

HEBER CITY CORPORATION
75 North Main Street
Heber City, Utah
Airport Advisory Board Meeting
Wednesday, March 27, 2013

4:00 p.m.
Regular Meeting

Public notice is hereby given that a monthly meeting of the Heber City Airport Advisory Board will be at in the Heber City Office Building, 75 North Main, South door, in the Conference Room upstairs. The following items will be discussed:

Agenda:

Approval of Minutes

March 13, 2013, Regular Meeting Minutes

Item 1 Interview Candidates for Consultant Services

Item 2 Discuss Cancellation of April Board Meeting

Item 3 Review of Revised Terminal Area Drawing

Other Items as Needed

Times are approximate and may vary if needed.

Those interested in the above items are encouraged to attend. Order of items may vary if needed. In compliance with the Americans with Disabilities Act, those needing special accommodations during this meeting or who are non-English speaking should contact Karen Tozier or the Heber City Planning and Zoning Department (435-654-4830) at least eight hours prior to the meeting.

Posted on March 21, 2013 in the Wasatch County Community Development Building, Wasatch County Library, Heber City Hall, the Heber City Website at www.ci.heber.ut.us and on the Utah Public Notice Website at <http://pmn.utah.gov>. Notice provided to the Wasatch Wave on March 21, 2013.
Karen Tozier, Administrative Secretary

Memo

To: Airport Advisory Board
From: Mark K. Anderson
CC: Mayor & Council
Date: 3/21/2013
Re: March 27, 2013 - Agenda Items

4:00 P.M.

Interview Candidates for Consultant Services: The City only received two proposals to provide consulting services on hangar lease related issues. Therefore, rather than shortlist the candidates, I have scheduled the following interviews:

4:15 p.m. Michael Hodges, Airport Business Solutions
4:35 p.m. Kirk Nielsen, Jviation

The interview with Michael Hodges from Airport Business Solutions will be by telephone. I expect that Kirk Nielsen and/or Morgan Einspahr from Jviation will be available in person. The Board should spend the first 15 minutes discussing the questions they wish to pose and the interview process they would like to follow. I will get with Erik Rowland to come up with some proposed questions and would ask that the Board and City Council also come prepared with questions they would want to ask. The two proposals that were received are attached for your review.

For reference, I have attached a copy of the RFP that was sent out.

Discuss Cancellation of April Board Meeting: The Board should discuss whether or not they wish to hold their regularly scheduled meeting on April 10th. It will be difficult for me to attend the meeting as I will be traveling back from St. George. Also, having two meetings in March reduces the need to meet so quickly.

Review of Revised Terminal Area Drawing: Justin Pietz has indicated that he will provide an updated Terminal Area Drawing prior to next Wednesday's meeting. The Board should review the drawing to determine if it is ready to be referred to the FAA for review and comment.

Other Items As Needed:



Airport Business Solutions

"Valuation and Consulting Services to the Aviation Industry"

13007 W. Linebaugh Avenue, #102, Suite B, Tampa, Florida 33626-4489

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

March 20, 2013

Mr. Mark K. Anderson
City Manager
Heber City, Utah
75 North Main Street
Heber City, Utah 84032

RE: ***Airport Business Solutions***
Proposal for Consulting Services
General Aviation Rates and Charges and Leasing Practices
Heber City Airport – Russ McDonald Field (36U)
Heber City, Utah

Dear Mr. Anderson:

Per your request, ***Airport Business Solutions (ABS)*** appreciates the opportunity to submit this proposal for airport consulting services, including the review of reversionary practices, hangar rates, and leasing polices for the Heber City Airport. In accordance with your Request for Proposals, the following reflects our interest and experience in these projects. ***Airport Business Solutions*** is the industry leader in providing the prescribed services set forth in the RFP, having provided these services to multiple clients throughout the United States.

