiations. With the Part 135 Certificate, options are available at Newport Municipal Airport.

A scheduled Shuttle Operation is planned with two to three round trips per week to and from Newport Municipal Airport to a nearby regional hub airport for easy connection to other major airport hubs. With a scheduled service, residents from nearby cities will visit the City of Newport for additional lodging and food revenue for local businesses.

Unlike previous scheduled service operations out of KONP, Infinite Air Center, LLC fully expects to be profitable without any subsidies being necessary. Part of the anticipated profit has to do with purchasing fuel at wholesale price and having the facility and personnel necessary to perform these type of operation without paying additional rents or fees. Additionally, with a fully qualified A&P

IA on staff in Albany, all maintenance can be performed without incurring additional labor fees and expedited as needed.

Therefore, combining strategic location of Newport, airport capability, lower fuel cost, lower maintenance cost, and available facility makes this type of scheduled service very enticing for Infinite Air Center, LLC which might not otherwise be possible.

Additional benefit of Part 135 Certificate is the ability to perform Scenic flights for visitors to the area. Newport and Oregon Coast is known for its scenic beauty and scenic rides sold in conjunction with the Visitors Bureau will provide additional income and traffic to KONP.

Part 141 Training Center

Infinite Air Center, LLC is readying its Part 141 application and syllabus for submission to the FAA. With assistance from Mary Shue, National Flight Instructor of the Year, and previous Part 141 Certificate holder, the application process is estimated to take one and a half years. During this waiting period, a potential partnership with another Part 141 holder is being considered for use in both Albany and Newport.

A Part 141 Certificate will allow Infinite Air Center, LLC to train pilots with a structured curriculum and also be eligible for VA funding for Instrument Rating and higher. With Newport's weather pattern, it is an ideal training location for Instrument Training. Once a Certificate is available for use by Infinite Air Center, LLC, marketing plan will be created for Instrument Training in real IMC situation which is a common occurrence in Newport. The marketing plan will also take into account possible fast paced 10-14 day IFR Rating course designed for obtaining Instrument Rating in an accelerated timeframe. This sort of training is gaining in popularity and is estimated to be well received due to weather pattern in Newport.

Part 333 Commercial Drone Training Center

With increased Unmanned Aerial Drones gaining popularity and with increased restrictions that might be placed by the FAA for safe operation, Infinite Air Center, LLC has partnered up with a professional trainer that is well versed in Aerial Drones to provide a curriculum that can be used by potential Commercial users of UAVs.

Additionally, commercial use of UAV require Part 333 Exemption from FAA and must stay within their proposed use. A pilot license of at least Sport Pilot must also be attained by the Pilot in Command of the Drone at all times. Infinite Air Center, LLC will assist the trainee with submission of 333 Exemption and also train them to be a Sport Pilot using a Light Sport Aircraft currently located in Albany.

SIGNATURE AND ACCEPTANCE

Terms of the RFP provided by The City of Newport has been reviewed and accepted and a hard copy has been provided for submission as instructed. The Scope of Services proposed by Infinite Air Center, LLC is limited to the information provided in this Proposal.

Signature: 

Name: Tony Hann

Title: Operations Manager

Date: 1/6/16

APPENDIX A - REFERENCES

Recommendations

IT Manager - Remote Offices

Routh Crabtree Olsen PS



Eugene Woo

Technical Project Manager at Routh Crabtree Olsen

“ Tony is an exceptional IT Professional and is a joy to work with. The icing on the cake is his delightful personality, filled with warmth and genuine caring. His insight, dedication, ambition, and integrity are second to none. Tony always delivers, regardless of deadlines or any pressure. He is always encouraging and positive. Tony is the mastermind behind the organization's several dozen remote office setups. He architects the network, systems, and workstations before the office becomes online. He does it with great pride and this also applies to any work. Tony would be an asset to any organization who is lucky to have him. **less** ”

September 23, 2014, Eugene worked with Tony at Routh Crabtree Olsen PS



Montee Kimpitak

Systems Administrator at Art.com

“ I would describe Tony as enthusiastic, energetic, likable, accountable, and driven. He has an extremely well-rounded technical knowledge with particular strengths in networking, applications, and project management (specifically the setup of new offices from start to finish). Tony is customer-focused and hardworking and inspires similar qualities among others he works with. ”

September 6, 2014, Montee worked indirectly for Tony at Routh Crabtree Olsen PS



Scott Bruce Duncan

Director of IT Security & Compliance at RCO Legal, P.S. / Realty in Motion, LLC

“ Tony is highly respected throughout our company and as I have witnessed his actions in the workplace and gotten to know him personally, I have come to understand why. Tony is 100% accountable to his IT customers and his IT teammates. His customer engagement skills are impeccable. He genuinely views their problems as service opportunities and his advocacy on their behalf engenders trust. While working with his Help Desk teammates to ensure production support service levels are maintained across many states in five time zones, Tony is always juggling multiple projects like new product rollouts, new offices, moves, and infrastructure upgrades with reliable execution. Most of all, Tony does all this enthusiastically and collaboratively and he truly is a joy to work with. ***!:-) less** ”