With our history and knowledge of both airport management and general aviation related business operations, to include the Heber City Airport and other regional airports, we are confident that ***ABS*** is the most qualified entity to meet the needs of the City, as well as the tenants and users of the Airport. Our staff has provided national and international consulting and advisory services to over 1,500 airports worldwide over the past 25 years. Our senior staff offers over 150 cumulative years of airport and aviation business management services, as well as direct experience with airport and FBO management, marketing, training, planning, and operations. In addition, ***ABS Aviation***, an affiliated airport and FBO contract management organization, currently manages the Minden-Tahoe Airport in Minden, Nevada and the FBO at the MidCoast Regional Airport, a joint-use military/civilian facility in Fort Stewart, Georgia. As such, we offer direct experience with the leasing issues facing airports and aviation businesses today. This current and direct hands-on management experience makes us unique in the consulting world and allows us to stay up to the minute with industry changes and best practices. Recent engagements include projects at Salt Lake City and Ogden, Utah. ***ABS*** is fully capable, and is the best choice for completing both tasks identified in the RFP, including a review of the current reversionary issues (Task 1), and review of the current hangar lease agreements/Rates & Charges (Task 2).

We truly believe that the most important "Main Street" in any community is the local airport runway, because it is such a critical component to the economic vitality of the area. As such, the Airport is the "front door" to the community and represents the City as one of its goodwill ambassadors. This belief is the cornerstone of all of the management and consulting services we provide.

Solutions as Unique as the Problems . . .

Mr. Mark K. Anderson
March 20, 2013
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As noted further in our qualifications, **ABS** has its roots in aviation real estate-related issues and offers Heber City a unique perspective on leases, and in particular, reversionary issues. **ABS** is fully committed to the scope of work described in the RFP and is available to start immediately upon notice to proceed.

Legal Name and Address of the Primary Proposing Firm

ABS Aviation Consultancy, Inc. dba Airport Business Solutions
13007 W. Linebaugh Avenue, #102, Suite B
Tampa, Florida 33626-4489
(813) 855-3600 – Phone
(813) 200-1014 – Fax
www.airportbusiness.net

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

We appreciate the opportunity to submit our qualifications to Heber City, Utah and the Heber City Airport. If you should have questions regarding this proposal, please do not hesitate to contact me.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read 'Michael A. Hodges', written over a faint, larger version of the same signature.

Michael A. Hodges, MAI
President/CEO

Airport Business Solutions

Proposal for Consulting Services
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1. Project Team Experience and Qualifications

Airport Business Solutions

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



In addition to the foregoing, the Company has been very active in the areas of leasing issues (both relative to rates and fees and lease terms and conditions), FAA regulations, and standardized leasing documents and policies. Furthermore, given our general appraisal foundations, in addition

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to addressing aeronautical land and facilities, we also offer the expertise to analyze various non-aeronautical ancillary facilities situated on an airport such as hotels, parking garages, rental car facilities, support facilities, etc. ***Airports Business Solutions*** is also recognized for our extensive experience in the analysis and valuation of "through-the-fence" access rights and the development of access agreements and fee structures for through-the-fence projects.

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

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

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

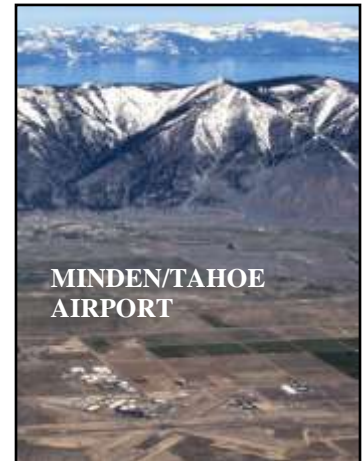
Airport Business Solutions

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resources, years of experience, exposure to a variety of facilities through our database of over 1,500 airports, and understanding of the viability of various revenue generation systems, provides ***Airport Business Solutions*** with the ability and expertise to analyze complex aviation projects which demand extensive research, analysis, and the conveyance of conclusions either through in-depth personal presentations, or well-documented and fully-supported, comprehensive reports. Furthermore, our experience and knowledge of the FAA's Grant and Sponsor Assurances, the FAA's final rates and charges policy, and diverse staff knowledgeable in FBO and airport operations and management yields the exclusive background necessary to provide the services that have been identified by Heber City for this project. Our focus on the ***business*** of airports meets all of the needs and expectations set forth in the RFP.

As noted, *ABS Aviation* successfully manages the Minden-Tahoe Airport on behalf of Douglas County, which located in west-central Nevada near Lake Tahoe. In addition, *ABS Aviation* currently manages the MidCoast Regional Airport FBO at Wright Army Airfield for the Liberty County Development Authority in Fort Stewart, Georgia. It should be noted that our responsibilities at the MidCoast location involves management and oversight of the civilian aspects of this joint-use civilian/military airfield. This hands-on experience will be invaluable in addressing the various scope items set forth in the RFP.



We have the capability to perform all aspects of the project presented in the RFP, and have completed all of our consulting assignments within the time frame estimated and budget allocated.

Key Personnel

Michael A. Hodges, MAI – President/CEO

Specializing in airport and aviation business management issues for over two decades, Michael will ensure that the Heber City Airport project meets the quality and operational demands of the City and the users of the Airport. His expertise includes FBO and airport management,

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financial oversight, real estate development and valuation, airport leases, personnel issues, and strategic business planning of both airports and airport related businesses. Michael will be the project manager for the proposed project.

Roberta "Bobbi" Thompson

Bobbi's background is comprised of nearly 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 management of five airports that included the direct offering of FBO services and additional airport management assignments. Bobbi's diverse aviation background also includes flight operations, charter, air show development and management, FAA contracting, and other regulatory issues, personnel management, and budgeting. Because of her on-going management experience at the Minden-Tahoe Airport, plus her experience with the FAA and the airports she previously managed in California, Bobbi will have a significant role in generating the business-related planning services for the City.

Randy D. Bisgard

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

2. Work Program & Project Approach

In the completion of our analysis and preparation of recommendations for reversionary clauses and hangar lease rates, it is imperative that these recommendations include clearly

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identifiable support and justification. As such, if engaged, **ABS** will complete a detailed survey of similar and competing airports relative to competitive lease rates, as well as associated leasing policies. As part of the leasing issues analysis, **ABS** will demonstrate the importance of the need for sound leasing policy for hangar rates, and the implementation of defensible reversionary options. Issues that will be addressed in our engagement include, but may not be limited to:

- Input from Airport Staff & Tenant Stakeholders
- Review of Existing Rates & Charges
- Review of Existing Reversionary Clauses and Options
- Analysis of Competitive Airports and Comparable Rates & Charges
- Review of Current Industry Best Practices for Leasing Policy
- Development of a Reversionary Policy and Recommendations for Implementation
- Review and Recommendations for New Hangar Lease Agreement(s)
- Review and Recommendations for a New Lease Rates and Charges Schedule
- Presentation of Findings

3. Project Schedule

It is estimated that 15 to 30 days will be required for each Task, which represents a total project timetable of 30 to 45 days from the notice to proceed to the presentation of our findings to the Airport Staff.

4. Project Budget

Based upon the scope set forth herein, the estimated fees for the tasks identified in the RFP are estimated at **\$7,500.00** plus travel and project-related expenses. Expenses shall include travel costs, hotel, rental car, meals, etc., as well as printing and shipping costs. All expenses will be billed at cost plus a 5% administrative fee. Expenses will be invoiced along with any required receipts. Expenses will be estimated in advance once a defined schedule and start date can be defined. Fees and expenses shall be billed upon project completion, unless otherwise directed by the final contract or other requirements of the City.

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Addenda - ABS Business References

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March 20, 2013

Mr. Mark Anderson, City Manager
Heber City Offices
75 North Main
Heber City, UT 84032

RE: Heber City Airport Hangar Lease Rates and Practices

Dear Members of the Selection Committee:

Jviation is please to present our qualifications and experience to provide consulting services for hangar rates and leasing practices at Heber City Airport/Russ McDonald Field. Jviation is uniquely qualified for the scope of work through our extensive experience at airports in Utah and throughout Northwest Mountain Region, and our recent experience performing similar services to the Wyoming Department of Transportation -Aeronautics Division on their recently completed Rates and Charges Guide.

Our firm serves only the aviation industry. Several members of our staff have direct airport management experience, having previously worked at airports in the region. In addition, Jviation team members, Kirk Nielsen and Craig Sparks, bring 17 years working with the Utah Department of Transportation's Division of Aeronautics and seven years of previous experience as the FAA Denver Airports District Office (ADO) manager, respectively. This industry focus and multifaceted experience ensures that we understand the dynamics and legalities of working at airports, from every angle. We are able to provide valuable insight when comparing rates and charges from one airport to another, because we truly understand how airports work, and how each facility is different.

Our team has been involved in statewide economic impact studies, regional and statewide system plan updates, ALP updates, master plan updates, and rates and charges studies. We have the industry understanding, proven tools and techniques, and the Utah airport relationships to effectively and efficiently complete this study.