June 27, 2014, Scott Bruce worked directly with Tony at Routh Crabtree Olsen PS



Ed Weber

Managing Attorney - Law Offices of Edward T Weber

“ Tony is a very knowledgeable IT Manager and readily uses his many years of education and experience to manage his team efficiently and to ensure that the job gets done. He is an awesome individual who is pleasant to be around, in addition to his excellent work ethic and professionalism. ”

June 6, 2014, Ed worked directly with Tony at Routh Crabtree Olsen PS



Patricia Hendrickson

Software Integration and Application Specialist at Realty In Motion, LLC

“ It would be my privilege to recommend Tony Hann as a candidate for just about any position. He is an impressive manager and a project leader extraordinaire. I had the fortune to work off and on with Tony for 2.5 years at Realty in Motion, LLC, and can say it was not often enough.

Tony has a vast and intense knowledge of the technical field that impacted his position as our Remote IT Manager. A daunting position for most, Tony was able to make it appear a breeze. His knowledge from networking to Softwares to infrastructure, he will always find a resolution. Always positive, knowledgeable, and results oriented, Tony was able to provide excellent support to our remote offices throughout the US with a professional ease. Enjoyable in his demeanor and top notch in his skills no one can go wrong working with Tony on their team. Regardless of pressure, Tony always performed professionally and gave the highest quality of support.

Tony was always willing to offer his assistance and had an excellent rapport with the many constituent served by our office including colleagues, clients, employers, and other professional organizations. Tony would be an asset to any employer and I recommend him for any endeavor he chooses to pursue.

Should you wish to discuss Tony any further, I would be happy to do so either by email or over the phone. **less** ”

June 3, 2014, Patricia worked with Tony at Routh Crabtree Olsen PS



Justin M. Roy

Systems Engineer at Microsoft

“ As the remote office manager, Tony has shown exceptional skills working with customers in various locales. He is dedicated to excellent customer service and has a proven track record of top level support. Tony has been the point person for opening offices across the US, including HI. He regularly monitors network stability and customer tickets to ensure users have the best experience possible. When managing direct reports, Tony carefully monitors ticket loads and inventory. He commands excellence though leading by example and expects no less from everyone around him. He is an excellent trainer and a very detail oriented manager. It is a pleasure working with him and I would highly recommend him for any management position. **less** ”



Erin Bigalke, PMP
Skilled project manager



“ Tony does an excellent job keeping the remote offices up and running. He’s been invaluable at helping me work through the random IT challenges that one encounters as a remote employee, and as an employee who travels to the various offices. When a major client implemented a new scorecard process using tools in Excel that were not backward compatible, Tony was able to quickly ID and implement a workaround helping us to properly respond to the client’s scorecards in a timely manner. less ”

October 28, 2013, Erin worked with Tony at Routh Crabtree Olsen PS



Ryan Nickels
Director of Information Technology



“ Tony is an extremely hard-working, detail oriented individual whom I am proud to say I worked with. He has been a key player in bringing uniformity to the management of IT in our remote offices and in general is just a great guy to be around. ”

February 4, 2013, Ryan worked directly with Tony at Routh Crabtree Olsen PS

Gary L. Ludeke
1235 Masters Avenue
Creswell, Oregon 97426

December 14, 2015

City of Newport
Airport Advisory Committee
Newport, Oregon

Subject: Infinite Air Center

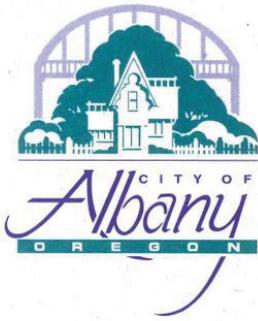
This is in regard to the subject company's response to your Request for Proposal to provide fixed-base operation (FBO) services at the Newport Municipal Airport. I am an active general aviation aircraft owner and Commercial Pilot currently flying primarily for pleasure but also providing part-time flight instruction at the Creswell (Hobby Field) Airport. I am also a City of Creswell Planning Commissioner and Airport Commissioner, and the President of Experimental Aircraft Association (EAA) Chapter 31 based at Creswell Airport.

For the past twenty years I have frequently landed at the Albany Municipal Airport for fuel and to spend time in the city of Albany for recreational purposes. When the subject FBO began operating at the airport I had the pleasure of meeting Mr. Tony Hann and his staff and have found them to be very personable and helpful in seeing that my needs are met. They have created a warm and friendly atmosphere that encourages one to land at the airport for fuel and other services. Several EAA Chapter 31 members share this opinion of the Albany FBO and also frequent the airport as both a fuel stop and a place to go for recreational flights.

I encourage you to carefully consider Infinite Air Center to be the FBO at the Newport Municipal Airport. I believe you will see a first-class operation and an upswing in general aviation traffic using your airport should you choose them for this very important airport operation. I would be pleased to answer any questions you might have. Feel free to call me at 541-895-2667 or email me at <RV6AN200GL@Charter.net.