Our team offers the right mix of personnel, experience, expertise, and local knowledge needed to accomplish this project. Please contact me at 801-924-4227 should you have any questions regarding this submittal.

Sincerely,

JVIATION, INC.



Kirk Nielsen, PE
Project Manager
kirk.nielsen@jviation.com

QUALIFICATIONS

EXPERIENCE

Jviation is pleased to present our qualifications and experience to provide consulting services for hangar rates and leasing practices at Heber City Airport/ Russ McDonald Field.

Jviation, Inc. is a planning, design, and construction management firm ***focused solely on aviation-related projects.***

This concentrated focus provides Heber City Airport with a team of professionals that possess an in-depth understanding of the aviation industry and the dynamics and legalities of working at airports, from every angle.

We believe Jviation is uniquely qualified to provide Heber City Airport with guidance and recommendations regarding your hangar leasing rates and practices. We offer Heber City Airport:

- ✦ **On-point and relevant experience** through our work on the Wyoming Department of Transportation - Aeronautics Division's Rates and Charges Study through our proposed planning staff member, Morgan Einspahr.
- ✦ **An in-depth understanding of Utah airports and the Utah aviation marketplace** through Kirk Nielsen's past history as a Program Manager and Aeronautical Planner with the Utah Department of Transportation's Division of Aeronautics.
- ✦ **Federal Aviation Administration (FAA) insight and lease strategy guidance** through Craig Sparks, the former FAA Denver Airports District Office Manager from 2003 to 2010.

This experience provides you with a team that understands the uniqueness

of the various Utah communities and airports in the region and how those differences affect rates and charges comparisons. We are able to provide valuable insight and a proven approach to comparing the rates and charges from one airport to another. We are able to do this because we truly understand how airports operate, and the unique demands at each airport facility.

Proven Experience

Jviation's staff has extensive experience conducting the various data collection, airport outreach, and findings analysis that will be required for this scope of work. Our team has been involved in statewide economic impact studies, regional and statewide system plan updates, ALP updates, master plan updates, and rates and charges studies. We have the industry understanding, proven tools and techniques, and the Utah airport relationships to effectively and efficiently complete this study for Heber City Airport. Summary information regarding our experience is provided below.

WYDOT Airports Rates and Charges Guide



In 2011, Jviation conducted a study to update the Wyoming Airports Rates and Charges Guide (Guide). This is part of an on-going process by the Aeronautics Division to help Wyoming airports achieve a higher level of self-sufficiency. The Guide aids in the

establishment of fair and consistent rates and charges throughout the area. Data collected includes basic airport information such as based aircraft, operations, etc., along with rates and charges for hangars, tie-downs, fuel storage, terminal and other fees at airports in Wyoming and neighboring states. The purpose of the Guide is to provide airport managers with a convenient, comprehensive source of data and analysis that can be used to aid in establishing airport rates and fees.

The completed Rates and Charges Guide provides regional information on current rates and charges being assessed at airports throughout Wyoming, Utah and Colorado.

WYDOT Performance Review Rating

As standard policy, WYDOT completed a performance review of Jviation's work product for the Rates and Charges Study. Jviation received the highest rating, Excellent, for our performance on the project.

"The consultants and subconsultants were especially experienced in the data that was received and interpolated for the final product. Their staff members assigned to the project were very professional and easy to contact to discuss the project."

**John Mahoney
WyDOT Aeronautics**

QUALIFICATIONS

Colorado Statewide System Plan



Jviation, as a subconsultant, completed the 2011 update to the Colorado Aviation System Plan for the Colorado Department of Transportation (CDOT), Division of Aeronautics. CDOT relies heavily on its state aviation system plan to direct the development of and investment in public general aviation and commercial airports that serve Colorado. The project provided a tracking tool for CDOT, enabling CDOT to show how grants issued relate directly to system benchmarks and service objectives for airports.

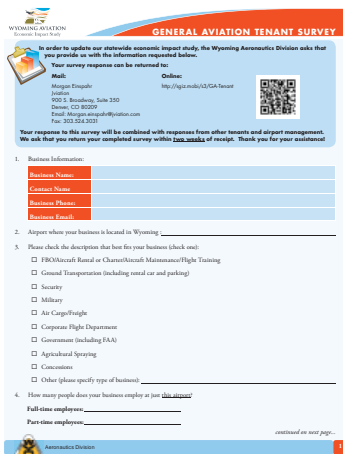
Mid-America Regional Council, Regional Aviation System Plan Update



Jviation is part of a team preparing a regional aviation system plan for the Kansas City metropolitan area. Airports included in the study are: Leavenworth County (proposed), Johnson County Executive, New Century, Gardner Municipal, Miami County, Kansas City International,

Midwest National Air Center, Lawrence Smith Memorial, Charles B. Wheeler Downtown and Lee's Summit Municipal. One goal of the study is to identify land development opportunities for each of the airports and provide that information on an airport benefit fact sheet.

Economic Impact Studies, Colorado and Wyoming



Jviation, as a subconsultant, is providing airport outreach, survey, and data collection services for Economic Impact Studies in both Colorado and Wyoming. Our services include fieldwork and data collection, site visits and airport manager interviews/surveys, airport tenant surveys, airport visitor surveys, off-airport aviation reliant businesses surveys, and quantification of direct and indirect impacts.

QUALIFICATIONS OF STAFF

Jviation has assembled individuals who will be able to provide a knowledgeable and experienced approach for the rates and leasing practices at Heber City Airport. The team is comprised of staff who have worked together on similar projects and have a thorough understanding of the project elements.

Proposed staff for this project include:

- ✦ **Project Manager** - Kirk Nielsen, PE
- ✦ **Lease Strategy** - Craig Sparks
- ✦ **Planning and Outreach Support** - Morgan Einspahr, LEED GA

Kirk Nielsen, PE - Project Manager

Kirk Nielsen, PE will serve as your Project Manager. Kirk brings 17 years of experience managing complex airport projects and programs. Previously with the Utah Department of Transportation's Division of Aeronautics, Kirk served as Program Manager and Aeronautical Planner supervising airport development throughout the State from 2003 to August 2012. As Aeronautical Planner, Kirk play a key role in the data collection and airport outreach process for Utah's State System Plan. Prior to 2003, Kirk worked as a rotational engineer, field engineer, design engineer and a design squad leader within the UDOT organization. He provides Heber City Airport with extensive understanding and working knowledge of the FAA, UDOT Aeronautics, and the aviation community, which will be a valuable asset when considering the comparable airports and communities to be utilized for this study.



Craig Sparks - Lease Strategy

Craig Sparks will support the project with lease strategy recommendations. Prior to joining Jviation in 2010, Craig worked for the FAA for over 36



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years in varying capacities, including his roles as the Utah State Engineer, FAA Regional Paving Engineer, Assistant Manager and Manager of the Denver ADO. Through these roles, Craig was responsible for over 2500 airport development projects ranging from maintenance and pavement rehabilitation to design and construction projects of new airports.

As Manager of the Denver ADO, he was responsible for the Airport Improvement Program (AIP) for Colorado, Wyoming, and Utah. He was involved with developing a detailed Capital Improvement Plan (CIP) for airports within these states and lead in forming FAA Regional and National CIP programs.

Morgan Einspahr, LEED GA - Planning and Outreach Support

Morgan specializes in planning for aviation-related projects, including environmental planning, public involvement, and airport master planning. A graduate of Florida Institute of Technology in Aviation Management with Flight, Morgan has gained extensive hands-on experience in airport operations and aviation planning through her internship at the Colorado Springs Airport in Colorado, her involvement in the Valkeia Airport Master Plan in Florida, and her experience as a commercial and instrument rated-pilot. Morgan has served as an integral team member for the CDOT System Plan Update, the CDOT and WYDOT Economic Impact Studies. Morgan was the Lead Planner responsible for completing the WYDOT Rates and Charges Guide in 2011. In this role, she surveyed all Wyoming airports and numerous airports outside of Wyoming



to provide realistic and comparable information to analyze and aid in the development of airport rates and charges.

UNDERSTANDING OF THE PROJECT

Airport lease agreements grant basic rights and privileges to aircraft owners and private enterprises to provide aeronautical services to make the airport attractive. When an Airport Sponsor accepts AIP from the FAA, the funding comes with Grant Assurances. The Grant Assurances include a provision which mandates the airport to maintain a fee and rental structure to ensure the airport is as self-sustaining as possible.