Sincerely,

Gary L. Ludeke



December 29, 2015

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(541) 917-7601

To Whom It May Concern:

LETTER OF RECOMMENDATION FOR TONY HANN

Tony has been the Albany Municipal Airport's FBO (Infinite Air Center) since February of 2015. During this time, and the months leading up to Infinite Air's operation at the airport, I've found Tony to be very professional, and responsive, to all the needs of the City. We went from not having an FBO, to Infinite Air moving in, with a very smooth transition.

Tony is very enthusiastic with regards to the airport. He has, and is, trying new things to attract not only pilots, but the general public to the airport. Tony thinks outside the box.

I believe Tony to be one of those people that would succeed at whatever he takes on.

I can be reached at jon.goldman@cityofalbany.net if you need any additional information.

Sincerely,

Jon Goldman
Transportation Superintendent

Mary Rosenblum
24198 S Skylane Drive
Canby, OR 97013

rosenblummary@gmail.com
503-896-2470

December 27, 2015

Airport Advisory Committee
City of Newport

Dear Committee,

I understand that Tony Hahn of Infinite Air Service is interested in managing Newport airport (ONP) as well as the FBO operation there. I want to recommend Tony as a pilot who has had experience with him as FBO operator at both Albany airport and Mulino airport. I have been impressed with his farsightedness and his willingness to work hard to increase traffic at the airports, and I have seen a significant increase in traffic at Albany and Mulino both since he took over operations there.

I have never heard a complaint made against him by any pilot. He deals fairly and generously with the aviation community and is very well regarded by members of the Mulino chapter of the Oregon Pilots Association.

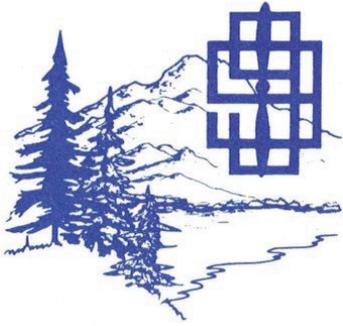
As a pilot and aircraft owner as well as an Oregon Pilots Association member, I think he would benefit ONP as an engaged and forward-thinking operator.

Yours,



Mary Rosenblum

VP Legislative Affairs
Oregon Pilots Association



the ninety-nines, inc.

NORTHWEST SECTION

42645 Rodgers Mountain Loop
Scio, OR 97374
December 22, 2015

Mr. Spencer Nebel
City Manager
City of Newport, OR
169 SW Coast Highway
Newport, OR 97365

Re: Tony Hann's RFP for Operation of the Newport Municipal Airport at Newport, OR

Dear Mr. Nebel,

In the time since Mr. Hann has established Infinite Air at Albany, OR, he has greatly improved the business activity as well as the social aspect of our airport. Bringing skills from managing other successful enterprises he has focused his attention to establish the flight training, aircraft maintenance, aircraft rental and other services that an FBO (Fixed Base Operator) provides. He saw what Albany Airport needed, and brought it to us—a stable FBO, open to serve transient as well as local pilots; and a facility where pilots are welcomed to gather to conduct business, as well as to attend educational and social functions. We now have an FBO and airport that are thriving, attracting more pilots and the attention of the local community each day.

Mr. Hann has demonstrated skill, knowledge and capability in managing his successful aviation business. His business acumen will be a benefit to the City of Newport as well as your airport. He has established good relations with the City of Albany and local business community, as well as with non-pilot citizens. He has the abilities to reach out and connect with people. The attractiveness of Newport as a destination for businesses and travelers can be enhanced by the insights that he will bring to the operation of Newport's airport.

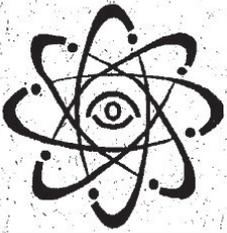
In addition to his business skills, I have seen Mr. Hann's willingness to mentor young people interested in aviation and business. He has a young employee in training who is learning good business practices and etiquette. He is generous with his time, and has offered to provide scholarship assistance to young, aspiring pilots.

Mr. Hann has definitely been an asset to our community, and would be the right person to manage the operation of Newport Municipal Airport.

Sincerely,

Patty Viall

Governor, Northwest Section of The Ninety-Nines



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December 21, 2015

To Whom It May Concern:

I am delighted to write this letter in recommendation of Tony Hann. Due to his strong work ethic, management skills and professionalism, I have great confidence in his ability to successfully operate an airport.

Tony owns and operates the FBO at the Albany Municipal Airport where I keep my plane hangered. During the year I've known him, I've noticed his efficiency and leadership in improving the quality of the airport. At the same time, he displays an innovative mindset and provides a welcoming environment. He has exceeded my expectations since taking over the FBO here in Albany.

Sincerely,

Richard Kay

N2478C

Airport Advisory Committee Member
Albany Municipal Airport

Jerry Wilken
146 SW 86th Court
South Beach, OR 97366
December 18, 2015

To Whom It May Concern:

I am writing this letter to recommend Mr. Tony Hann in regards to FBO operations at the Newport, Oregon airport.