One of the largest revenue generators for any General Aviation airport is the land and hanger leases. Lease agreements vary from airport to airport. They also vary to meet the needs of the airport users. Typically, airport lease agreements focus on three basic areas:

- ✦ The right to use the public airport facilities.
- ✦ The right to occupy as a tenant and to use certain designated areas exclusively.
- ✦ The commercial privilege to offer goods and services to airport users.

Many airports have leases tailored to each of these categories. Some smaller airports have only one lease that covers all three areas. As airports grow and expand it is necessary to modify lease agreements to meet the demands of the changing airport environment. Each airport is different and most have unique leases. Determining the terms of the lease which best suits the sponsor while balancing the needs of the users can be a daunting task for any airport.

Jviation has been selected twice by the State of Wyoming to update the “Rates and Charges Guide” for all airports within the state. Our experience and knowledge gained from updating Wyoming’s State “Rates and Charges Guide” will make surveying and collecting rates and charges of airports of similar size within the State of Utah easy. The rates and lease types will be collected and disseminated in a format that will be easily understood by people without an aviation background.

Jviation has the expertise to evaluate Heber City’s current hanger lease agreements. Granting exclusions to existing leases is similar to tip toeing through a mine field. Several members of our staff have previous experience with the FAA Airports District Office and have dealt with these types of issues on a regional scale. We understand the dynamics and legalities associated with accepting federal funds and running an airport. Our goal is to help the City maximize the revenue generated on the airport, while making the airport conducive to airport users and private enterprises. Jviation’s staff will work with Heber City, airport lease holders and the FAA to identify conditions which warrant exclusions to existing leases. The guidance Jviation can provide will keep Heber City within the bounds of the Grant Assurances and make the airport successful.

APPROACH

The goal of this study is to provide Heber City Airport with a comprehensive source of data and analysis to make an informed decision regarding the Airport’s hangar leasing rates and practices. Jviation has a thorough understanding of the scope of work elements and offers several

QUALIFICATIONS

efficiencies when implementing this study. These efficiencies include:

- ✦ Existing data on several Utah airports from our work on the 2011 WYDOT Rates and Charges Study.
- ✦ A proven approach which has garnered accurate and thorough recommendations.
- ✦ A schedule made more efficient through our team's Utah airport knowledge and relationships.

Elements of the Work

Kick-off Meeting and Site Visit

At project initiation, a kick-off meeting will be held to gain a thorough understanding of the Airport's current hangar leasing rates and practices and to discuss the key deliverables for the project.

During this meeting, a targeted list of airports will be determined for comparison purposes. It is anticipated that this airport list would include up to ten airports of varying sizes, which have similar components to Heber City Airport. A survey will be prepared and distributed to the determined airports.

In conjunction with the kick-off meeting, a site visit will be performed and the hangars conditions will be inventoried.

Prepare and Distribute Survey

An online survey form will be created and distributed to obtain airport information, such as operations and enplanement data, runway data, Instrument Approach Type (e.g. ILS, Non-Precision, Visual), hangar ownership and rates, fuel flowage fees, tiedown fees, special/facilities fees (Auto parking, storage, etc.), and various other data points determined during the kick-off meeting.

If an airport is non-responsive to the online survey, a follow-up call will be initiated.

Tenant Survey

Jviation will survey some of the tenants at the Airport to understand their concerns with the current lease agreement and garner input regarding desired changes or updates.