First, let me introduce myself and give my background. I received my pilot certificate at the Albany, Oregon airport in 1967. I am a Flight Instructor and Commercial pilot. I am currently doing flight instruction at the Lebanon, Albany and Newport airports. I own hangars at both Albany and Newport. My wife and I have homes in Albany and Newport and are currently living across the highway from the Newport airport at Pacific Shores.

I am pleased to recommend Tony to be the operator of the Newport FBO. I have watched him at his Albany location and have become quite impressed. He and his staff have built an excellent reputation for their workmanship and attention to detail. I admire Tony's hard work ethic and commitment to operating a successful business. I have not seen another FBO give better or friendlier service. He treats his local customers wonderful and he welcomes the out of town visitors to the Albany airport with a great big smile.

I believe that Tony and his staff would be an ideal asset to the Newport airport and the community.

Sincerely,



Jerry Wilken

12-12-15

To Whom It May Concern,

This is a letter of recommendation for Mr. Tony Hann and Infinite Air Center Albany, Oregon.

As a local Pilot/CFI I have been very happy to meet and get to know Mr. Tony Hann. I watched with anticipation/anxiety as the new FBO at Albany Airport was launched in early 2015. The first time I stopped in I was really impressed with the new physical look of the office and pilot's lounge areas. The updating was tastefully done and it is definitely more professional looking and very inviting and friendly.

Tony personally has been extremely friendly, hardworking and professional. He has also surrounded himself with a professional staff that have a commitment to customer service, neatness and cleanliness.

In addition to his business sense, Tony is a private pilot and loves aviation. I have had the privilege of flying with Tony and he has an obvious concern for safety, both as a pilot and in regards to the maintenance of the aircraft he leases. If something isn't correct...he fixes it.

I feel Tony Hann and Infinite Air Center would be an asset to any General Aviation Airport.

Sincerely,



Craig T. Ulrich

525 Marilyn St. NE Albany,
OR 97322
ctulrich2@comcast.net

541 974-2487

December 14, 2015

Letter of Recommendation

To whom it may concern,

I am writing concerning Infinite Air Center in Albany, Oregon. I have been working with Infinite Air for nearly a year and would highly recommend their services to anyone. They would be an asset to any airport.

After my flight instructor became employed by Infinite Air I decided to continue training with him despite having to commute an hour each way for lessons. It was immediately obvious that Infinite Air was run much more efficiently and professionally than the operation I began training with. I was very happy with the decision to work with Infinite Air. They made scheduling and training very easy.

When it came time for my plane's annual inspection I decided to have Infinite Air handle the work rather than the previous maintenance provider. I was again very happy with the professionalism, quality of work, and flexibility when it came to scheduling. I will be using Infinite Air whenever possible in the future for the maintenance on my aircraft.

Please feel free to contact me with any questions.

Ken Rada

971-271-0641

January 3, 2016

City of Newport 169

SW Coast Hwy.

Newport, OR 97365

RE: Newport Municipal Airport

To the Planning and Improvements Committee:

I would like to take this opportunity to offer a recommendation of Tony Hann, Operations Manager of Infinity Air center, a FBO in Albany, Oregon. Tony reestablished the FBO after years of the airport operating at bare minimums. I have been a pilot for 38 years, the last 20 flying out of Corvallis and Lebanon, until I met Tony and saw what he was doing for the Albany Municipal Airport. In the past year that Infinity Air center has operated the FBO, the improvements have been most welcome; making the airport a pleasant base of operations. I personally like the ideas he has shared and the vision he has for the future of our local Airport. Tony was involved with the Young Eagle flights during the Northwest Arts and Air Festival in 2015, where he offered me the opportunity to fly his Piper Warrior to assist in this event.

Tony is supportive and encouraging to people who show an interest in general aviation. He is a conscientious business owner and insists on keeping thorough log books. He provides a full-service maintenance crew and office staffing which has enhanced the professionalism of the airport. The ability to book aircraft reservations on-line is efficient and convenient. Tony's improvements have recreated the vision for local pilots of the Albany Municipal Airport. If this is what you're looking for in Newport, Tony is the person to make it happen!

Sincerely,

Doug Hall

Remax Intergrity

Albany OR 97322

541-918-4014

December 22, 2015

To The City of Newport, Oregon:

It is with great pleasure that I write this letter giving my highest recommendation for Infinite Air Center. I have been a customer of Infinite Air for the past six months as I pursued my private pilot certification. The biggest thing that stood out for me was the level of professionalism and safety that the company represented. Never did I question the trust I was placing in this company nor the safety of the aircraft they were renting to me.

It is no coincidence that Tony Hann and Infinite Air Center have been so successful in Albany, Oregon. They are transforming a business model that has been stuck in "old ways" and providing a service that is accessible to everyone, myself included. The dependability that is shown by Infinite Air Center is a rarity in the business world and I am confident that the high level of service that's provided would translate well to Newport.

Please don't hesitate to contact me to further discuss my experiences with Infinite Air Center or how they would be a great fit for your city.

Regards,

A handwritten signature in black ink that reads "Bryan Gassner". The signature is written in a cursive, flowing style.

Bryan Gassner
bgassner@gmail.com
(503) 516-3352

THIS PAGE INTENTIONALLY LEFT BLANK



January 5, 2016

City of Newport
Attn: Peggy Hawker, City Recorder/Special Projects Director
169 SW Coast Hwy
Newport, OR 97365

Dear Ms. Hawker;

We respectfully submit the following narrative and attached in reply to the City of Newport's "Request for Proposals for the Operation of the Newport, Oregon Municipal Airport." We remain interested in working with the City of Newport and appreciate that our response differs in certain areas from your stated RFP criteria.

AvPORTS has developed an Airport Evaluation Program (AEP) that is designed to investigate and analyze an airport's performance and key market opportunities with specific recommendations to improve the facility's utilization, operational efficiencies and bottom line. The AEP is specifically geared toward those airports which are underperforming, operating at a loss and placing a financial burden on their host municipalities. We believe that many of the goals and objectives outlined in the current RFP can be accomplished through our more streamlined AEP process.

The details of the AEP are attached to this letter providing further information on the program's intent and usefulness to Airport sponsors. We offer this program to the City of Newport as an alternative and cost effective, strategically directed, approach to addressing a number of the issues outlined in the current RFP.

Please contact me at 703.902.1186 or by email at bdamico@avports.com with any questions and begin a discussion of how we could move forward.

Sincerely,

A handwritten signature in blue ink, appearing to read "B. D'Amico", with a long horizontal flourish extending to the right.

Brian D'Amico
Manager of Business Development
AFCO/AvPORTS Management LLC



Corporate Delivery:

**45025 Aviation Drive, Suite 100
Dulles, VA 20166**

Corporate Mailing:

**PO Box 16860
Washington, DC 20041**

AvPORTS Evaluation Program (AEP)

A Strategy to Move Forward

December 2015



For More Information:

Visit our website at www.AvPORTS.com or Contact Brian D'Amico at bdamico@AvPORTS.com

AvPORTS Evaluation Program (AEP)

In response to increased interest for private sector solutions by small to medium sized general aviation and commercial airports, AvPORTS has established our AEP.

The AEP is specifically designed to provide a cost-effective single point option to airport owners experiencing persistent operating losses. The AEP is tightly focused on airport owners who do not have the financial resources to hire a team of specialty consulting firms, whose situation does not present an attractive opportunity to service providers requiring large transactions, and finally, to airport owners who may be predisposed to engaging AvPORTS for a full management agreement, but desire an interim stage between the “status quo” and a long term change of direction for their airport.

The AEP is a limited duration engagement lasting no longer than one year. The AEP can act as the basis for transition to a long term management contract with AvPORTS, but there is no commitment to do so by either party and the AEP is designed to provide meaningful value to airport owners as a stand-alone endeavor.

The AEP is executed and staffed by AvPORTS senior executives and on-staff professional experts. None of the AEP activities are “outsourced.” Program disciplines include evaluation of capital projects (and related funding), AIP Programs, PFC Applications, A&E/CM/PM, safety, wildlife, and noise programs, air service development (passenger and cargo), airport operations, staffing, ancillary revenue, and real estate development.

The AEP is a three stage process of 1) triage and review of all existing masterplans/studies, 2) an investigation of market dynamics impacting the airport and reconciliation of findings to existing operations, 3) recommendations and strategies to optimize the airport’s position within the market dynamics presented. At least one multi-day visit by our team on site and to the community is typically required and cooperation and participation from the airport’s key stakeholders and staff is critical to the process.

The AEP process results in a final report that summarizes our findings and makes strategy recommendations based on those findings. While the report is the culmination of our efforts, the interaction between us and client personnel during the AEP process is typically very valuable to the client. It is not unusual for positive changes and critical decisions to take place during the AEP. Once completed, AvPORTS stands behind any strategy recommendations as evidenced by our willingness to enter into a longer term engagement to execute the recommendations.

It is important to note that AvPORTS will not enter the AEP process with any preconceived notions on what the final recommendations will be. Equally important to gaining an understanding of, and working toward, the Airport’s stated goals, will be providing a market-based analysis with market-based recommendations. The AEP cannot produce any “silver” bullets, but it does result in strategic value to the airport and surrounding communities. Even at airports evidencing intractable operating shortfalls, AvPORTS can assist in reducing losses in support of the community committing to invest in the public asset - within a long term strategic plan - due to the ancillary benefits the airport provides.

AvPORTS Evaluation Program (AEP)

Pricing for the AEP is a fixed fee plus travel related expenses and is negotiated on an airport and community specific basis. Our process typically begins with a telephone conversation to determine commonality of interest and if that is in place, we conduct an initial site visit and in-person meetings with key stakeholders, at our cost, with the intention of presenting an AEP engagement proposal for consideration thereafter.

To begin that conversation, please contact Brian D'Amico, Manager of Business Development, at 703.902.1186 or by email at bdamico@avports.com. We look forward to hearing from you and working with you to chart a new course for your airport.



AV-tank at fuel farm stopped working. Traced back to bad fuse replaced and it is back and running.

Construction is moving along on the FBO. They will be done with the welding soon. They are waiting for a three day window of good weather to finish the roof.