Data Analysis

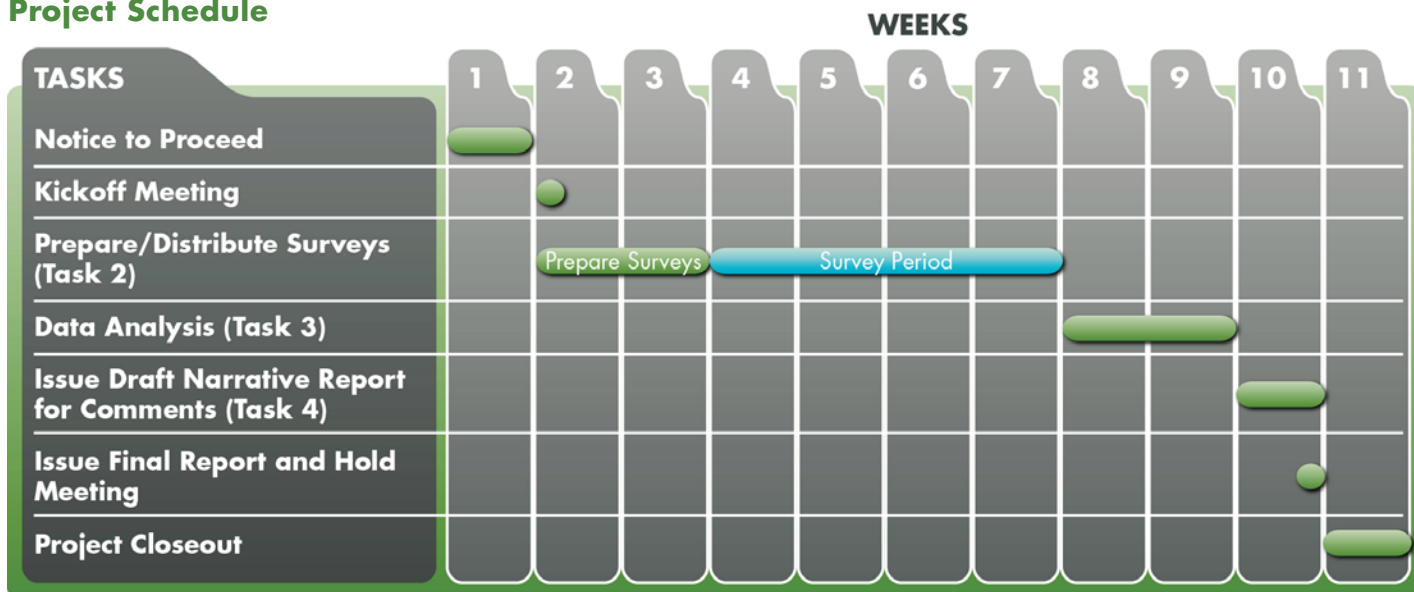
An analysis of each of the major survey categories will be prepared. The analysis will be based on data received through the surveys, and will summarize the data from each category, emphasizing any trends or discrepancies of note. This data information will then be compared to Heber City Airport data in order to determine recommendations for modifications to the existing lease rates and to identify conditions where the City should consider granting extensions to existing reversionary and non-reversionary leases.

Data Reporting

A technical document will be prepared that provides an overview of the study, the airports that were included in the study, the survey methodology, the major data analysis findings, and the recommended actions.

A meeting will be held with the City and the Airport to review the document.

Project Schedule



Project Budget

Task 1	Kickoff Meeting and Site Visit	\$1,500
	Project Manager	8 Hours
	Planner	8 Hours
	Travel and Expenses	Cost
Task 2	Prepare and Distribute Survey with Follow Up	\$1,600
	Project Manager	2 Hours
	Planner	16 Hours
Task 3	Data Analysis and Leasing Practices Analysis	\$1,800
	Project Manager	4 Hours
	Planner / Analyst	16 Hours
Task 4	Data Reporting / Documentation and Meeting	\$2,250
	Project Manager	8 Hours
	Planner / Analyst	16 Hours
	Travel and Expenses	Cost
Subtotal		\$7,150
Price Reduction for New Client		(\$2,650)
Total Proposed Budget		\$4,500

Mayor: David R. Phillips
Council: Robert L. Patterson
Alan W. McDonald
Benny Mergist
Jeffery M. Bradshaw
Erik Rowland

HEBER CITY CORPORATION

75 North Main
Heber City, Utah 84032

Phone (435) 654-0757
Fax (435) 657-2543

February 28, 2013

Subject: Heber City Airport Hangar Lease Rates and Practices

Heber City is seeking proposals to provide consulting services for hangar rates and leasing practices for the Heber City Airport / Russ McDonald Field in Heber City, Utah. Attached is the Request for Proposal (RFP). All proposals received will be reviewed by a committee comprised of members of the City Council, Airport Advisory Board and the City Manager, which may conduct a phone interview with the top submitters. Taking into consideration the recommendation of the committee, the Airport Advisory Board Chairman and the City Manager will make the decision on the successful candidate.

Heber City will administer the contract and will be the primary contact for details relating to the project. All questions regarding the RFP shall be directed to Mark Anderson, City Manager, at Heber City at (435) 654-0757.