Connect Oregon grant was submitted and we are on the list current list of grants that have been submitted.

AV-truck chain on reel was switched out.

Jet-A truck is having battery and alternator issues is up and running.

White Crown Vic went to service for electrical problem, coil and plug replaced. It is working and back up and running.

Operations truck back right break seized and the battery had to be replaced.

No issues with Kubota.

Storm water sample was taken and shipped for 1200Z permit requirement.

Back gate operator was stuck open. The gate was jammed in the guide wheel. Readjusted and is back in operation. Continue lubing and tightening chains when needed on all other gate operators.

New apron light poles are up and three are light. The fourth one is missing a wire and Public works will have to come back out to correct it.

Wild life hazing still is continually busy with smaller birds. Have found scat on the runways recently.

Night inspections have found no new issues with field lighting.

16 PAPI has had no issues to report.

No issues with approach lighting (MALSR).

Have been working with Captain Alex Fugate of the 270 ATCS/CATCO they will be holding tower training at ONP.

AWOS main computer went down. The power supply switch went out. Tech came to put in new one but I guess he said that our AWOS computer was vintage and he did not have the right part. But we lucked out and found an old computer that did and we borrowed the power unit off of it.

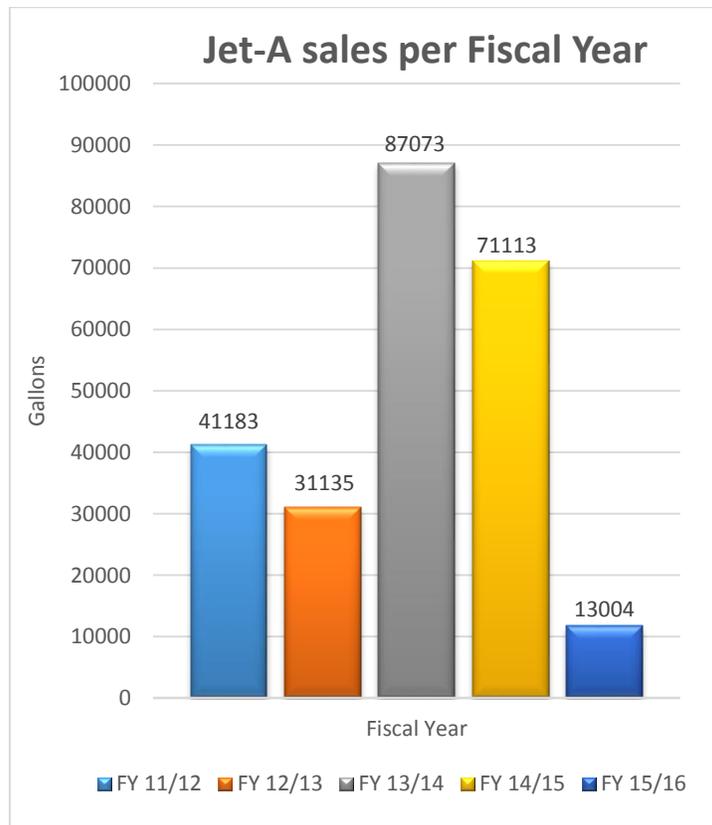
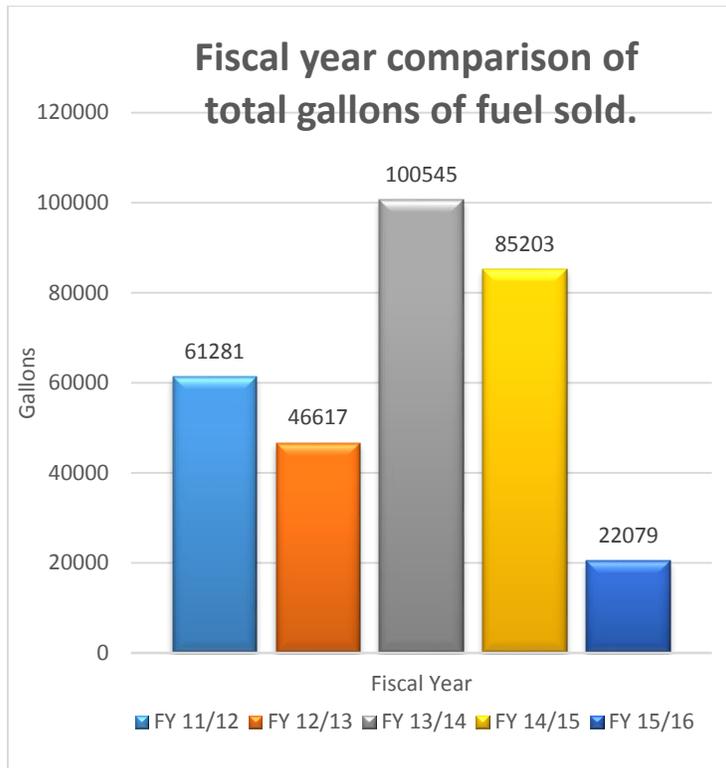
Got Okay for Mike Eastman to help the USCG strip a red circle on their apron.

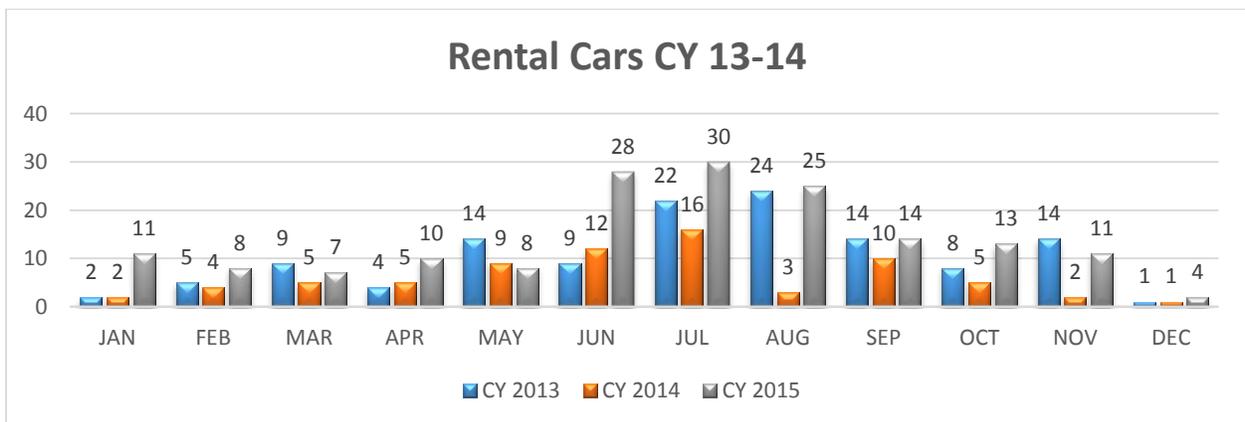
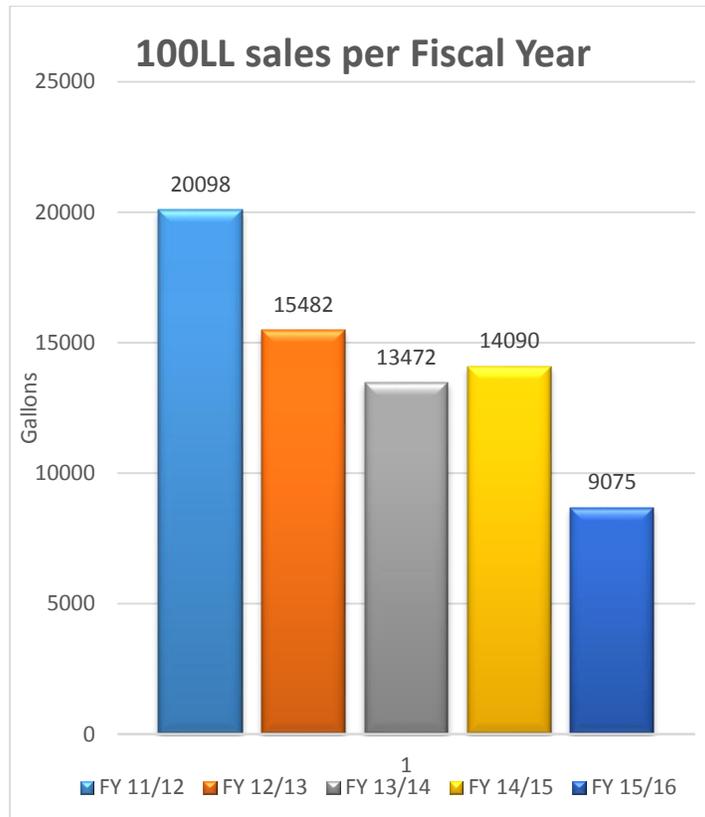
Siding on and roof of FBO are complete. The crew will be back later this month to work on dry walling and painting.

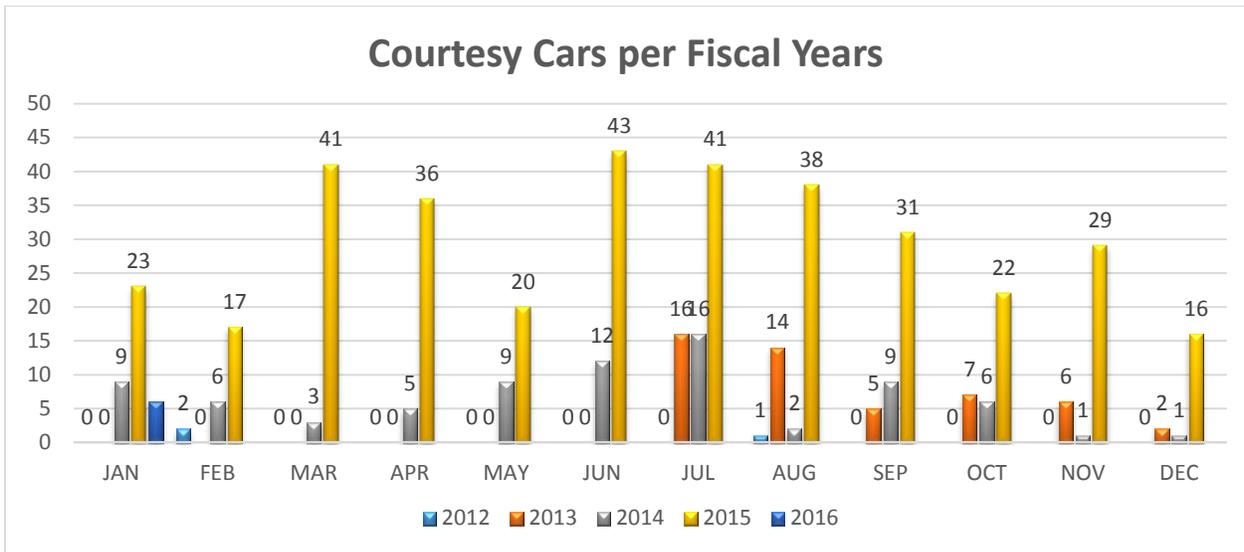
Had a good size land slide right next apron. Lost 172 feet of fence and was six inches from the apron in some spots.