The deadline for submitting proposals is 6:00 p.m. on Wednesday, March 20, 2013, at the Heber City Office located at 75 North Main, Heber City, Utah, 84032. Submittals are accepted by mail, hand delivery, or email, while emailed submissions are preferred. Email submissions are to be sent to manderson@ci.heber.ut.us.

Sincerely,



Mark K. Anderson
City Manager

REQUEST FOR PROPOSAL

Heber City Airport Hangar Leasing Practices

Heber City is soliciting proposals for consulting services on hangar leasing rates and practices on the above referenced project. The Scope of Work below details what will be required of the selected consultant.

Project Description

The Heber City Airport is a category B-II airport that was constructed in 1947 which serves the general aviation needs for Wasatch and Summit counties. The airport's proximity to Park City and other nearby recreational opportunities has a significant impact on number and type of airport operations that occur at the airport. The airport is home to approximately 120 based aircraft which include small corporate jets, helicopters, gliders and single engine and twin engine aircraft. Currently the Airport has 67 hangars that are on either a 30 year reversionary or a 25 year non-reversionary lease. The oldest hangars were constructed in 1989 and the newest hangars were constructed in 2009. The City is the owner of 4 hangars ((2) 75' X 75' and (2) 40' X 45') which they are leased on a month-to-month basis until they are sold.

On new lease agreements, the City only offers 30 year (20 year + (2) 5 year extensions) reversionary leases and some have expressed concern that the lease fees being imposed may be too high for this type of lease. Also, at this time, we have had requests to extend existing leases from parties interested in purchasing hangars from individual owners and the City feels a need to have a policy in place that the City could use to treat each requesting party fairly and uniformly.

Scope of Work

The selected consultant shall complete the following tasks:

- 1) Identify conditions where the City should consider granting extensions to existing reversionary and non-reversionary leases
- 2) Evaluate the current hangar lease agreement and make recommendations for modifications to existing lease rates for the purpose of developing a rates and charges document to maximize City/Hangar owner benefit in light of the current market

Schedule

- 1 Proposals are due at the Heber City Offices, 75 North Main, Heber City, UT 84032, no later than 6:00 p.m. on Wednesday, March 20, 2013, to the attention of Mark K. Anderson. Electronic submittals are preferred through email to manderson@ci.heber.ut.us. Choice of submittal type (email, mail, or hand delivery.) will not be used as criteria for selection of the consultant.
- 2 It is the desire of Heber City to choose a consultant and begin the study during the second or third week of April 2013.

General Requirements of Proposals

All proposals should include the following elements:

1. A brief description of the firm qualifications, including: (1) the experience of the firm in related projects completed in the past three years, and (2) the experience and technical competence of specific staff members to be assigned to the project
2. A work program summarizing the key elements of the study, and a listing of the major tasks to be completed during the process.
3. A schedule with calendar time required to complete each task and a completion date for the project.
4. A budget for the consultant to complete the Scope of Work including a statement of total price and itemized costs by task.

Proposals must meet the following requirements:

1. At least one (1) copy of the proposal must be provided for the review process either in writing or through email.
2. Proposals should be no longer than eight (8) pages and pages must be no larger than 11 x 17.

Heber City reserves the right to accept or reject proposals including the right to reject all proposals and resolicit, if deemed necessary. Selection of the consultant is also dependent on the negotiation of a mutually acceptable contract with the successful firm.

Selection Process

A committee comprised of members of the City Council, Airport Advisory Board and the City Manager may elect to interview the top proposals through telephone interviews. The committee will then make a recommendation for the Airport Advisory Board Chairman and the City Manager to consider for approval. Following approval, the selected firm will be notified and a contract will be executed.

Selection Criteria

The following criteria will be used in choosing a firm to prepare the design:

1. **Experience:** Firms will be evaluated according to the past experience of the firm and of the individuals assigned to this particular project. Past efforts, quality, and performance history.

2. **Qualifications of Staff Assigned:** The professional qualifications and time available of the staff assigned to manage and conduct the study will be reviewed.
3. **Approach:** The proposal will be reviewed for the completeness, organization, and soundness of the approach to the project, including tasks, schedule, and budget.
4. **Understanding of the Project:** The consultant should demonstrate a thorough understanding of the nature and scope of the project.