Following is how we finished the month of September.

Aircraft Quantity				Fuel Consumption			
Month	IN	OUT	Tot.A.O	Jet A	Av Gas	Self-Serve	Total
July	519	512	1031	3186	1411	1041	5638
Aug	490	492	982	3265	890	1065	5220
Sept	439	435	874	1110	1351	953	3414
Oct	296	298	594	1417	473	613	2503
Nov	328	328	656	2705	298	509	3512
Dec	217	215	432	876	255	173	1303
Cur. FY	2289	2280	4569	12559	4678	4354	21590
FY 14/15	3675	3560	7235	71113	5985	8103	85201
FY 13/14	3175	2896	6071	87073	4098	9374	100546
FY 12/13	3121	3083	6204	31135	4430	11049	46614
FY 12/11	3219	3181	6400	41183	4275	15823	61281
FY 10/11	3023	3085	6108	73458	4119	12004	89581
Average	3243	3161	6404	60792	4581	11271	76644







Thank you for your time,

Lance Vanderbeck
City Of Newport
Airport Operations & Administration Manager

I have attached our local area's fuel prices for Jet-A and 100LL.

Jet-A prices within 65 miles of Newport, OR 97365

Jet A

\$3.20—\$4.63

Average \$3.83

KONP Newport Municipal Airport Newport, OR
Newport Municipal Airport Phillips 66 FS \$3.90

KCVO Corvallis Municipal Airport Corvallis, OR
Corvallis Aero Service EPIC FS \$4.50

6S2 Florence Municipal Airport Florence, OR
Florence Airport Volunteer Group SS \$3.20

KEUG Mahlon Sweet Field Airport Eugene, OR
Atlantic Aviation
EPIC FS \$4.63

KSLE McNary Field Airport Salem, OR
Salem Aviation Fueling @ Salem Air Center
EPIC FS \$4.51

KTMK Tillamook Airport Tillamook, OR
Tillamook Airport Phillips 66 PS \$3.39

KMMV Mc Minnville Municipal Airport Mc Minnville, OR
Cirrus Aviation
Ascent FS \$3.30 Epic \$3.20

77S Hobby Field Airport Creswell, OR
Creswell Airport Phillips 66 SS \$4.20

17S Chehalem Airpark Newberg, OR
Precision Helicopters PS \$3.89

2S6 Sportsman Airpark Newberg, OR
Sportsman Airpark independent FS \$3.45

100LL Avgas prices within 50 miles of Newport, OR 97365

100LL

\$4.45—\$6.09

Average \$4.89

KONP Newport Municipal Airport Newport, OR

Newport Municipal Airport Phillips 66 SS \$5.00 FS \$5.10

KCVO Corvallis Municipal Airport Corvallis, OR

Corvallis Aero Service EPIC SS \$4.99 FS \$5.50

6S2 Florence Municipal Airport Florence, OR

Florence Airport Volunteer Group SS \$4.60

7S5 Independence State Airport Independence, OR

Nutsch Aviation Phillips 66 SS \$4.45

Independence Aviation LLC SS \$4.55

S12 Albany Municipal Airport Albany, OR

Infinite Air Center, LLC EPIC SS \$4.59

KEUG Mahlon Sweet Field Airport Eugene, OR

Atlantic Aviation EPIC SS \$4.71 FS \$6.09

S30 Lebanon State Airport Lebanon, OR

LebanAir Aviation independent SS \$4.59

KSLE McNary Field Airport Salem, OR

Salem Aviation Fueling @ Salem Air Center

EPIC SS \$4.99 FS \$5.50

KTMK Tillamook Airport Tillamook, OR

Tillamook Airport Phillips 66 SS \$4.79

KMMV Mc Minnville Municipal Airport Mc Minnville, OR

Cirrus Aviation

Ascent SS \$4.55 FS \$4.70

Epic SS \$4.55 FS \$4.75



New picnic tables.



The last of the old Picnic tables.



Off loading of material for FBO restoration.



